

# INTRODUCTION TO THE CASE STUDIES

The following chapter includes case study profiles assembled by NRDC and the Green Sports Alliance. These profiles include case studies on the ecological attributes of the hospitality programs at 10 professional sports venues, 10 shorter “snapshots” of environmentally intelligent concessions at professional sports venues, and five of the professional sports industry’s preeminent concessionaires.

The venue case study and snapshot profiles were selected based on a range of nominations submitted to the Green Sports Alliance from the foremost professional sports concessionaires and based on published documentation of greener game day food initiatives at professional sports venues across North America. The case studies provide a framework for viewing, planning, and implementing environmentally preferable hospitality programs.

The case studies in this report cover the lifecycle of food operations at a sports venue, including menu design, procurement, preparation efficiency, serviceware, food donation, and composting. The initiatives profiled here are devoted to hospitality greening efforts within professional sports. They do not focus on broader sustainability accomplishments across the agricultural sector unless those initiatives are directly related to food greening successes at a particular sports venue.

These case studies represent a diverse spectrum of professional sports venues throughout North America. However, this report is not a comprehensive list of environmentally intelligent hospitality programs at professional sports venues, nor does it rank greener food programs. Our intention is to provide an informative guide for those planning to advance greener food initiatives or implement new sustainability efforts in hospitality at professional (and collegiate) sports venues.

The conversation about healthier and ecologically preferable food is growing throughout the sports industry. Indeed, it is growing throughout North America. As the first report of its kind, this publication is designed to encourage all sports venues to shift toward more sustainable food procurement as well.

Each venue case study includes three sections:

### 1. THE GREENING STORY

provides background on the venue’s broader greening accomplishments and commitments to date.

### 2. THE GREENER FOOD STORY

explains how each team and venue began working with its concessionaire to pursue greener food. This section describes how programs were launched, their motivations, stakeholders, and successes to date.

### 3. WHAT’S NEXT?

describes future plans and opportunities for the greener food movement, the challenges, and solutions.

Each case study also features the venue’s standout greener food accomplishments.

This report spotlights a rapidly expanding national trend. In fact, more sustainable practices in game day food are now so widespread in North America that it is impossible to detail all of the impressive accomplishments. The sports industry is helping to lead a shift towards healthier food production that all businesses should emulate. Thus, in addition to the case studies, we have included shorter summaries of 10 noteworthy greener food initiatives at professional sports venues that demonstrate the breadth of this trend. Of course, we recognize that there are many similar stories as yet untold in the sports food industry and we encourage those leaders to reach out to the Green Sports Alliance so we can help tell their stories as well.

These case studies provide strategies to help leagues, teams, and venues decide why environmentally intelligent food matters and how to go about serving it. Although there is no one way to establish a greener food program, the most successful greening operators in the sports industry use similar elements to implement effective hospitality programs.



# LEADING ENVIRONMENTALLY PREFERABLE FOOD PRACTICES AT PROFESSIONAL SPORTS VENUES

Professional sports venues across North America are helping to advance the trend towards healthier, ecologically intelligent food. The facts below are just a sample of the environmentally preferable food service initiatives at iconic sports venues nationwide. These facts showcase the 20 venues featured in the Champions of Game Day Food report.



**MODA CENTER**  
HOME OF THE PORTLAND TRAIL BLAZERS

**100%** of seafood is certified by the Marine Stewardship Council, while 30% of meat and produce is certified USDA Organic.



**SAFECO FIELD**  
HOME OF THE SEATTLE MARINERS

**100%** of all beef and pork is certified "Never Ever" (raised without antibiotics or hormones).



**SONOMA RACEWAY**  
HOST OF NASCAR

**2 ACRES** onsite are dedicated to an organic garden at Sonoma Raceway that produces food for concessions meals and catering.



**LEVI'S STADIUM**  
HOME OF THE SAN FRANCISCO 49ERS

**30%** of all Levi's Stadium produce is certified USDA Organic and more than 20% of the menu is vegetarian.



**AT&T PARK**  
HOME OF THE SAN FRANCISCO GIANTS

**100%** of AT&T Park drinkware and food packaging is recyclable or compostable.



**PETCO PARK**  
HOME OF THE SAN DIEGO PADRES

**100%** of used cooking oil is recycled and donated as biodiesel to support local public transportation and school buses.



**AT&T STADIUM**  
HOME OF THE DALLAS COWBOYS

**THOUSANDS** of pounds of certified USDA Organic produce from nearby Paul Quinn College's student-run farm is served to Cowboys fans each year.



**BELL CENTER**  
HOME OF THE MONTREAL CANADIENS

**95%** of Bell Center dairy and cheeses are sourced locally.



**PNC PARK**  
HOME OF THE PITTSBURGH PIRATES

**RANKED 3RD** ballpark in the nation for its wide array of vegetarian meal options.



**FIRST ENERGY STADIUM**  
HOME OF THE CLEVELAND BROWNS

**ABOUT 10,000** pounds of leftover, unused food is donated each season to the Cleveland Food Bank from Browns games.



**FENWAY PARK**  
HOME OF THE BOSTON RED SOX



It's only 35 miles from Fenway to the farm that provides the produce served to Red Sox fans.



**TD GARDEN**  
HOME OF THE BOSTON BRUINS

**ABOUT 20**

local farms grow the produce and make the cheese served at TD Garden.



**BILLIE JEAN KING NATIONAL TENNIS CENTER**  
HOME OF THE US OPEN

**180**

tons of food waste from US Open fans is composted for local landscaping and farming use.



**YANKEE STADIUM**  
HOME OF THE NEW YORK YANKEES

**278**

compost bins help Yankees fans compost ballpark-wide, advancing the Yankees' zero waste goals.



**CITI FIELD**  
HOME OF THE NEW YORK METS

**THE 11,000**

square foot green roof on the Mets' admin building is now complemented by a garden at Citi Field to grow ingredients onsite.



**WELLS FARGO CENTER**  
HOME OF THE PHILADELPHIA SIXERS/FLYERS

**ALMOST 100%**

of serviceware is compostable.



**AMALIE ARENA**  
HOME OF THE TAMPA BAY LIGHTNING

**125**

hydroponic garden towers grow organic food onsite for Tampa Bay Lightning players and fans.



**CITIZENS BANK PARK**  
HOME OF THE PHILADELPHIA PHILLIES

**100%**

of concessions stands serve vegetarian meal options to Phillies fans.



**MARLINS PARK**  
HOME OF THE FLORIDA MARLINS

**ABOUT 10,000**

pounds of unused prepared food is donated by the Marlins to local seniors homes annually.



**EDWARD JONES DOME**  
HOME OF THE SAINT LOUIS RAMS

**100%** antibiotic-free, humanely raised, grass-fed beef hot dogs and burgers are served to Rams fans.



## Case Study

# LEVI'S STADIUM

## HOME OF THE SAN FRANCISCO 49ERS

Location: Santa Clara, California

Opened: July 17, 2014

Owner: City of Santa Clara

Operator: Santa Clara Stadium Authority

Concessionaire: Centerplate

Seating Capacity: 68,500

Venue Uses: professional football (NFL), professional soccer (MLS), college football, wrestling (WWE), concerts and other events

LEED certification: Certified LEED Gold for New Construction, July 2014



*“We hope that we are copied. We hope people try to one-up Levi’s Stadium and get the LEED Platinum. People are going to start to ask questions: Why isn’t our stadium like this? When your fans start asking that, you better deliver what consumers want.” Jed York, San Francisco 49ers’ CEO.*

## LEVI'S STADIUM'S GREENING STORY

The San Francisco 49ers' new stadium is the first professional football stadium in the United States to achieve LEED Gold certification under the U.S. Green Building Council's New Construction standard. Environmentally intelligent features at Levi's Stadium include a 27,000-square-foot green roof, efficient lighting and plumbing fixtures, high-efficiency HVAC systems, recycled building materials, electric vehicle charging stations, public transit access, and bicycle parking.

The 49ers play on a Bermuda Bandera grass playing field, which requires half as much water as typical NFL fields. The stadium uses recycled water, from the City of Santa Clara's recycled water system, for 85 percent of all water needs at the stadium, for uses such as for flushing toilets and playing field irrigation.<sup>1</sup> The 49ers' 10 home games during the NFL season will be powered by the 375 kilowatts of solar energy produced annually by the stadium's 1,162 photovoltaic panels. In the stadium concourse, fans can view a live display of data on the building's daily energy and water use and other statistics.

The 49ers worked with their contracted concessionaire, Centerplate, to build environmental considerations into their hospitality program throughout concessions, suites and catering. The stadium's menu items include antibiotic-free meats, vegan and vegetarian items, sustainable seafood, and certified organic and local produce.

## LEVI'S STADIUM'S GREENER FOOD STORY

According to San Francisco 49ers' CEO Jed York, the team is committed to greener food because it's the Bay Area way of life. York says menu design and procurement choices at Levi's Stadium are crafted to meet the needs of 49ers fans. York explains, “We wanted to make sure the food that we use is local and organic as much as possible. It's about giving the stadium a Bay Area feel with great food, great atmosphere, great technology.”

The 49ers' commitment to sustainable food options, particularly antibiotic-free hotdogs and a prevalence of vegan items, generated impressive positive press attention leading up to the opening of the stadium. “From the fresh, locally grown ingredients on menus to the investment in equipment, we are very excited to welcome guests to an unparalleled and highly differentiated stadium experience,” says San Francisco 49ers President Paraag Marathe. The 49ers worked with Centerplate to incorporate environmentally preferable elements throughout their hospitality program, from sustainably produced ingredients to compostable serviceware and composting receptacles throughout the venue.



## GREENER PROCUREMENT & MENUS

Centerplate chefs spent three and a half years developing the Levi's Stadium menu. They toured other NFL stadiums, surveyed 49ers fans and Bay Area residents, and refined their custom recipes. "We sought to create a hospitality program to usher in a new era of fan experience and to match the Bay Area's diverse culture," said Centerplate Executive Vice President Greg Fender.

From the outset, Centerplate and the 49ers aimed to draw from a wide variety of Bay Area cuisines to create a game day menu inspired by diverse local flavors. The 49ers' extensive vegan menu, for example, offers a nopales cactus torta sandwich, chickpea curry, BBQ jackfruit sandwiches, and ortobello mushroom steamed bao, in addition to a vegan burger and vegan hot dog. There is also a barbecue pulled jackfruit sandwich—a spicy vegetarian version of a pulled pork sandwich.

With a total of 40 vegetarian items (32 of which are vegan)—more than 20 percent of the full menu—Levi's Stadium has the most vegan and vegetarian items of any NFL stadium. "We made the decision to put a vegan item in every single concessions location and we made sure those items were appropriate to each of the concessions concepts," says Centerplate General Manager Zach Hensley. "In our Mexican stand, we have a braised nopales cactus torta sandwich, in our steamed bun [bao] stand we have a black vinegar portobello mushroom steamed bun, and in our barbeque stand we have a smoked jackfruit sandwich."

In its opening 2014-2015 season, 30 percent of all produce served at Levi's Stadium is USDA Certified Organic. The stadium also serves only seafood from sustainable fisheries, and cage-free eggs, in accordance with Centerplate's national sustainable procurement standards. Of all ingredients and products used at Levi's Stadium, 85 percent were sourced from within the state of California and 70 percent of food suppliers are from the Bay Area, within less than 150 miles from Santa Clara.

At Levi's Stadium, the signature "frankfurters" contain only antibiotic-free, hormone-free meat with a natural casing. Natural casings are made from the intestinal tract of farmed animals, such as sheep or pigs, and are edible. They are a great example of "whole animal use" (see Glossary). Artificial casings made of cellulose or plastic may not be edible and are more wasteful. Some artificial casings made from animal collagen, mostly from cows, can be edible but require more energy intensive processes to produce than natural casings.

The 49ers' more traditional game day menu items also include environmentally responsible and local ingredients. "Our burger is really cool, for example," says Centerplate Executive Sous Chef Dinari Brown. "The bun is from a bakery 10 minutes away, the beef is all fresh-ground, grass-fed from California's Masami Ranch (certified Never-Ever, meaning no use of antibiotics or hormones), and the lettuce and tomato is also from California. It doesn't get better than that."

## STANDOUT GREENER FOOD ACCOMPLISHMENTS

- ▶ First LEED Gold certified NFL stadium under the U.S. Green Building Council's LEED for New Construction standard in the world.
- ▶ Thirty percent of produce is USDA Certified Organic, including romaine lettuce, kale, arugula, and spinach.
- ▶ All seafood is sourced from sustainable fisheries. This seafood includes albacore tuna from Pacific, Monterey Bay squid, white anchovy, Tomales Bay oysters, smoked salmon from Santa Barbara, Pacific salmon, and San Francisco Bay shrimp.
- ▶ Levi's Stadium serves a total of 40 vegetarian items (more than 20 percent of the full menu), of which more than 32 are vegan (17 percent of the full menu). As of June 2015, it has more vegan and vegetarian items than any other NFL stadium, with at least one vegan item at every concession stand.
- ▶ 85 percent of all fresh produce is procured from farms that use sustainable production practices.
- ▶ Of food suppliers, 70 percent are from the Bay Area, within less than 150 miles from Santa Clara. A total of 85 percent are from California.
- ▶ 60 percent of menu items are house-made, reducing packaging and external food processing waste.
- ▶ All shell eggs are cage-free.
- ▶ All menu items sold at Levi's Stadium have zero trans-fat.
- ▶ Most of Levi's Stadium food and beverage packaging/ serviceware is recyclable or certified compostable.
- ▶ All of Levi's Stadium cooking oil will be recycled for use as biodiesel.
- ▶ All hot dogs (frankfurters) are completely antibiotic-free and hormone-free with a natural casing (see Glossary for more detail).
- ▶ All wine is from California wineries.
- ▶ Chardonnay and Pinot Noir from California-based Aiden Winery are available on tap throughout the stadium. Kegs reduce waste, transportation costs, and storage needs.
- ▶ More than 30 varieties of national and craft beer are available throughout the stadium, featuring several craft breweries that use more sustainable practices such as recycling and onsite renewable energy.
- ▶ Digital supplier storyboards at every permanent quick-serve location showcase Centerplate's use of local and environmentally preferable products.
- ▶ About 85 percent of Levi's Stadium waste is compostable.

***“We made the decision to put a vegan item in every single concessions location and we made sure those items were appropriate to each of the concessions concepts,” says Executive Chef Ryan Stone. “In our Mexican stand we have a braised nopales cactus torta sandwich, in our steamed bun [bao] stand we have a black vinegar portobello mushroom steamed bun, and in our barbeque stand we have a smoked jackfruit sandwich.”***

## GREENER FOOD PREPARATION & SERVICE

Food preparation is executed onsite each day by a 350-person culinary team led by Chef Brown. More than 60 percent of menu items are prepared in-house, reducing packaging and external food processing waste while improving freshness. Levi's Stadium also has energy-efficient, live-fire kitchens throughout its concessions areas, designed to give Centerplate's chefs the capacity to cook more menu items from scratch using fresh, whole ingredients.

Each of the stadium's 500 permanent and quick-serve (cart) concessions have digital menu boards that detail Centerplate's use of local products and the names of local suppliers next to items, educating fans about their food's origins. The digital menus also include information about environmentally preferable ingredients in menu items, for example, by listing items that are “vegan,” “organic” or “cage-free.” Information about local suppliers and ingredients is also featured in the 49ers cellphone app, which allows fans to select in-seat delivery or pick-up orders.

## WATER CONSERVATION

In response to rising drought concerns across California, Levi's Stadium prioritizes conserving water wherever possible. The 49ers' Bermuda Bandera grass playing field requires 50 percent less water to maintain than typical NFL fields. The stadium also uses the City of Santa Clara's recycled water system for 85 percent of water needs, such as flushing toilets and field irrigation. “With California experiencing historic drought conditions, the timing couldn't be better to showcase the benefits of using recycled water whenever and wherever possible,” says 49ers Vice President, Stadium Operations Jim Mercurio. “Fans visiting the stadium will become more aware of the importance and viability of incorporating recycled water to encourage a sustainable Bay Area water supply.”<sup>2</sup>

“We have been working with the team for years to combine smart data with operational expertise in designing our hospitality program, and to match the Bay Area's diverse culture and commitment to quality with the technological, environmental, and design innovations that Levi's Stadium offers,” says Centerplate General Manager Zach Hensley. “In every facet—from local sourcing to quality of products to speed and style of service—we are committed to ‘Making It Better To Be There’ (Centerplate's tagline) and changing the game for the fans and the community.”

The hospitality program also benefits from the stadium's energy efficiency initiatives. All refrigerators, freezers and icemakers are Energy Star rated. In addition, all walk-in refrigerators, ice-making equipment, and beer systems are water-cooled, which helps save energy.

Levi's Stadium is also outfitted with recycling and composting bins alongside every trash bin throughout the venue. Most of the disposable packaging and serviceware for food and beverages is recyclable or certified compostable. The stadium also uses reusable serviceware in suites and restaurants wherever possible.

## WHAT'S NEXT?

York is confident that the 49ers' example will fuel competition across the NFL and the sports industry. “We hope that we are copied. We hope people try to one-up Levi's Stadium and get the LEED Platinum. People are going to start to ask questions: Why isn't our stadium like this? When your fans start asking that, you better deliver what consumers want.”

Super Bowl 50 Committee CEO and President Keith Bruce is convinced that there is a paradigm shift toward sustainability in sports. “We believe sustainability is a competitive advantage,” explains Bruce. He says that sustainability will be an important sponsorship vertical for Super Bowl 50, which will be hosted at Levi's Stadium in 2016. York agrees that sustainability will soon spread beyond concessions and sponsorships to all operations in order to connect with fans. “If you are not sustainably focused, you are not going to resonate with consumers,” says York.

1 Levi's Stadium, “Stadium Sets New Standard For The Use of Recycled Water,” June 20, 2014, <http://www.levisstadium.com/2014/06/stadium-sets-new-standard-use-recycled-water>.

2 Ibid.

## Case Study

# MODA CENTER

## HOME OF THE PORTLAND TRAIL BLAZERS

Location: Portland, Oregon

Opened: October 12, 1995

Owner: Rip City Management

Operator: Rip City Management

Concessionaire: Levy Restaurants

Concessionaire Contract Established: April 2013

Seating Capacity: 19,441

Venue Uses: Professional basketball (NBA), hockey (WHL), football (AFL), concerts, family shows, conventions

LEED certification: Certified LEED Gold for Existing Buildings, Operations & Maintenance, January 2010. Recertified LEED Gold for Existing Buildings, Operations & Maintenance, May 2015



*“Moda Center is a LEED Gold certified building, which sets the bar high for environmental work throughout the building, across all departments, and definitely for our food. It keeps us committed to going above and beyond on the environmental side.” Michael O’Donnell, Director of Operations for Levy Restaurants at Moda Center*

## MODA CENTER’S GREENING STORY

The Portland Trail Blazers are sports industry leaders in environmentally intelligent operations. Moda Center was the first professional sports arena in the world to achieve LEED Gold certification under the U.S. Green Building Council’s “Existing Building” standard. The Trail Blazers’ greening initiatives—including energy efficiency, ecologically preferable procurement, waste diversion, and sustainable food and beverage options —have saved the team more than \$3 million since 2008.

In May 2015, Moda Center achieved LEED Gold recertification for existing buildings. Sustainability efforts focused on reducing energy loads during peak and off-season times throughout the year. Whole building metering was incorporated, lighting was upgraded by converting to LED’s throughout, and a retro-commissioning plan was implemented. Management purchased 100 percent renewable energy offsets and voluntarily reports carbon reductions. The facility now tracks at an ENERGY STAR score of 80, indicating a high-performing, energy efficient building. An estimated 741,000 gallons of water is saved annually with efficient plumbing fixtures, and over 88 percent of the waste stream is diverted from landfill. In addition, through active fan engagement and education programs, over 43 percent of fans and visitors use alternative transportation to attend Moda Center events, and participate in recycling.

Moda Center’s concessionaire since July 2013, Levy Restaurants, has helped the venue excel with more sustainable procurement and menu design, efficient meal preparation, and food waste diversion through an extensive composting program. The Trail Blazers use only Marine Stewardship Council-certified seafood and cage-free eggs. They prioritize certified USDA Organic produce and antibiotic-free meats when available and price competitive (see the Glossary for details about these certifications and terms). Levy Restaurants partners with a variety of local producers to help provide local food and in-season menu options, including many vegetarian and vegan items.

## MODA CENTER’S GREENER FOOD STORY

Sustainability was a top priority in choosing Levy Restaurants as Moda Center’s concessionaire in 2013. Environmental stewardship is part of the Trail Blazers’ identity, explains Michael O’Donnell, Director of Operations for Levy Restaurants at Moda Center. “When Levy Restaurants took over this contract in July 2013, we were tasked with pushing the envelope on environmental practices,” says O’Donnell. “Moda Center is a LEED Gold certified building, which sets the bar high for environmental work throughout the building, across all departments, and definitely for our food. It keeps us committed to going above and beyond on the environmental side.”



## STANDOUT GREENER FOOD ACCOMPLISHMENTS

### PROCUREMENT

- ▶ Of all food and beverage, 60 percent is obtained locally.
- ▶ Of all meat and produce, 30 percent is certified USDA Organic.
- ▶ All seafood is certified by the Marine Stewardship Council. (Corporate Levy Restaurants standard.)
- ▶ All fresh eggs (shell-on) are cage-free. (Corporate Levy Restaurants standard.)
- ▶ Levy procures USDA Organic Draper Valley Chicken.
- ▶ Levy uses Niman Ranch beef, pork, and sausage products, which are processed without hormones or antibiotics.
- ▶ Levy sources organic vegetables and fruit from local farms by working with Duck Produce.

### WASTE MINIMIZATION & DIVERSION

- ▶ All food waste is composted.
- ▶ More than 95 percent of disposable food and beverage serving containers and packaging materials are compostable.
- ▶ More than 80 percent of the arena's waste is diverted from landfills.
- ▶ Recycling stations for visitors and a food waste composting program divert about 1,000 tons of waste from landfills annually.

The Trail Blazers awarded the arena concessionaire contract to Levy Restaurants because they believed Levy could deliver food that helps the team expand their local and national sustainability leadership. The team's sustainability program is driven by one overarching question: "How can the Trail Blazers make their community better?" The Trail Blazers' emphasis on more sustainable food options, valued highly in Portland, is one way the team leverages sustainability to partner with local businesses. Moda Center sells local food to support local farmers who share the team's environmental ethics, benefit their local economy, and help meet fan demand for local food.

Support from the franchise's leadership has been vital to achieving greener food goals, along with other environmental successes. Strong executive leadership in support of greening enabled the Trail Blazers' sustainability team to incorporate green initiatives across the venue. The Trail Blazers have a sustainability team composed of department leaders and frontline staff such as concession workers and cleaning managers. The sustainability team drafted a sustainability charter to articulate the environmental mission statement and priorities. This charter contributes directly to Moda Center's ongoing greener food service initiatives, guiding the arena's more sustainable procurement and operations. (Read more about the Portland Trail Blazers' sustainability charter in NRDC's 2012 report, *Game Changer*.)

Levy Restaurants started by suggesting procurement programs and concessions concepts that focused on more sustainable and local options for Moda Center's 70 concession stands, food portables (rolling concession stands), and bars. One example is Levy's Farm to Fork program. "Farm to Fork focuses on partnering with local farms, ranchers, brewers and vintners to create menus that are obtained from surrounding areas to give our guest a very specific Pacific Northwest feel and taste," says O'Donnell.

At the outset, Levy Restaurants mapped out a new concessions plan for Moda Center with a focus on publicizing the stories of local food suppliers. "It was fun to do because there's so much great artisanal produce and great people making food in the Portland area," says O'Donnell. "We started by bringing in a handful of well-known local restaurants such as Salt and Straw, Sizzle Pie, and Killer Burger, all of whom use local and more



sustainable ingredients,” explains O’Donnell. “We prioritize partnering with restaurants in the area that share a similar view about using more sustainable products and buying from local farms as a means of extending our environmental purchasing priorities.”

Levy Restaurants’ approach to food at Moda Center has been very popular. “We get a lot of positive feedback in the press and from fans about how we’ve changed the arena look and atmosphere to one where you feel like you’re walking down the street in Portland,” explains O’Donnell. “We now have that local flair and more authentic local feeling.”

This model of bringing in local brands that serve higher quality, responsibly grown food has also had strong financial returns for the Trail Blazers. “We have certainly had increased sales. In several places where we have brought in a local partner we have seen the sales go through the roof,” says O’Donnell. “A lot of it is about who we are selecting to work with, vetting them carefully, making sure we agree with their ingredients and practices.”

Companies, brands and suppliers with a sustainability focus that Levy works with include:

- Beaverton Foods  
(various items including condiments and sauces)
- Don Pancho (tortillas and similar items)
- Cage Free Eggs (shelled and liquid )
- Trans Fat-Free fryer oil
- Draper Valley Farms (chicken)
- Carlton Farms (pork)
- Duck Produce (local and seasonal sourcing)

“We use 100 percent grass-fed beef from Washington, and a closed circuit of ranchers extending into Oregon and Idaho who are committed to raising beef that is antibiotic and hormone free,” O’Donnell said. “Each week, all ranchers that sell into our program must sign an affidavit verifying that all our standards are met. The animals are harvested at Schenk Packing in Stanwood, Washington.”

## GREENER PROCUREMENT & MENUS

At Moda Center, Levy now employs the same environmentally preferable procurement practices they use at all their venues. “Levy has definitely been a driver toward better practices. We have a lot of existing Levy initiatives that we have expanded at Moda Center,” says O’Donnell. “For example, we purchase responsible meat products like those from Niman Ranch, which are raised more humanely and without the use of antibiotics, among other sustainable measures (see Niman Ranch sidebar). This purchasing priority was something that Levy brought in, not something Moda Center had done before. All U.S. Levy properties use Niman Ranch products and every single venue has the option to use those products—and 100 percent of the properties do use them to some extent.”

Levy Restaurants uses its considerable buying power to encourage regional buyers to buy more environmentally sound products, according to O’Donnell. “Levy provides support and leadership on everything, from guiding us on which seafood to avoid because it is not environmentally sustainable to picking the right zero trans-fat oil to making sure we have the best wine selections,” says O’Donnell.

This mutual investment in more responsible, more sustainably produced and local products by Levy Restaurants and the Trail Blazers has helped Moda Center achieve impressive

procurement benchmarks. “We are using about 30 percent USDA Organic certified products on any given event day and we are looking to expand on that,” says O’Donnell. “We’re also using close to 60 percent local product arena-wide.”

“All of our seafood is certified by the Marine Stewardship Council. We use Niman Ranch beef, pork, and sausage products, which are processed without hormones or antibiotics,” continues O’Donnell. “We work with Food Services of America (FSA) to source organic chicken for the entire venue from Draper Valley Chicken. 100 percent of our fresh eggs are cage free. For produce, we use a local company called Duck Produce that relies on multiple farmers in the area to provide us with fantastic local, organic vegetables and fruit.”

Levy Restaurants is also proud of their local sourcing program at Moda Center. “Our coffee and ice cream are from a farm literally right up the road. We use Zenner’s Hot Dogs, which are made minutes away from the arena,” says O’Donnell. “We are lucky that we have a lot of excellent food made in Portland. But many other facilities around the country also have great products in their backyards. Venue managers need to begin to have the conversation about local and sustainable food and recognize that it’s not necessary or preferable to source food and beverages from 3,000 miles away.”

## LOCAL PARTNER FEATURE

### WIDMER BREWERY

“We work with a local craft brewery named Widmer Brothers Brewing, which actually has a small satellite brewery right behind my office,” says O’Donnell. “Not all of their beer is not getting shipped to us by truck—some of it is literally walked here, using a handcart, from the on-site brewery.”

Widmer Brewery is a member of the Craft Brew Alliance, which issues an annual sustainability report and prioritizes environmentally preferable operations such as waste diversion programs, carbon footprint reporting, water and energy efficiency programs, and pursuing renewable energy (learn more in the Glossary). The brewery partners with local farmers and delivers spent yeast, hops, and grain back to the farms for use as animal feed. “It’s great that the brewery partners with farmers to get responsibly produced crops out of the ground and then recycles the waste produced by the brewery by putting it back into the farms,” explains O’Donnell. “I think it’s a great story.”

The Widmer partnership has also allowed Levy Restaurants to create personalized beers for Moda Center. “It’s been a fun project working with them and even developing recipes during the first half of 2014. They are developing a beer specifically for us right now called ‘post-seasonal ale’ because we’re about to enter the playoffs,” says O’Donnell.

## PARTNER FEATURE

### NIMAN RANCH

Niman Ranch supplies Moda Center with beef, pork, and sausage products, which are processed without hormones or antibiotics. “The tenets of our brand are family farms, sustainable agricultural practices, the highest animal welfare, traceability, and never, ever hormones or antibiotics,” says Niman Ranch CEO Jeff Swain. The Niman Ranch network includes more than 700 independent American farmers and ranchers. They all share Niman Ranch’s dedication to the strictest protocols and the belief that all-natural, humane, and sustainable methods produce the best possible flavor. These standards include:

- ▶ Humanely raised by the largest network of U.S. family farmers and ranchers
- ▶ No antibiotics or added hormones—ever
- ▶ Only the finest all vegetarian feeds

“At Niman Ranch, the animals are never, ever given antibiotics. In the rare instance that an individual animal becomes sick and requires treatment with antibiotics, it is treated and removed from the Niman Ranch program. Niman Ranch opposes using growth hormones and prohibits their use for all livestock,” explains Swain. “Growth hormones, which are outlawed in much of Europe, raise a number of environmental, animal health, and human health concerns. Our farmers and ranchers believe that animals should be allowed to mature naturally.

“The focus was really about creating a brand and creating the best-tasting, most wholesome, and wonderful food, and we felt that eventually it would become profitable,” says Bill Niman.

Niman Ranch is committed to environmental and economic sustainability. “Sustainability at Niman Ranch incorporates sustainable agricultural practices with economic sustainability for the farmers, the ranchers, our customers, and our employees, all of [whom] are integral parts of Niman Ranch’s overall business philosophy of ‘Raised With Care,’” says Swain. “We believe sustainable agriculture is best described as livestock raising and production practices [that] balance current resource demands without compromising the future of these resources, from an environmental, economic, and human perspective.”

For beverages, Moda Center features an array of local and environmentally responsible wines and craft beer. “People expect to find good beers here. We have Widmer, Laurelwood, and Pyramid, three local sponsors from Oregon and Washington beers at Moda Center,” says O’Donnell. “There is absolutely a business case for bringing in local craft beer. It’s something that people are not only wanting but willing to pay for—a quality, local product. I think there’s an endless desire from the guests for these quality, local products.” Widmer and Pyramid breweries are both part of the Craft Brew Alliance, which issues an annual sustainability report and prioritizes environmentally preferable operations such as extensive waste diversion programs, carbon footprint reporting, water and energy efficiency programs, and pursuing renewable energy. (Learn more in the Glossary.)

Through their many partnerships with local suppliers, Levy Restaurants is supporting the regional economy and helping to maintain demand for more sustainable, responsible food production. “When you sell to a large building like Moda Center, it means a much greater volume for many of our local partners,” says O’Donnell. “Bringing products into the building from a local, sustainable rancher, for example, really expands the supplier’s visibility and helps to grow their business.”

### GREENER FOOD PREPARATION

Moda Center’s commitment to greener food practices is not limited to front-of-house operations. Levy Restaurants uses a program called Trim Tracks to monitor food waste in all the arena’s kitchens. The program requires kitchen staff to measure their scraps on large kitchen scales at the end of each night. Staff are required to review the food scraps and come up with strategies to minimize the waste in the future with more precise cuts during food preparation or finding creative uses for scraps.

“Trim Tracks is essentially an awareness program for our chefs and team members to see how much food waste we produce, from carrot tops to the fat trimmings off meat,” explains O’Donnell. “All scraps are measured and that’s a powerful visual, as well as record, for staff to have.”

In addition to the ecological motivation to minimize food waste, reducing the amount of food disposed also saves money. “The Trim Tracks program lets us know how much money we are throwing away. It has helped us reduce by a huge amount the food waste that was being thrown away,” says O’Donnell. “When as much as 20 percent of landfill space is taken up by food waste, we’re proud to be able to significantly reduce our food wasting and also compost the scraps we do produce. That’s really positive.”

### GREENER FOOD SERVICE & WASTE PRACTICES

Because the surrounding community has invested in recycling and composting infrastructure, 86 percent of Moda Center’s waste is diverted from landfills. The arena features recycling stations and an extensive front- and back-of-house food waste composting program. These initiatives divert about 1,000 tons from landfills annually. All of Moda Center’s food waste is composted. In order to maximize composting, the arena relies solely on compostable food and beverage serviceware provided by Stalk Market.

"We are one of only a handful of professional sports venues using only compostable serviceware and packaging materials," says O'Donnell. "We don't use disposables in any of our suites, replacing them with reusable serviceware. 100 percent of napkin dispensers at Moda Center are also one-at-a-time systems to minimize waste." Moda Center also only uses disposable napkins made with recycled content.

Moda Center partners with Republic Services to haul all organic material from the arena to a composting facility. "They make compost out of our food waste and I actually have some of that compost sitting in my office to use on my home garden. It's a cool full-cycle," says O'Donnell. "We are also recycling all our cooking oil, which is converted to biodiesel that powers buses in Portland."

The Alleviate Hunger Program redirects unserved food at the Moda Center to families in need in the Portland area. After every event at the Rose Quarter, locally-based Urban Gleaners collect hundreds of pounds of food that volunteers then sort, pack and deliver to schools, community organizations and free farmers markets.

## WHAT'S NEXT?

With ongoing assistance from Green Building Services, the Moda Center continues to up its sustainability game through new initiatives, internal policies, and creating meaningful fan and vendor engagement. Management has renewed their commitment to accountability for environmental stewardship, and helping Portland become the greenest city in the nation.

Transforming the arena's concessions to support sustainability objectives brings some market challenges. "We have some corporate sponsorships that unfortunately require us to serve certain food and beverage products, which is unavoidable at this stage. But we are looking for ways to overcome those sourcing limitations," says O'Donnell. "I think it's just a matter of continuing to find those companies that align with our values and expanding our relationships with current contractors who support our sustainability goals."

The venue could also benefit from expanding fan education about the value of more sustainable food, according to O'Donnell. "Education still needs to take place with some of our fans. Sometimes people don't know why a grass-fed beef burger is going to be a little more expensive than your run-of-the mill frozen patty," he says.

"More and more people do understand that sustainable food production practices are not only great for the environment but also for the flavor of the product. It's just more delicious!" says O'Donnell. "I think prior to Levy coming into the building, they didn't quite know what they were missing. Now that we've offered some of these great options, I think it's just going to get better and better. A lot is going on here, arena football, basketball, hockey, music fans. We hit a lot of demographics of people here with our message."

So far the Portland community has been receptive to the Trail Blazers' efforts and continues to support the team's expanding greening program. "Our efforts have only received positive feedback, including thousands of positive media articles, local achievement awards, and immense fan applause," observes O'Donnell.



## HEALTHY FOOD OPTIONS

### PLUM TASTY

"We have partnered with Moda Health, which has the naming rights for the building, to provide some healthier food options at Moda Center," says O'Donnell. "I worked with their nutritionist to come up with healthier menu options, including some vegan and vegetarian, on a new concessions cart called Plum Tasty."

Plum Tasty offers a variety of "grab-and-go" options that meet specific nutritional guidelines. Each menu item from this cart has minimally processed whole food ingredients and less than 35 percent calories from fat, with a focus on healthy fats and less than 600 mg of sodium.

The cart also features specialty gluten-free and dairy-free items. Registered dietitian and a coach with Moda Health Chrissy Cralen worked with Levy Restaurants to establish guidelines for the Plum Tasty menu. "As a healthcare company, we are intently aware of the importance of healthy living – which begins with a balanced diet," says Cralen. "Our partnership with the Trail Blazers is much more than our name on the side of the arena. We truly want to use this platform to help people achieve their health and wellness goals."

"During our process of reshaping the food and beverage offerings inside Moda Center, our goal was to deliver a wide range of food categories—including healthier food options," says O'Donnell. "Being able to work with Moda's dietitian on the menu items made this a seamless and enjoyable process."

***"More and more people do understand that sustainable food production practices are not only great for the environment but also for the flavor of the product. It's just more delicious!"***  
***Michael O'Donnell.***



### ***Grilled Sourdough and Heirloom Tomato Toast***

One Loaf Thick Sliced Sourdough Bread  
2 Large Certified USDA Organic Heirloom Tomatoes, the brighter and different the coloring, the better presentation  
2 tbsp. River Ranch Oregon Olive Oil  
¼ cup Good Quality Balsamic Vinegar  
8 oz. Burrata Cheese  
Sea Salt, I prefer Malden Salt  
4 each Fresh Basil Leaves

Turn your grill on to 400 degrees. Lightly brush both sides of the sourdough bread slice with olive oil.  
Put the ¼ cup of balsamic vinegar into a cold sauce pot.  
Put over medium heat until the vinegar has reduced by half.  
Set aside.

Once the grill is nice and hot, Grill Bread on both sides getting cross hatch marks. Cut the slices of bread on a bias, and set aside.

On a plate with a spoon, drizzle the thickened vinegar around the plate. Set the slices of bread on the plate. Thick Slice tomatoes and layer on top of the bread. Slice Burrata Cheese, and layer these on top of the tomato. Roll the basil leaves into a tight tube and with a very sharp chef's knife slice the basil across the leaves creating long thin strands. Lightly sprinkle the strands over the cheese. Lightly sprinkle with sea salt.



## Case Study

# BELL CENTER

## HOME OF THE MONTREAL CANADIENS

Location: Montreal, Québec

Opened: March 16, 1996

Owner: Molson Family

Operator: Molson Family

Concessionaire (suites and catering): Levy Restaurants

Concessionaire (concessions): Bell Center (in house)

Concessionaire Contract Established: 2001

Seating Capacity: 21,273 (hockey), 22,114 (basketball)

Venue Uses: Ice hockey, basketball, lacrosse, concerts

LEED/ISO Certification: Certified LEED Silver for Existing Buildings: Operations and Maintenance in October 2009, ISO 14001 certified



*“When developing our menus, we first look to source the freshest ingredients available in Québec. We have a mission to get as many local products as we possibly can. Not only to reduce the carbon footprint of what we source and our impact on the environment, but also because people from Québec are so proud of the local terroir and we want to feature what Québec is known for.”*  
*Ed Hunt, Director of Operations for Levy Restaurants at the Bell Center.*

## BELL CENTER'S GREENING STORY

In October 2009, the Bell Center, home of the Montreal Canadiens, became the first NHL LEED-certified arena and the first NHL arena to achieve the LEED Silver level. A month later, the Bell Center was awarded the International Organization for Standardization's I4001 certification for implementing an environmental management system. The arena is the only professional sports venue in North America to receive three independent environmental certifications: (1) LEED Silver for Existing Buildings (EBOM), (2) ISO 14001, and (3) Québec's ICI ON RECYCLE Level Three (the highest level). In 2014, the Canadiens planned a renewal of their LEED EBOM certification.

The Canadiens' sustainability commitment extends to hospitality. In partnership with their premium business concessionaire, Levy Restaurants, the team has pursued greener food and beverage for all 135 arena suites, three in-arena restaurants, player meals, and event catering. This includes only sourcing sustainably produced seafood recommended by the Monterey Bay Aquarium, sourcing more than 85 percent of food from within Québec, and designing menus to feature many vegetarian options and seasonal produce. The Bell Center has also achieved a more than 80-percent waste diversion rate by donating unsold food to a homeless shelter one mile away and implementing an extensive recycling and food composting program.

## BELL CENTER'S GREENER FOOD STORY

### GREENER MENU DESIGN & PROCUREMENT

“Levy Restaurants' culinary philosophy is driven by sustainability,” says Ed Hunt, director of operations for Levy Restaurants at the Bell Center. “Not only is this part of the heart and soul of our company, but the tastes and preferences of Montrealers also influence us to incorporate sustainability into our menu engineering at the Bell Centre.”

Levy Restaurants' commitment to sustainability has helped the Bell Center offer environmentally preferable food in the arena's premium areas including suites, restaurants, and catering (the Bell Center runs all concessions-level food with their in-house hospitality group). This commitment includes greener food initiatives such as Levy Restaurants' sustainable seafood policy and Farm to Fork sustainable food stands.

“We are committed to Levy Restaurants’ company-wide program to use the Monterey Bay Aquarium Seafood Watch as our guide for all seafood procurement,” says Hunt. “We want to make sure we are practicing safe, environmentally friendly menu choices for all of our seafood.”

In addition, Hunt’s team at the Bell Center seeks to create a versatile menu that prioritizes locally produced, seasonal ingredients. “We recognize that our guests are more knowledgeable than ever about the foods they choose to eat. The quality of food produced and cultivated in Québec is at an all-time high,” says Hunt. “When developing our menus, we first look to source the freshest ingredients available in Québec. We have a mission to get as many local products as we possibly can. Not only to reduce the carbon footprint of what we source and our impact on the environment, but also because people from Québec are so proud of the local terroir and we want to feature what Québec is known for.”

Hunt explains that their menus are adaptable to fluctuations in the availability and cost of ingredients. “We think creatively about how food can be prepared and how menus can be altered in changing market conditions. If for some reason costs spike for certain ingredients we adapt specific recipes by switching to lower cost proteins or to vegetables. There are significant rising costs of beef right now, both economic and environmental, so our chefs have focused on featuring alternative forms of proteins in more of their recipes. Right now we are pursuing seafood,” explains Hunt. “As Montreal is an island, we have easy access to the Atlantic Ocean and Gaspésie, for example, and we are in a geographical location where people really enjoy seafood. We’re proactive about finding those alternatives to incorporate into our menu that are more economical and more sustainable.”

Levy Restaurants’ company-wide Farm to Fork hospitality program, which serves only locally sourced ingredients, has also been very successful at the Bell Center, reports Hunt. “The Farm to Fork chef’s table in our restaurants is about pairing up with local farmers and suppliers to serve as many local ingredients as we possibly can. They are very popular,” says Hunt.

“In fact, given the great success of our permanent chef’s table, we just released a special Farm to Fork catering package,” says Hunt. “It changes monthly during the hockey season and is devoted to highlighting the freshest local food available during different times of the year.” Again, Hunt explains that the Farm to Fork catering menu spinoff at Bell Center features only locally sourced (meaning from within Québec) and more sustainably produced ingredients such as free-range chicken. “Sustainable packages like this one help us distinguish in-arena restaurants, it gives us a point of difference from other restaurants around Montreal, which is very important to us,” says Hunt.

## GREENER FOOD PREPARATION & SERVICE

Levy Restaurants’ culinary team at Bell Center includes a full-time employee (a saucier) who makes sauces for many of their recipes. Hunt notes that the saucier plays a vital role in minimizing food waste in the kitchen. “Our in-house saucier has been making sauces from literally bare bones for many years. He makes beautiful stocks and reductions with the trimmings from meats and vegetables used in all kinds of dishes,” explains Hunt. “We also use ‘rationale ovens’ which allow us to cook our proteins more efficiently. They work by steam-cooking meat, which helps to reduce shrinkage. It allows us to maximize the meat available to us.”

To avoid food spoilage and minimize overproduction, the Levy culinary team keeps records of restaurant, suite, and catering ordering practices. This practice goes back to 2001, when the arena opened. Hunt calls it their “just in time” ordering system, as the chefs can accurately predict the volume of food needed each day. “We’re a very mature business now and we have a back office system (BOS) that allows us to generate orders for our suites,” explains Hunt. “As our restaurants are completely sold out for hockey, we know exactly what we need to order and we can bring it in exactly when we need it and not have a lot of raw products left over at the end of an event.”

The kitchen arrangement at Bell Center also helps Hunt’s team minimize food waste during preparation. “One of the best ways that we minimize our waste is by having a central kitchen where all food is prepared and then sent to satellite kitchens in all restaurants near the luxury suites,” says Hunt. “In the main kitchen we can do all of our bulk preparation, then on the day of an event that food gets dispatched to the satellite kitchens where it’s kept warm or reheated before sent out to guests. At the end of an event, all food in the satellite kitchens comes back to our central prep kitchen, which helps us keep tabs on all food we have in house and avoid waste by storing unused ingredients in bulk or donating unsold prepared food.”

## GREENER WASTE PRACTICES

The Bell Center’s waste diversion practices were vital for achieving their three independent environmental certifications since 2009. “We recycle and compost roughly 80 percent of all materials that come into the building. We have separate compost and recycling bins in every kitchen,” says Hunt. “Our staff is trained on what goes where and we have pictograms that explain the bins, which has been really effective. The waste work is something that we’ve supported the Bell Center staff wholeheartedly on and I’m really proud of the fact that we compost as much as we do.”

Levy Restaurants is able to help prevent waste by avoiding disposables in all suites. “In our suites we serve all our food on china, glass, and silver, so there is no disposable serviceware. We produce much less waste that way,” says Hunt. “All of our suites have a dishwasher so that we can keep our suite holder’s china glass clean and organized by suite.” The disposable serviceware and packaging used throughout the arena concessions is all compostable. (Read more about the Bell Center’s waste diversion strategies in NRDC’s 2012 report, *Game Changer*.)

Since 2008, The Bell Center has partnered with Levy Restaurants to donate all unsold, untouched leftover food. “Our food donation program has also been really effective. It is a partnership with a local nonprofit called ‘La Table du Chef’ or ‘The Chef’s Table,’ which helped us put together a process for donating leftover food following every single hockey game and larger concerts,” explains Hunt.

“After all hockey games, we package up leftover food from suites and restaurants into containers that go into a cooler immediately. The packaged food is picked up the next day and donated to local food shelters,” explains Hunt. “A lot of what we donate goes to a shelter that is two blocks away from the Bell Center called the Welcome Home Mission. So we are feeding homeless people in the surrounding area of the Bell Center, which I think is unique and impactful. On the premium end of the business itself we’re donating more than 50,000 meals a year to the homeless.”

## WHAT'S NEXT?

Hunt's team at Levy Restaurants does extensive research ahead of designing their menus at the Bell Center in an effort to continuously improve. "The number one most important thing we ask our guests is what they liked and what they didn't like about the menu the year before," explains Hunt. "We engage a third party marketing agency to do three different surveys, two during playoff games and one during a concert event. That provides the full span of guests that come on a hockey night versus a show night, giving us insight into what their tastes and preferences."

Hunt sees potential for integrating some of Levy Restaurants' success with locally sourced dishes into the Bell Center's in-house concessions menus. An expanded fresh and local food campaign could build off of their existing healthy options. "The Bell Center's concessions have introduced healthier options such as salads and wraps," says Hunt. "For example, they have a sponsorship with Fontaine Sante, which is a local company that makes tabbouleh salads and hummus, among other healthier options. So they've incorporated some of these items as healthy options at selected stands."

***"Given the great success of our permanent chef's table, we just released a special Farm to Fork catering package," says Ed Hunt. "It changes monthly during the hockey season and is devoted to highlighting the freshest local food available during different times of the year. Sustainable packages like this one help us distinguish in-arena restaurants, it gives us a point of difference from other restaurants around Montreal, which is very important to us."***



## STANDOUT GREENER FOOD ACCOMPLISHMENTS

- ▶ Of the meat served at the Bell Center, 85 percent comes from Québec.
- ▶ Fish and seafood is purchased as close as possible to Montreal (at least 85 percent is local) and follows sustainable fishing recommendations from the Monterey Bay Aquarium Seafood Watch.
- ▶ Of dairy and cheeses, 95 percent are purchased locally. The Bell Center has a corporate sponsorship with Agropur, one of the largest Dairy Cooperatives in Québec.
- ▶ Of bread and bakery goods, 85 percent are purchased from Québec. The Bell Center's bread is baked by Boulart, which is 11 miles away from the Bell Center.
- ▶ Of fruits and vegetables, 40 percent are purchased locally based on seasonal availability:
- ▶ Year-round, Levy Restaurants buys Québec mushrooms, herbs, sprouts, carrots, peppers, potatoes, eggplant, beets, cauliflower, tomatoes, and lettuce
- ▶ In the summer, Levy purchases, wild strawberries, blueberries, blackberries, raspberries, apples, and pears from Québec
- ▶ All Bell Center suites, restaurants, and concession stands feature vegetarian options, including penne pasta salad, beet carpaccio, market fresh salad, Québec cheese tasting, and a ricotta and mozzarella tortella.
- ▶ During the in 2014-15 season, the Montreal Canadiens donated 24,5 tons of food, the equivalent of 70,000 meals to local charities.



***Gilles St-Hilaire's  
Featured Recipe***

***Slow Roasted Québec Lamb  
with Porcini Mushroom  
Risotto***

*6 servings*

*Slow roasted for 14 hours, basted with herbs, served with porcini mushroom risotto and pan seared orange and yellow carrots with shallots.*

First, prepare the roasted lamb and hot hold on the top of the stove. Then, prepare the vegetables to add to the finished risotto. Present as pictured or on individual plates. Garnish with micro greens.

*Ingredients for the roasted lamb:*

- 1 lamb shoulder Quebec (2.8 lbs.)
- 1 3/4 oz. Dijon mustard
- 1/4 oz. coarse salt
- 1/4 oz. crushed black pepper
- 1 3/4 oz. carrots
- 1 3/4 oz. green celery
- 1 3/4 oz. large Spanish onions
- 1 3/4 oz. leeks
- 3/4 oz. garlic
- 3/4 oz. thyme
- 3/4 oz. Rosemary
- 1/2 oz. bay leaf
- 1 3/4 oz. tomato paste
- 1 3/4 oz. flour
- 3/4 oz. white wine
- 17 oz. demi-glace (see recipe)
- Butcher twine

*Method of preparation:*

Debone the lamb shoulder and season the meat with mustard, herbs pepper and salt. Marinate for 24 hours. After marinating, tie the shoulder roast. Wash, peel and dice the vegetables into mirepoix. Sear the lamb shoulder in a roasting pan quickly at high heat and let the meat stand. In another pan add the mirepoix and sweat the vegetables until nicely browned. Dust the mixture lightly with flour then deglaze with white wine and reduce by half. Combine the lamb shoulder and mirepoix mixture and bring to a boil. Cover and bake 320 degrees for 14 hours. After cooking, remove the meat and set it aside. Reduce the remaining liquid if necessary to a nappe (silky smooth) consistency and adjust the seasoning if necessary. Strain and set the liquid aside as it will become the sauce. Cut the lamb into 1 1/2 inch slices and allow it to cool in the fridge. Warm the roasted lamb for 5 minutes at 350 degrees in the oven and drizzle it with the sauce prior to adding the Porcini mushroom risotto and pan seared orange and yellow carrots.



## Case Study

# FIRSTENERGY STADIUM

## HOME OF THE CLEVELAND BROWNS

Concessionaire: Aramark

Concessionaire Contract Established: 2012 for Premium Services, 2014 for General Concessions

Location: Cleveland, Ohio

Opened: September 12, 1999

Owner: City of Cleveland

Operator: Cleveland Stadium Corporation

Seating Capacity: 67,389

Venue Uses: NFL/NCAA football games, concerts, soccer, special events



*“Our chef-inspired concession stands have been such a tremendous success that it’s in our best interest to support them with the best ingredients we can. That means continuing to focus on building local relationships with organic farmers, sustainable fisheries, and distributors that value sustainability as much as we do,” Jessica Jacobson, General Manager for the Cleveland Browns Hospitality Group.*

## FIRSTENERGY STADIUM’S GREENING STORY

FirstEnergy Stadium’s external lighting consists of energy-efficient LEDs. The stadium’s field surface is planted with Kentucky Bluegrass, which is native to the state of Ohio and thrives in the cooler temperatures of Cleveland’s football season. In July 2013, in partnership with Ohio State University’s College of Agriculture, the Cleveland Browns installed a Grind2Energy system to help direct food waste to anaerobic digestion. The system grinds food waste into slurry and stores it in a holding tank; the contents are then transported to a facility in urban Cleveland five miles from FirstEnergy Stadium. It is then fed into an anaerobic digester operated by Quasar Energy to create biogas and fertilizer. From July 2013 to September 2014, the system helped divert nearly 40,000 tons of food waste from landfills.

The Browns have assembled a team of local chefs known for their sustainable food practices to enhance game day food at FirstEnergy Stadium. One of the team’s chefs opened Ohio’s first restaurant to be certified by the Green Restaurant Association. The chefs prioritize seasonal and more sustainable ingredients, including all antibiotic-free chicken, cage-free eggs, grass-fed beef, and organic produce grown within 50 miles of the stadium. In addition, the Browns offer vegetarian options at every concession stand throughout the venue.

## FIRSTENERGY STADIUM’S GREENER FOOD STORY

In 2012, FirstEnergy Stadium contracted with Aramark Service to provide food service for the suites, special events catering, and club-level food concessions. Initially, Aramark focused on serving fresh, local, vegetarian, and healthier options to the premium food service areas. From 2012 to 2014, per capita food sales increased by 30 percent. In 2014, Aramark was contracted to expand their concession operations throughout the entire venue, focusing on a Cleveland-specific dining experience. “Aramark has hit the nail on the head with what they’re doing here—local chefs, local products, house-made—all of that makes eating at the stadium more of a Cleveland experience,” said Brent Stehlik, Cleveland Browns executive vice president and chief revenue officer in a 2013 press release.<sup>1</sup>



Jessica Jacobson is the general manager for the Cleveland Browns Hospitality Group, a joint effort between Aramark, the Cleveland Browns, and the four guest chefs (Michael Symon, Rocco Whalen, Jonathon Sawyer, and Chris Hodgson). The group is responsible for all food procurement and preparation in the premium areas, which include club levels, suites and special event spaces. As of first preseason game in August 2014, this included the concessions level as well. “Our focus here is on fresh food. Fans get to see what food is being prepared and how,” says Jacobson. “We have a heavy focus on fresh, local food preparation. Fans like to know where their food is coming from.”

Jacobson recognizes that the local sustainable food movement in Cleveland is evolving. Bringing in local chefs who are well known in the community has helped the stadium adapt to local food preferences and attract fans. “We love being a part of this time of stadium food service. It’s come a long way. The celebrity chefs are very active in this,” continues Jacobson. “We talk frequently with the chefs on what food we procure for the stadium. We have this vast amount of culinary knowledge and resources.”

The guest chefs operate eight of the 12 premium-level concession stands. “A lot of the local and sustainable food we source comes through these chef partners, and that’s a significant quantity because of the amount of food we serve with these partnerships. We collaborate with them on their recipes and what we think works in a stadium environment. We use their preferred sources for ingredients in their recipes, whether that be an organic farmer or a meat provider,” says Jacobson.

One of the stadium’s guest chefs is Jonathon Sawyer, who opened the Greenhouse Tavern in Cleveland in 2008. The Greenhouse Tavern was the first restaurant in the state of Ohio to receive both LEED certification and Green Restaurant Association certification. “Sawyer has a tremendous focus on locally sourced and sustainable meat and produce. He has a very green agenda in his restaurant and has brought those values to the Cleveland Browns,” says Jacobson. The Greenhouse Tavern was one of four finalists in the Nature Conservancy’s 2014 Nature’s Plate contest for the region’s “most sustainable restaurant,” based on local/seasonal organic produce, sustainable seafood, and free-range and grass-fed meat. Sawyer runs two “Sawyer’s Street Frites” concession locations at FirstEnergy, using the same procurement standards he uses at his restaurants. Dishes include Lake Erie-caught fish and chips and organic, Ohio-grown Brussels sprouts. Sawyer makes his own vinegar, which he substitutes for citrus given the recent global lime shortage. Sawyer also uses Bell & Evans organic chicken. In 2014, he opened two “Sausage & Peppers” locations in FirstEnergy’s main concourse. This latest Sawyer concept at the stadium features local Publican Quality Meats Sausages served on rolls from local Orlando Breads. The produce is griddled with Sawyer’s Tavern Vinegars.

Chef Mike Symon, a Cleveland native and 2007 Iron Chef America winner, also runs three locations at FirstEnergy Stadium. At the “B Spot”—which the Food Network voted as having the best burger in the United States for the last four years—Symon sources Pat LaFrieda beef, which is 100 percent antibiotic- and hormone-free and primarily grass-fed.

Chef Rocco Whalen’s “Rosie and Rocco’s” and Chef Chris Hodgson’s “Hodge Podge” concessions offer vegetarian and vegan options made from USDA-certified organic ingredients. Chef Rocco Whalen is visible at every single game often behind the stand dishing out meatballs or cooking cheesesteaks. Hodgson actively engages fans on social media, often releasing impromptu surveys for his food fans on Facebook asking what they would like him to serve.

Hodge Podge serves a tofu dog that has been well received by Browns fans. “I think 10 years ago we might not have even thought about have a vegetarian hot dog at a hot dog stand. Today, it’s very important for us to have this vegetarian option so that people have the choice to purchase a healthy and creative hot dog,” says Jacobson. “I think often vegetarian folks get a frozen veggie burger, thrown on a bun with some lettuce and tomato. We serve a product that is new and exciting. The ‘Tofun Dog’ is a tofu dog with shredded romaine, pickled jalapeno, Stadium Mustard, stewed tomato, and green onion and feta cheese.”

Aramark also has a number of greener stadium-wide procurement standards. “We always use 100 percent cage-free shell eggs and eggs that are organic, when we can source them, through our high-volume food provider, Sysco,” explains Jacobson. “For our organic produce, we work with Chef Garden, which is a farm that is about 50 miles away from us in Cleveland. We also use a local produce company called Sirna & Sons, which is only 40 miles away. We get organic produce from them as well particularly in our winter months and later in the year when we don’t always have the ability to order organics through our large distributors,” says Jacobson. FirstEnergy Stadium features a vegetarian option at every concession stand.

## GREENER FOOD WASTE PRACTICES

The Cleveland Browns Grind2Energy program was the pilot project for a NFL-wide rollout of Grind2Energy systems for all venues. This project is a collaborative effort between the USDA’s Innovation Center for U.S. Dairy and the EPA to promote adoption and support of anaerobic digesters throughout the country. Food waste at FirstEnergy Stadium is run through a processor, turned into slurry and held in a 3,000 gallon holding tank for transport to an anaerobic digestion facility in the Cleveland neighborhood of Collinwood operated by quasar energy group, which digests

the organic waste to produce fertilizer as well as biogas for energy use. According to the USDA, if diversion of food waste to anaerobic digestion is adopted throughout the NFL, about 620 tons of food scraps will be diverted from landfills annually. That translates into a potential reduction of carbon dioxide emissions by 465,000 pounds per year, along with the creation of almost 87,000 pounds of chemical-free fertilizer.

Cleveland Browns President Alec Scheiner said in a 2013 press release, “One of our top priorities is innovation, and this new system not only helps our stadium operate efficiently but also preserves valuable resources in our community.”<sup>2</sup> In addition to the anaerobic digestion project, the Browns work with programs such as the EPA’s WasteWise and Energy Star to track and improve their waste diversion from recycling.

The Cleveland Browns also have a food donation program that helps minimize food waste. Any food that comes back to the main kitchen that has been kept at the proper temperature and covered and not sent out on a public line is sent to the Cleveland Food Bank. In 2013, the Browns donated more than 10,000 pounds of food. In addition, all fried food is prepared in zero trans fat oil. The fry oil is filtered on a rotating schedule to extend its usability by up to three times before it is recycled by Waste Oil Recyclers and turned into biodiesel fuel.

FirstEnergy Stadium’s food waste reduction and diversion projects complement the City of Cleveland’s ongoing effort to become more sustainable. “When we launched Sustainable Cleveland 2019 ...our mission was to bring together people who could apply sustainability principles to our local economy, and that’s exactly what the Cleveland Browns are doing,” said Cleveland Mayor Frank Jackson.<sup>3</sup>

Aramark’s premium kitchen staff is trained to minimize food wasting in all FirstEnergy Stadium kitchens as well. At every food preparation station, there are clear, five-gallon containers to collect food waste. Jacobson describes the process: “When our team is slicing vegetables or trimming tenderloins, any food that can’t be used or put on any platter is put into this container. We can look at the food waste in these clear containers and learn from what ends up in them. If we see a lot of trimming that looks like it could have been used or cooked, we bring staff together to discuss more efficient preparation techniques. Then we weigh the container contents and enter the weights into our food waste tracking website to record the weight of the food waste for that day. Beginning with the first preseason game to the end of the season, that number typically decreases, with only a few exceptions, such as a really big game.”

## WHAT’S NEXT?

As the Browns expand their successful greener food program, they plan to give even more food sourcing responsibility to their guest chefs. “Our chef-inspired concession stands have been such a tremendous success that it’s in our best interest to support them with the best ingredients we can. That means continuing to focus on building local relationships with organic farmers, sustainable fisheries, and distributors that value sustainability as much as we do,” says Jacobson.

Currently, the Grind2Energy program is focused on back-of-house operations. The Browns are exploring options to send all food and landscaping waste generated in the stadium through the anaerobic digestion program. The Cleveland Browns will continue to develop fan and staff education about waste disposal and collection greener practices.

## STANDOUT GREENER FOOD ACCOMPLISHMENTS

- ▶ The stadium expects to send 35 tons of food waste per season to Quasar’s anaerobic digestion.
- ▶ All concession-level serviceware is made from post-consumer recycled materials.
- ▶ Beef served at B Spot locations is 100 percent antibiotic- and hormone- free.
- ▶ Bell & Evans organic chicken is served in suites, catering, and at select concession stands.
- ▶ Organic produce is obtained from Sirna & Sons (40 miles from FirstEnergy Stadium) and Chef Garden (within 50 miles of the venue).
- ▶ Leftover, unused food is donated to the Cleveland Food Bank after each game. In 2013, more than 10,000 pounds of food was donated.
- ▶ Vegetarian options can be found at every concession stand and vegan options are also available.

## ANNUAL “TASTE OF THE BROWNS” BENEFIT DINNER

Since 1998, FirstEnergy Stadium has hosted an annual “Taste of the Browns” benefit dinner in its club lounge. The event allows guests to meet football players and sample dishes from acclaimed local chefs. Guests are asked to bring non-perishable food donations for Northeast Ohioans in need and event proceeds go directly to the Cleveland Food Bank. According to the Greater Cleveland Food Bank’s webpage, the organization leads hunger-relief efforts in Northeast Ohio, leveraging donations of food, funds and volunteer time to make nearly 40 million meals possible each year. The 2014 event featured tastings prepared and donated by more than 30 local restaurants and beverage purveyors, and the 1,000 guests met active and retired Cleveland Browns. Each of the four celebrity chefs from the Cleveland Browns Hospitality Group prepared a dish from their award-winning restaurants. The event raised more than \$184,000—that’s approximately 736,000 meals for the Cleveland Food Bank.

1 Northeast Ohio Media Group, “For Cleveland Browns fans and foodies alike, new mealtime options at FirstEnergy Stadium,” September 9, 2013, [http://www.cleveland.com/dining/index.ssf/2013/09/for\\_cleveland\\_browns\\_fans\\_and.html](http://www.cleveland.com/dining/index.ssf/2013/09/for_cleveland_browns_fans_and.html).

2 Innovation Center for U.S. Dairy, “FirstEnergy Stadium Living Up to Its Name with Food Waste Partnership,” November 21, 2013, <http://www.usdairy.com/news/2013/firstenergy-stadium-living-up-to-its-name>.

3 *ibid.*

## ***Cucumber Relish***

*Featured on the Tofun Dog at Hodge's,  
by Christopher Hodgson at FirstEnergy Stadium*

4 C. Cucumber, peeled and chopped

1 C. Red Onion, minced

½ C. Garlic, minced

¼ C. Fresh Dill, chopped

2 oz. Red Wine Vinegar

1 Tbs. Sugar

4 oz. Extra Virgin Olive Oil

Mix first 4 ingredients in large mixing bowl

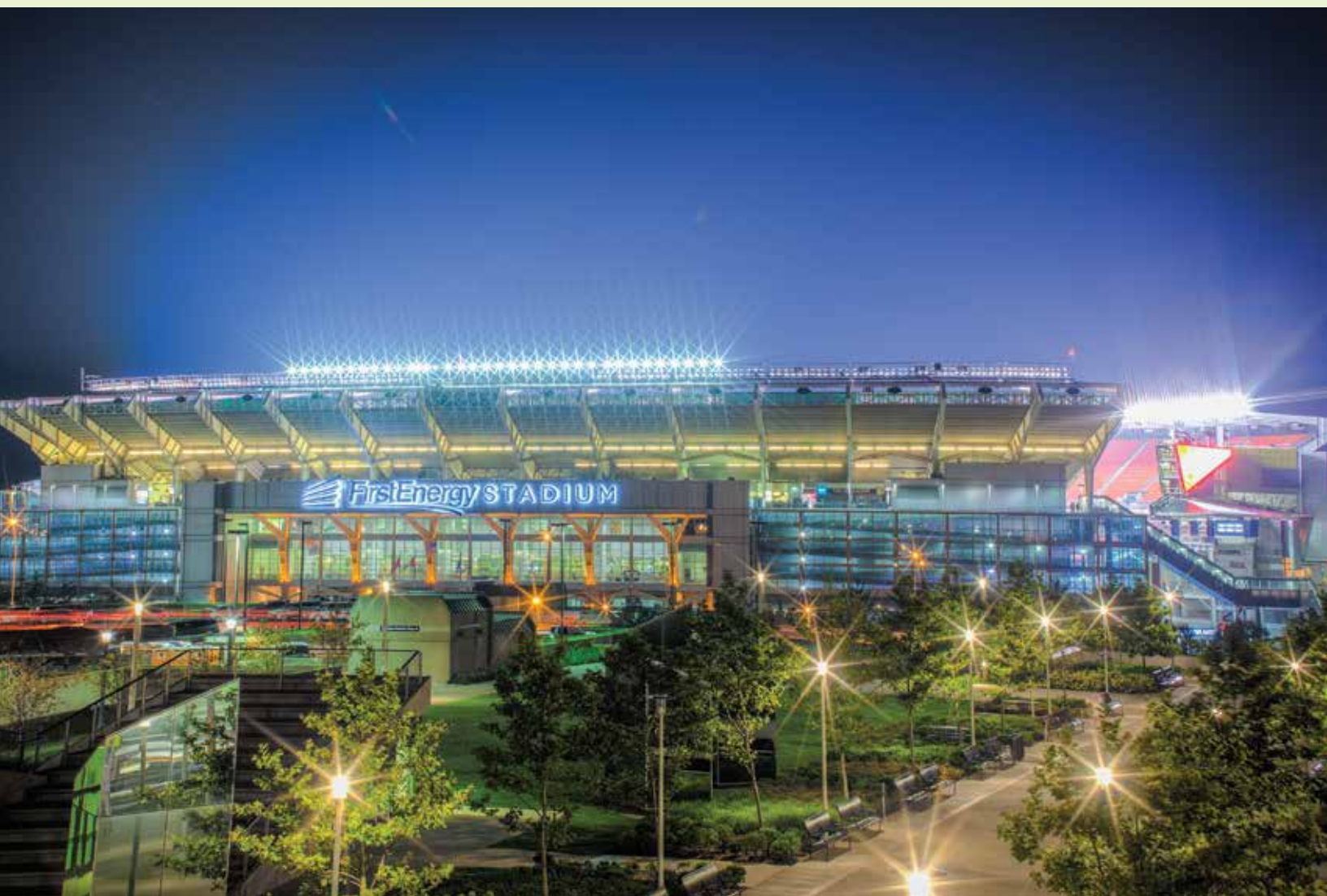
Whisk together vinegar and sugar, pour olive oil in a slow stream.

Add dressing to vegetables, season with salt & pepper to taste.

For a great vegetarian alternative to a hot dog, do like Chris Hodgson does with this relish at FirstEnergy Stadium and top a tofu dog with pickled jalapeno, Stadium Mustard, stewed tomato, green onion and cucumber relish



© Aramark at FirstEnergy Stadium



## Case Study

# AT&T STADIUM

## HOME OF THE DALLAS COWBOYS

Location: Arlington, Texas

Opened: May 29, 2009

Owner: City of Arlington

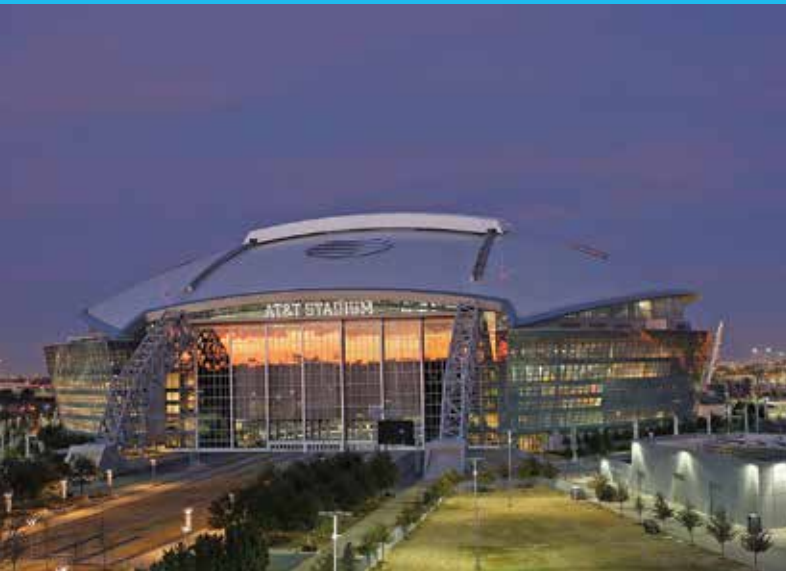
Operator: Dallas Cowboys

Concessionaire: Legends Hospitality

Concessionaire Contract Established: October 2008

Seating Capacity (football): 105,121

Venue Uses: Professional football (NFL), college football, college basketball, concerts and other events.



*“We use cage-free eggs and organic food everywhere that we can in the building,” says AT&T Stadium Executive Chef Orazio LaManna. “More and more people are asking about what ingredients we are using. Their interest in where the food comes from inspires us to source responsibly. That makes it even more important to us.”*

## AT&T STADIUM'S GREENING STORY

AT&T Stadium in Arlington, Texas is the largest domed stadium in the world, with a seating capacity of more than 105,000.

When constructing the new home of the Dallas Cowboys, the City of Arlington made a public commitment to minimize the stadium's environmental impact wherever possible.

AT&T Stadium was built using recycled materials, water-efficient plumbing fixtures, and energy-efficient systems and lighting.

For example, the stadium's 18 custom escalators use variable frequency drives that are 50 percent more energy-efficient and can send energy back into the stadium's power grid.

Since opening in 2010, AT&T Stadium has also supported the sustainability commitments of the major events it hosts, such as the 2014 NCAA Final Four Men's Basketball Championship. AT&T Stadium worked with the city of Dallas and nonprofit “Rock and Wrap It Up!” to divert 2,800 pounds of leftover food from landfills at the conclusion of the Final Four events and continues to donate food each game day to local shelters. AT&T Stadium also has a permanent venue-wide recycling program.

AT&T Stadium's sustainable food priorities set it apart from other professional sports venues working toward environmental stewardship. The Dallas Cowboys work with Legends Hospitality to source environmentally intelligent ingredients for their menu, prioritizing organic and local items. All fresh eggs used are cage-free. More than 25 percent of all produce is certified USDA organic, 5 percent of which is grown by college students at the Paul Quinn College campus farm just 23 miles away. Legends also sources the majority of dairy and meat products for AT&T Stadium from farms within Texas. Before signing any contracts, the chefs visit and carefully review these farms for responsible and humane practices.



## STANDOUT GREENER FOOD ACCOMPLISHMENTS

### PROCUREMENT

- ▶ All eggs used at AT&T Stadium are cage-free.
- ▶ More than 25 percent of produce used at AT&T Stadium is certified USDA organic.
- ▶ AT&T Stadium offers a vegetarian, vegan, and gluten-free menu item at every major concessions area.
- ▶ AT&T Stadium has at least five concessions carts at every game devoted to certified USDA organic and healthier items.
- ▶ AT&T Stadium sources thousands of pounds of organic produce from Paul Quinn College's WE Over Me Farm each year.
- ▶ There are two devoted full-time purchasers that find local, organic, hormone-free product.

## AT&T STADIUM'S GREENER FOOD STORY

### GREENER PROCUREMENT & MENUS

The Dallas Cowboys work closely with Legends to set procurement priorities. "We want top notch products coming through this building so we are really focusing on local, organic, sustainable. We have two full-time purchasers that go and find the best local, organic, hormone-free products. That's what they do on a daily basis," says George Wasai, the director of food and beverage for Legends, has been working with the Dallas Cowboys for the past 24 years. "We are really proud of the quality of our food and of how we work with the community to source locally. That's everything from dairy, beef, poultry, to produce on the farms."

"We use cage-free eggs and organic food everywhere that we can in the building. Not all of our produce is organic, but a lot of it is," adds AT&T Stadium Executive Chef Orazio LaManna. "More and more people are asking about what ingredients we are using. Their interest in where the food comes from inspires us to source responsibly. That makes it even more important to us."

Legends carefully vets every potential vendor by arranging chef visits to review farm operations and ensure AT&T Stadium's high standards are met. "We send our purchasers with our chefs before we make any business arrangements with anyone. We like to assess their practices. That makes us feel a little more comfortable doing business with them," explains Wasai.

"It's very important for us to do site visits at every vendor location before we do business," agrees Chef LaManna. "For example, we have a site visit tomorrow with a company called 44 Farms to see their operations and make sure they meet our specifications (including prioritizing organic practices and local production). We are interested in doing business with them because they're local Texas-based farmers who have some really great certified as a Step-1 Global Animal Partnership cattle producer angus beef." (See Glossary for more information about Global Animal Partnerships [GAP].)

During these site visits, the Legends chefs and purchasers focus on the farm operations, animal welfare, and the types of products used by the farmers. "First of all, we make sure the place is clean, well maintained, and that people are proud of what they do. You can tell just by walking in," explains LaManna. "We want to know what type of feed is being used and where it is coming from. We want to know how the animals are raised. We inspect the animal surroundings and make sure the animals are not confined and are taken care of. Those are the key things that we look for and the farmers will generally have a lot of information available for us."

In 2010, Legends and the Dallas Cowboys began working with the local "WE Over Me Farm" organic farm run by college students from Paul Quinn College (see sidebar). The farm grows everything from peas to watermelons, much of which goes into dishes served at Cowboys games and other events. "There is a very good chance if you eat something at the AT&T Stadium, part of it came from the Paul Quinn College farm," says Wasai, a Paul Quinn alum. Legends Hospitality is the farm's largest client. "Fruits and vegetables picked at the farm today are used at the stadium this afternoon—it doesn't get fresher than that," says Chef LaManna. Recipes for the Cowboys' menu depend, in part, on what's thriving at the farm.

Since Paul Quinn's football program was no longer benefitting the school, it was disbanded and the two-acre field, where Wasai once played as a student-athlete, was converted into a community garden. Students and staff maintain the farm and donate 10 percent of produce to the surrounding community, which is considered a food desert (see Glossary). "We had no idea what we were doing when we started," said Hannah Koski, who had no farming experience. "We just knew it was not right for people to live in a food desert." Some of the farm's produce is also used in the school's cafeteria.

For example, Legends chefs created a salsa using tomatoes, jalapeño peppers, onions, and cilantro grown on the farm to top tacos, burritos, and nachos at the stadium, where fans consume more than 1,500 gallons of salsa each season. Legends also uses mint from the farm for iced tea and gelato. Over a single weekend of AT&T Stadium events, 40 pounds of zucchini, 38 pounds of squash and 26 pounds of various peppers, among other produce have been harvested. "They can't keep up with our full demand, so they give us everything that they can and then we source elsewhere to fulfill our needs," says Chef LaManna. "It's a celebration from their football field to our football field."

Legends and Cowboys staff participate in harvesting twice a year and the farm has a volunteer day the second Saturday of each month. "We have a great relationship with Paul Quinn College that we're really proud of. It's getting bigger each year," says Wasai. "They recently added a huge greenhouse that will help them grow even greater volumes. So it gives us the opportunity to procure even more produce from their farm. It's very exciting."

"Our employees get excited to come to work every day because they get to work with real food, they don't come in and unzip bags or unwrap plastic on processed food," says Chef LaManna. "They have more passion for fresh ingredients and they take care of the products a lot more because they see the quality."

### GREENER FOOD SERVICE & WASTE PRACTICES

Legends offers healthy food options on game days with five healthy concessions locations serving fresh organic produce sourced from Melissa's Produce. "We feature vegetarian and vegan items throughout the building. We review our concession

## LOCAL PARTNER FEATURE

### PAUL QUINN COLLEGE'S "WE OVER ME FARM"

Paul Quinn College, a historically black college in South Dallas, created the "WE Over Me Farm" in 2010 to address their community's food desert crisis. Under the guidance of its director, Hannah Koski, the farm is operated and maintained entirely by Paul Quinn student-employees, engaging in all farm activities, from business planning to marketing. The farm, thus, serves as a model of socially and environmentally driven servant leadership and entrepreneurship. "Our mission is to transform the health and well-being of under-resourced communities in South Dallas by providing fresh, healthy, affordable food options and by educating and empowering future generations to take better care of themselves, their environments, and their communities," says Koski. "Since opening in March 2010, we have employed 60 students on the farm and had at least 100 student volunteers."

The farm has produced more than 30,000 pounds of 100 percent organic produce since its inception. The farm is also home to four active beehives, 10 laying hens, and an aquaponic system that contains more than 100 tilapia fish.

"At the WE Over Me Farm, we support all projects dedicated to improving food security nationwide," says Koski. "The WE Over Me Farm's produce is sold according to its '4 Cs of Distribution,' which include charitable organizations, community members, the College, and commercial enterprises such as farmers markets, grocers, distributors, and restaurants throughout Dallas. No less than 10 percent of the Farm's produce is donated without any cost to local charitable organizations."

The school also plans to open a grocery store, providing another job skills opportunity for students. Every semester, about 10 to 15 Paul Quinn College students work on the farm to help pay for their education while others learn entrepreneurial skills first-hand like business planning, marketing, food distribution and cash flow analysis. In addition to fresh, healthy, affordable food options for surrounding residents, the farm also aims to provide hands-on educational experiences for youth and adults alike to promote healthy eating, improved food access, and environmental stewardship.



Tony Sinese, Senior Executive Sous Chef, Legends at AT&T Stadium, Home of the Dallas Cowboys; George Wasai, Food and Beverage Director, Legends at AT&T Stadium; Hannah Koski, Farm Manager, WE Over Me Farm; and Eli Hernandez, Farm Manager, WE Over Me Farm, in one of their regular planning meetings at the organic farm to connect harvests and the seasons with menus for fans. George Wasai is also an alumnus of Paul Quinn College, where the innovative organic WE Over Me Farm is based.

items and make many veggie versions, such as veggie nachos or black bean veggie burgers. Everywhere you go around the stadium, you'll have those options," says Wasai. "We are really passionate about our dedicated healthy food carts throughout the building. We are particularly interested in providing healthy food options and organic produce for kids visiting AT&T Stadium, it is very important to us."

Legends closely monitors food sales to minimize waste, tracking fan purchasing habits based on the time of the game, the time of year, the weather, and the visiting team. "The timing of a football game—whether it is at noon, 3:00 p.m., or 7:00 p.m.—determines the quantity of food that we'll put out. Recording the historical data for all of our events really gives us a good idea of how we develop our production list," says Chef LaManna. "It's about really understanding the numbers and your clientele."

More efficient food purchasing to minimize waste has also allowed the Legends team to manage higher costs for some organic products. "We are very frugal about what and how we order. When it comes to procurement of sustainable and organic products we try not to over-order so at the end of the day our costs are still in line with our profits," explains LaManna.

## WHAT'S NEXT?

Building a more sustainable food system has become part of the Legends brand at AT&T Stadium. "When we sell our brand, our environmental procurement initiatives are really what we talk about. It's really all connected to our brand. That's what Legends is about, this is who we are," says LaManna. "When it comes to the extra 30 percent cost for us to source these products, at the end of the day that's just the cost of doing business and it also contributed to our business philosophy. Sustainable food is part of our brand because there is demand for more sustainable products, it's what our clients want too."

Their greener food initiatives have increased overall sales notes LaManna. "Our business is always growing, particularly in catering, and a lot of that has to do with the quality that we put out, which is directly connected with our sustainable procurement," says Chef LaManna. "There is nothing that our chefs want to do more than produce fresh food, and know where it is coming from."



## ***Chef Crafted VEGETARIAN Black Bean Burger***

*Serves six*

3 cups black beans, cooked until very soft, rinsed and drained

3Tbsp. olive oil

3 medium red bell peppers, diced fine

1 large Hatch Chili, chopped fine  
(use poblano if Hatch chilies are not in season)

1 medium onion, diced fine

8 cloves, peeled, roasted, peeled and chopped

1 cup roasted corn kernels

1cup brown rice, cooked

1/4 cup toasted pine nuts, chopped

2 eggs

2 Tbsp. mayonnaise

1 teaspoon ground cumin

2 teaspoons Chef Crafted Fire Roasted Hot Sauce  
(available at Dallas Cowboys Pro Shop at AT&T Stadium)

3/4 cup panko bread crumbs

Kosher Salt, to taste

6 burger buns

Chipotle mayo

Pico de gallo

Lettuce leaves

Heat the olive oil in a large sauté pan over medium heat, add peppers, onion, garlic, corn and cook stirring frequently until soften, add black beans and continue to stir for 4-5 minutes.

Allow to cool and transfer mixture to a large mixing bowl.

Add all remaining ingredients except for eggs breadcrumbs and salt.

Knead mixture by hand until well blended.

Remove 1/3 of the mixture and pulse in a food processor to a fine puree and add back to mixing bowl.

Add eggs and breadcrumbs and mix thoroughly.

Season to taste with salt and more hot sauce if desired.

Form patties and grill on flat top or frying pan in a small amount of olive oil. Cook on each side for approx. 3-4 minutes per side until nicely browned and crisp.

Toast burger bun on grill with garlic butter.

Finish with cooked Vegetable Pattie, leaf lettuce, Pico de Gallo and chipotle mayo.



## Case Study

# SONOMA RACEWAY

Concessionaire: Levy Restaurants

Location: Sonoma, California

Opened: 1968

Owner: Speedway Motorsports Inc.

Operator: Speedway Motorsports Inc.

Concessionaire Contract Length: TBD

Seating Capacity: N/A

Venue Uses: NASCAR, INDYCAR, NHRA races  
racing school, motorsports events.



*“Through our efforts to build an organic garden here, irrigated with our own recycled and recaptured water, we hope to provide an example of a resilient food system during times of environmental pressure,” explains Victoria Campbell, Director of Operations for Levy at Sonoma Raceway.*

*“My hope is that our garden project is just the beginning.”*

## SONOMA RACEWAY'S GREENING STORY

Sonoma Raceway, with 12 turns and 160 feet of elevation change, is one of only two road courses in the NASCAR Sprint Cup Series. When Steve Page took over as track president and general manager in 1991, one of his priorities was transforming Sonoma Raceway into a leading venue in sustainable practices in the motorsports industry. “We give lots of thought to how we can integrate a sustainable approach into the way we operate our facility and the ways we interact and communicate with all of our users. It’s part of our DNA as a company,” says Page. Sonoma Raceway (whose motto is “Think Outside the Oval”) was the first racetrack in North America to host a sustainability summit focused on the high-performance automotive industry. The first summit, held in 2011, brought more than 200 industry leaders together to discuss how motorsports could drive sustainability.

Between 1999 and 2002, Sonoma Raceway underwent \$100 million in renovations. Many of these renovations focused on developing more sustainable infrastructure. The venue’s rainwater catching system provides water for racetrack landscaping and its organic garden, while offsetting potable water demands. This is particularly important given California’s frequent drought conditions.

Sonoma Raceway landscapes its grass, fire lanes, and surrounding grounds with the help of 3,500 sheep, which are rotated to graze on different parts of the property (see sidebar). This practice reduces the need for fossil fuel-powered landscaping equipment, as well as adding valuable nutrients to the soil through their manure, reducing the need for synthetic fertilizer. The 1,600-acre raceway is also home to 20 owl boxes (bird houses). The owl boxes were installed to encourage owls to nest and hunt for gophers and other rodents, reducing dependence on pesticides and other pest-control poisons. A solar array consisting of 1,652 panels produces 41 percent of the facility’s energy. In 2011, the raceway worked with Panasonic to install a 60,000 LED billboard display, which uses half the energy of the older incandescent display.



## STANDOUT GREENER FOOD ACCOMPLISHMENTS

- ▶ As of 2014, Sonoma Raceway has donated 325 trees to surrounding schools and local communities through the NASCAR Green Clean Air program.
- ▶ The Sears Point Grill serves Niman Ranch antibiotic-free, grass-fed beef burgers and sausages and cheese from Vella Cheese, a Sonoma dairy with 100 percent pasture-fed cows.
- ▶ Sonoma Raceway's organic garden was established in 2013. As of 2014, it produces more than 15 vegetables and herb varieties. It is the first organic garden planted at a NASCAR racetrack. The garden's produce and herbs are featured at concessions, in private suites, and at specialty catered events.
- ▶ Sonoma Raceway grows grapes and fruit throughout the 1,600-acre property (see Fruit Tree Donation sidebar).

## FRUIT TREE DONATION PROGRAM

In 2014, Sonoma Raceway partnered with NASCAR, UPS, and the Arbor Day Foundation to donate 90 fruit trees to all 11 schools in the Sonoma Valley Unified School District. "The garden project in our Sonoma Valley schools is a model for student involvement and for building good nutritional habits with our kids," said Page. "We are very proud to partner with NASCAR to donate these trees and help grow this program in all of our valley public schools." Sonoma Raceway began participating in NASCAR's tree-planting program in 2010, and from 2010 to 2014 all of NSACAR donated and planted more than 325 trees.

"This is the next step in having locally grown food in our schools," said Justin Frese, deputy superintendent of Sonoma Valley Unified School District, in a 2014 press release. "We really look forward to the day when we're going to be able to harvest all of this fruit and serve it to our students."

## SONOMA RACEWAY'S GREENER FOOD STORY

Steve Page works with Sonoma Raceway's food hospitality partner, Levy Restaurants, to make the raceway's food service operations more environmentally sustainable. In 2013, Levy Restaurants hired local food catering expert Victoria Campbell as director of operations. "Our events are held in such a rich agricultural region; here in Northern California, we are blessed to have a wealth of amazing local food to draw from," says Campbell. "We show our support of Sonoma's rich agricultural food history by serving it in our venue and encouraging the public to grow their own food at home."

### GREENER PROCUREMENT

The raceway features a number of concessions locations that highlight local and environmentally preferable food options. The Sonoma Farmstand offers local organic fruit cups and salads. The Sears Point Grill serves Niman Ranch beef burgers and sausages that are antibiotic-free and grass-fed. Cheese is sourced from Vella Cheese, a Sonoma dairy that raises 100 percent pasture-fed cows.

The raceway often hosts as many as 15 gourmet food trucks from the Bay Area during race weekends, giving fans a chance to sample a variety of local cuisines. For examples, fans can enjoy wood-fired pizza with Sonoma cured cheese, sushi made with Marine Stewardship Council-certified seafood, and organic ice cream.

Several local craft beers are also featured at the raceway, including beer from Bear Republic Brewing Company, which uses a bioelectrically enhanced wastewater treatment and reuse system. This system, made by EcoVolt, has cut Bear Republic's energy use in half. According to Victoria Campbell, "Given our proactive stance on more sustainable operations here at Sonoma Raceway, it just makes sense for us to bring in local businesses who are doing the same in their daily practices as well."

***"We are focused on developing a resilient food system at Sonoma Raceway, which is very exciting. It shows our fans what can be grown in this region and it communicates our commitment to the quality of food we serve," says Victoria Campbell.***



## ROCKY MOUNTAIN WOOLY WEEDERS/ NAPA VALLEY LAMB COMPANY

Don Watson began his environmentally friendly lawn mowing service Rocky Mountain Woolly Weeders, in 2007. He contracts with large tracts of land that would otherwise require many hours of work along with fossil fuel-powered landscaping equipment. But Watson's company does not use any industrial mowing equipment. Instead, his "mowers" are a herd of nearly 3,500 East Friesian milking sheep. "[Sonoma Raceway] has employed our mowing service for more than a decade. We can make almost any grassland look like a golf course in a matter of days. We use 'cell' grazing techniques to remove frost and fire hazards. Noxious weeds are our specialty. We are able to leave a healthy biodynamic soil and sward after we leave. We are the only mowers that we know of [who] mow, weed, and fertilize at the same time," explains Watson. Fertilizer is contributed in the form of sheep manure. The herd of sheep navigates tall grass and uneven landscapes to thoroughly trim the grounds, reducing fire hazards associated with NASCAR crashes.

Watson also markets his animals' meat through Napa Valley Lamb Company. East Friesian milking sheep are notorious for their nutrient rich milk. "This is a wonderful place to market for a local farmer," Watson says on his website. "San Franciscans are passionate about local production." In addition to using the services of Watson's sheep for landscaping, Sonoma Raceway also purchases Napa Valley Lamb products for its specialty menus.

Sonoma Raceway also sets an example in cultivating better agricultural practices as well. In July 2013, the raceway worked with students at a local high school to plant the Sonoma Organic Track Garden, becoming the first North American racetrack to plant an organic garden onsite. Sonoma Valley High School students sprouted seeds in their school's local garden and then donated the seedlings to the raceway's garden. The garden is now a large in-ground plot producing organic produce for catering events, VIP suites, concessions stands, and the Raceway Café. During the summer, the garden yields tomatoes, peppers, edible flowers, green beans, lettuces, kale, chard, and eggplant. Winter crops include lettuces, chives, spinach, beets, and herbs. Raceway Café, which is open seven days a week to all visitors, serves kale and carrot smoothies. Sonoma Raceway plans to plant potatoes, squash, zucchini, and pumpkins in the spring.

"We are focused on developing a resilient food system at Sonoma Raceway, which is very exciting. It shows our fans what can be grown in this region and it communicates our commitment to the quality of food we serve," said Campbell. There is even a one-acre vineyard that grows pinot noir grapes near the administrative offices. There are plans to add fruit trees to the garden.

Sonoma Raceway and Levy Restaurants work with local farmers and vendors to obtain the freshest products possible. Local and sustainable food vendors include Brentwood Farms, Diestel Family Farms, Superior Farms, Artisan Bakers, Del Monte Meat Company, Frog Hollow Farms, Koslowski Farms, Coke Farms, and Las Palmas Melons. "We are constantly looking to expand our local food providers. In building strong relationships with these community partners, we are helping them grow their business while educating our fans on what it means to be part of a healthy environmental food production system," said Page.

### GREENER FOOD WASTE PRACTICES

In conjunction with the garden project, Levy Restaurants composts some of their organic food waste onsite to produce natural fertilizer for their garden. The food waste is measured and tracked through Levy's Trim Tracks program, a comprehensive Levy-wide initiative focused on measuring and analyzing organic waste from the kitchens. It also involves educating kitchen staff about reducing food waste during the preparation process, including efficient butchering techniques, food spoilage reduction methods, and creative recipes to maximize ingredients (e.g. pickling and making stocks for soups).

*"The more we can tell the story of our organic garden project, the better," says Campbell. "It's important to share our successes with those seeking to learn how to adapt a food system to a changing climate," says Victoria Campbell.*



Sonoma Raceway also partners with a local church that brings food back to those in need in San Francisco after every event. “Donating food is a powerful way to continue our contribution to the community. Not only does it help us reduce our waste to landfill, but it helps those in need,” says Campbell.

## WHAT'S NEXT?

Campbell is excited that Sonoma Raceway is setting a good example for motorsports by prioritizing environmentally intelligent food practices. “Levy Restaurants and Sonoma Raceway will continue to explore food options that represent the agricultural heritage of this wonderful region. Through our efforts to build an organic garden here, irrigated with our own recycled and recaptured water, we hope to provide an example of a resilient food system during times of environmental pressure,” explains Campbell. “My hope is that our garden project is just the beginning.”

Page and his staff are also working with Sonoma’s local government to explore expanding the raceway’s ability to host events other than motorsport competitions. “The professional sports and entertainment industry has changed dramatically over time and our business model needs to change with it,” says Page. The venue would like to host a large festival music event as an additional source of revenue. Additional events would create further opportunities for local food producers to showcase their items.

Campbell also hopes the racetrack garden will serve as a model for similar facilities. “The more we can tell the story of our organic garden project, the better,” says Campbell. “It’s important to share our successes with those seeking to learn how to adapt a food system to a changing climate.” The wastewater treatment system can also provide an example for other venues hoping to reduce reliance on outside wastewater treatment by offsetting their demand for fresh groundwater. As of 2014, California has seen three years of a historic drought, with 96 percent of the state experiencing “severe drought” conditions, according to the National Weather Service. Sonoma Raceway’s ability to cultivate their own garden with reclaimed water is an important example for farmers in the area wishing to adapt to a changing landscape.

1 Sonoma Raceway, “Sonoma Raceway and NASCAT Donate 90 Trees to Sonoma Schools,” February 4, 2014, <http://www.racesonoma.com/media/news/sonoma-raceway-nascarat-donate-trees-sonoma-schools.html>.

2 Ibid.

3 “Rocky Mountain Woolly Weeders, Napa Valley Lamb,” 2015, <http://woollyweeders.com/id1.html>.



## ***Sonoma County Greens***

*Serves 4*

8oz Mixed Greens

1.5oz Pt. Reyes Blue Cheese

1.5oz Candied Walnuts

2T Red Onion, sliced thin

1 pear, cored and sliced

Balsamic Dressing to taste

Place mixed greens in a bowl, top with blue cheese, walnuts, red onion and pear, serve with the balsamic vinaigrette on the side

## **White Balsamic Vinaigrette**

*Serves 4*

3T Balsamic Vinegar

3T Olive Oil

1 T Honey

salt & pepper to taste

Whisk ingredients together to emulsify.  
Serve on the side of the salad.



## Case Study

# CITIZENS BANK PARK HOME OF THE PHILADELPHIA PHILLIES

Location: Philadelphia, Pennsylvania

Opened: April 3, 2004

Owner: City of Philadelphia

Operator: Spectra

Concessionaire: Aramark

Concessionaire Contract Established: 2004

Seating Capacity (football): 43,651

Venue Uses: Baseball, Hockey, Special Events, Concerts



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*“...The net benefit is not just solely on the environmental side, we are saving a lot of money while saving resources, which says a lot about Aramark and Citizens Bank Park.”  
Glenn Richmond, Executive Chef at Citizens Bank Park.*

## CITIZENS BANK PARK'S GREENING STORY

The Philadelphia Phillies' path to greener operations began in 2008. Their “Red Goes Green” initiative established them as the first U.S. professional sports team to offset the electricity to run Citizens Bank Park, the Phillies' home. By purchasing renewable energy credits (RECS), it was first stadium in Major League Baseball to be powered 100 percent by renewable energy. In 2012, the Phillies purchased more than 22 million kilowatt hours of such credits, the equivalent of planting 100,000 trees. Citizens Bank Park has expanded its greening focus to include the entire ballpark.

This work has translated to many accomplishments in greener food practices. For seven of the last eight years, the Phillies have won the PETA Award (see Glossary) for the most vegetarian-friendly ballpark in the United States. With support from their contracted concessions provider, Aramark, Citizens Bank Park currently offer more than 100 different vegetarian and vegan items. Many of these items are grown in the surrounding Philadelphia area and are USDA certified organic. The success of environmentally intelligent food initiatives at Citizens Bank Park continues to build momentum for future innovation.

## CITIZENS BANK PARK'S GREENER FOOD STORY

Leading up to the opening of Citizens Bank Park in 2004, operations staff and Aramark maximized the venue's efficiency. “When we moved into the new facility we were blessed. It was a new ballpark, with more resources to put better food out and offer different varieties. This meant bigger stands, bigger kitchens, and more capabilities,” says Glenn Richmond, executive chef at Citizens Bank Park.

Richmond and his staff drew on a number of fan surveys to identify a growing desire for healthier food options in the park. This encouraged the kitchen staff to explore culinary creativity. “We don't always measure the success on specialty items, like many of our vegan dishes or healthy locations, by simple dollars or cents. The impact of those items translates to the significant fan feedback, the outpouring of thank yous,” says Jeremy Campbell, Aramark Concessions Manager for Citizens Bank Park. “On the concourse yesterday, I met up with a couple [of] fans who were vegetarians for environmental reasons. The young lady couldn't stop thanking me enough for having a location where she could have a pizza and her husband could have a veggie cheesesteak. That there is the success. Of course our business is a lot about dollars and cents, but it's not always about that. A lot of that success is measured in fan appreciation, happiness.”



“Food industry leaders like Aramark recognize the skyrocketing demand for mouth-watering, meat-free meals, from hearty veggie dogs and burgers to gourmet fare,” says PETA Director of Campaigns Dan Shannon. “PETA is grateful to Aramark for providing baseball fans across the country with delicious, environmentally healthy, and humane vegetarian options.”

With “Red Goes Green” programs, the Phillies and Aramark take a full-cycle approach to stadium food. They invested in a comprehensive waste diversion strategy (eliminating polystyrene serviceware stadium-wide), brought in a state-of-the-art fryer oil technology that converts spent oil to biofuel, and teamed up with nonprofit “Rock and Wrap It Up” to donate leftover prepared food to local community centers after each game. Increased sales, a steady growth in positive fan feedback, and press highlighting the park’s innovative accomplishments have contributed to the success of the effort toward procuring and serving greener food.

### GREENER PROCUREMENT

Many produce items used in menus in the premium sections throughout the ballpark are sourced from environmentally credible sources. “We buy all our tomatoes and mushrooms locally. They come from Kennett Square Farmer’s Market in Downtown Philadelphia. We buy our Swiss chard and collard greens from multiple farms in New Jersey. We are doing everything we can to buy as much as we can,” explains Richmond. “We also craft our menus in the premium and catering level with a focus on local seasonality. This keeps costs down and helps us source items grown local to this region. Availability certainly plays a part in all that as well.”

Aramark purchases produce from Ambrogi Produce located just twelve miles from the ballpark to fulfill their demand for local, seasonal items that are often organic when price competitive. Ambrogi’s distribution network sources from farms in Western Pennsylvania, New Jersey, and Maryland.

Citizens Bank Park and Aramark have also committed to expanding their sourcing of environmentally intelligent fish and poultry. “We have a partnership with the Monterey Bay Aquarium Seafood Watch Program and by 2018 we are committed to have all of our seafood products sustainable. We are currently doing our best to purchase as much as we can from that sustainability list,” states Richmond. “We’ve also partnered with our local seafood vendors to give us periodic lists of what they have available that is local [and] sustainable. We purchase all cage-free eggs. And as a company, Aramark is moving toward purchasing cage-free eggs company-wide by the end of 2015. As far as poultry’s concerned, we will feature free-range poultry as menu items in many of our premium locations.”

### STANDOUT GREENER FOOD ACCOMPLISHMENTS

- ▶ All concessions stands feature a vegetarian option.
- ▶ All tomatoes and mushrooms are grown within 100 miles.
- ▶ All wine bottles use all natural corks.
- ▶ All eggs are cage-free.
- ▶ All fryer oils are zero trans-fat.
- ▶ The grounds crew uses electric service vehicles and 100 percent organic fertilizers on the playing surface.

***“Food industry leaders like Aramark recognize the skyrocketing demand for mouth-watering, meat-free meals, from hearty veggie dogs and burgers to gourmet fare,” says PETA Director of Campaigns Dan Shannon. “PETA is grateful to Aramark for providing baseball fans across the country with delicious, environmentally healthy, and humane vegetarian options.”***



A number of beers from breweries with environmentally intelligent practices are also featured in the park. For example, Dogfish Head Brewing Company, located in Wilmington, Delaware, 100 miles away, has instituted a number of water conservation practices, including capturing wastewater for use at local farms and donating their spent 50-gallon ingredient barrels to the Delaware Department of Natural Resources for water catching projects. "Like a lot of other small, independent businesses, craft brewers take stewardship and sustainability very seriously," says Mark Carter, Dogfish Head's events and benevolence director. "Brewing is so water-intensive that it makes sense for us to focus a lot of our effort on water."

Victory Brewing Company, 40 miles away in Downingtown, Pennsylvania, is Citizens Bank Park's largest independently owned brewery partner. Victory won the 2014 Sustainable Agriculture Business Leadership Award from the Pennsylvania Association for Sustainable Agriculture. Victory powers their operations with 345 solar panels and donates the nearly 25,000 pounds of spent grain it generates every 24 hours to local farmers. "Sustainability, to us, means more than just implementing practices and policies that conserve our precious resources," says Victory Brewing Company's CEO Ron Barchet says. "We're fortunate that our products and platforms permit us a unique opportunity to affect positive change in our communities."

## GREENER WASTE PRACTICES

With a zero waste goal for 2014, Citizens Bank Park implemented a variety of practices to minimize and divert waste. Reusable souvenir soda cups, ice cream cups, popcorn buckets, large sundae helmets, and beer cups all reduce single-use disposable products in the premium seating sections. All serviceware for suites, restaurants, and clubs are made from compostable renewable resources, e.g. bamboo, sugarcane and vegetable-based products. Liquor cups at all bars are made with plant-based materials. Cups for all hot beverages are made from 25 percent post-consumer materials. All food left over after events is sent Rock and Wrap it Up, which coordinates with local charities.

All compostable food waste is captured in the kitchens and preparation areas. In 2012, Aramark arranged to haul 17 tons of organic material (food) for composting by Global Spectrum and to recycle 70 tons of cooking grease for use as biodiesel. "We partner with Waste Solar Recyclers to convert our used oil to biodiesel. They furnish us with the equipment that we use to filter the oil and reuse it," explains Richmond. "So our oil, instead of having a one day life span, has up to a 4 day life span depending on the location. The net benefit of that is not just solely on the environmental side, we are saving a lot of money while saving resources, which says a lot about Aramark and Citizens Bank Park."

## FEDERAL DONUTS

Federal Donuts, a favorite Philadelphia establishment, came to Citizens Bank Park in 2014. Their menu consists of two comfort food items: fried chicken and donuts. They use sustainably sourced ingredients. The chicken is antibiotic-free, cage-free, and fed a 100 percent vegetarian diet. By focusing on only two menu items, donuts (made with local flour) and Korean-style fried chicken, the restaurant can focus on each item's quality and sourcing. They also serve PT's Coffee, which sources its beans through direct trade. PT's criteria maintains sustainable-quality coffee (see Rainforest Alliance), best environmental practices, and responsible community education practices.



## WHAT'S NEXT?

Aramark and Citizens Bank Park will continue to answer the call of their fans and company-wide initiatives. "We receive and analyze a lot of feedback, not just from fans, but also from internal staff. A lot of people asked for vegetarian and healthier options. So we created a menu items to reflect those requests and they have been tremendously successful," says Richmond. "Ten years ago creating a vegetarian option would have been [an] afterthought, now we put a vegetarian item on every menu we create. We are asking ourselves: if I'm a vegetarian and I'm a concerned environmentalist (as well as looking for something healthy), what can I order from this menu? That wasn't always the case."

While many organic and certified sustainable items are still price prohibitive, Jeremy Campbell believes increasing demand for greener food will reduce procurement challenges. "Aramark Corporate is also driving sustainability strategy from the top. Soon we will have the structure in place to go and purchase environmentally preferable products, so those cheaper, industrial items won't [be] an option anymore," says Campbell. "As we migrate down the road toward a better food system, at some point we're not going to be able to purchase anything but sustainable food, which is great. It will make it easier when sustainability is integrated throughout the supply chain."

*“We buy all our tomatoes and mushrooms locally. They come from Kennett Square Farmer’s Market in Downtown Philadelphia. We buy our Swiss chard and collard greens from multiple farms in New Jersey. We are doing everything we can to buy as much as we can,” explains Glenn Richmond. “We also craft our menus in premium and catering level with a focus on local seasonality. This keeps costs down and helps us source items grown local to this region. Availability certainly plays a part in all that as well.”*



© Amark at Citizens Bank Park

### ***Vegan Mushroom Steak***

*Yields 4 sandwiches*

- 48 oz. Kennett Square wild organic mushroom mix
- 8 oz. tofu
- 8 oz. caramelized yellow onions
- 12 slices vegan cheese (optional)
- 4 local steak rolls
- 1 1/2 tablespoons kosher salt
- 1 teaspoon fresh cracked black pepper
- 1 tablespoon minced shallots
- 1 tablespoon minced garlic
- 2 cups olive oil
- 1/2 cup sherry wine vinegar

Warm 1/2 cup of olive oil in a heavy bottomed pan, slice onions and caramelize for 30 minutes on low heat, salt and pepper to taste. Sweat shallots and garlic with 1/2 cup olive oil, add mushroom mix, salt and pepper, and cook on medium heat for 10 minutes until mushrooms have reduced by half. Deglaze with vinegar, check seasoning, keep warm and set aside. Heat remaining olive oil to 325 degrees in a cast iron pan. Cube tofu, and pat dry. Fry tofu in olive oil until golden brown, approximately 3 minutes. Drain on paper towels and season with salt and pepper.

To assemble each sandwich, split rolls, add 4-5 ounces of mushroom mix, 2 ounces of tofu and 3 slices of vegan cheese (optional).

## FIGHTING FOOD SCARCITY AND HUNGER

In 2014, the Citizens Bank Foundation, official sponsor of Citizens Bank Park, announced that it is donating a total of \$105,000 in grants to food-focused nonprofits throughout Eastern Pennsylvania, New Jersey, and Delaware as part of its Citizens Helping Citizens Fight Hunger initiative. These nonprofits provide hunger relief, nutrition assistance, and improved food access for families. The Citizens Bank Foundation supports the following organizations as part of its hunger initiative:

- ▶ Urban Tree Connection (West Philadelphia) – Urban Tree Connection will use its award for its urban farm center to grow food on underutilized land. The organization revitalizes neighborhoods by transforming abandoned open spaces.
- ▶ Center for Transformation (Camden, New Jersey) – The Center will use its award for its children and youth programs. The organization is focused on creating young leaders through gardening, cooking, and nutrition programs to address childhood obesity.
- ▶ East Park Revitalization Alliance – The East Park Revitalization Center is focusing on opening a farm stand in the Strawberry Mansion neighborhood to improve access to fresh, locally grown, and affordable produce for the community.
- ▶ Common Market – Common Market, a distributor of local foods to the Mid-Atlantic region, will use its award for hospitals, school cafeterias, and the “Farmer Hub” program that provides technical assistance to farmers (e.g., crop planning, packing, refrigeration, and food safety).



## Case Study

# PETCO PARK HOME OF THE SAN DIEGO PADRES

Concessionaire: Delaware North Sportservice

Concessionaire Contract Established: 2004

Location: San Diego, California

Opened: April 8, 2004

Owner: City of San Diego: 70 percent; Padres LP: 30 percent

Operator: Padres LP

Seating Capacity: 42,302

Venue Uses: professional baseball (MLB), amateur and collegiate baseball, rugby, concerts, and corporate and political events.



*“We are proud that our investment in environmentally friendly food options has strengthened our business through more efficient operations and increased food sales.” Executive Chef Carlos Vargas for Delaware North Sportservice at Petco Park*

## PETCO PARK'S GREENING STORY

The San Diego Padres have invested in greening initiatives since their new venue, Petco Park, opened in 2004. In 2005, the team won the city of San Diego's "Recycler of the Year Award." Every year since, the Padres have been recognized with a greening award from the City Council of San Diego, the State of California Governor's Office, or from Major League Baseball. They currently have 20 ongoing waste reduction initiatives targeting each element of ballpark operations. The Padres are on the way to reaching their goal, established in 2012, of net "zero waste" building-wide by 2017. As of 2014, their waste diversion rate was 79 percent.

Toward that goal, the Padres have discovered a number of ways to reduce or recycle waste throughout the venue. They recycle all electronic waste and their employees bring in household items to recycle. Team uniforms are also recycled after they are no longer usable. With their long-time concessionaire partner, Delaware North Sportservice, the Padres are exploring new ways to purchase, prepare, and serve environmentally preferable food at Petco Park. As of 2014, Petco Park features more than a dozen local food vendors. The venue has built partnerships with surrounding community food distributors and brought in local vendors with a history of prioritizing greener food options.

## PETCO PARK'S GREENER FOOD STORY

Petco Park's initial improvements in sustainable food service were an outgrowth of its zero waste initiatives. When the Padres opened Petco Park in 2004, they contracted Delaware North as their concessionaire. In 2014, Delaware North's contract was extended an additional 10 years. Over these next 10 years, the Padres and Delaware North have committed to investing \$8 million in their catering and concessions infrastructure. This money has been used to create more made-to-order food service locations around the ballpark. Made-to-order options allow fans to purchase unique items to their preferences while reducing food waste from overproduction. Delaware North has also tapped into the excellent local supply of environmentally preferable food available in Southern California.

Headed by Executive Chef Carlos Vargas, the Delaware North team serves environmentally preferable ingredients in multiple recipes that maximize the ingredients. For example, many of the Padres' concession locations feature the same organic ingredients used in their baguette sandwiches, salads, and flatbreads. Prioritizing sustainable ingredients means that Vargas has been proactive in working with his suppliers.

## STANDOUT GREENER FOOD ACCOMPLISHMENTS

### PROCUREMENT

- ▶ The Padres source local and organic foods when available.
- ▶ All of Rimel's Rotisserie chicken, beef, and pork is California-raised, antibiotic-free, and hormone-free.
- ▶ The Padres offer a vegetarian option at all concession locations.
- ▶ All meat and poultry purchased from Suzie's Farms is USDA certified organic and is raised locally, only 13 miles south of Petco Park.
- ▶ The Padres source meats and poultry from Golden West Meats (Los Angeles, California) which is 100 percent Certified All Natural and Never Ever.

### ZERO WASTE INITIATIVES

- ▶ All the concession stands and restaurants participate in a food waste diversion program. At the conclusion of any game or major event, food waste is compacted and subsequently taken to the Miramar Greenery to be turned into compost. Some of the finished compost is returned to the venue for groundskeeping purposes.
- ▶ The Padres are aiming for zero waste by 2017. As of 2014, they have a 79 percent diversion rate.
- ▶ Petco Park donates 100 percent of their used wine corks to various companies. In 2013, they donated used wine corks to a waste reduction fundraising gala that reused the corks to create artwork and decorations for the event. They also donate to a company that makes cork tiles and sandals with cork-soles.
- ▶ All non-logo uniform attire is donated to Goodwill Industries for re-use.
- ▶ The playground in "Park at the Park" was built with recreational surfacing made from 75 percent recycled rubber.
- ▶ The Padres send 100 percent of their used cooking oil to Buster Biofuels, a local San Diego company, which creates biodiesel and donates it to local public transportation and school buses.

In one year, the Padres' financial returns from food service have increased by more than 21 percent, which Vargas attributes in part to their investment in environmentally preferable food. "When I am planning food offerings I ask, 'What does the client want?' It puts in perspective what type of foods I'm going to add to the menu. We are putting a lot of organic or local grown produce on the menus throughout the ballpark. We are featuring a lot of local flavor. As a result, it's been a tremendous success," Vargas said.

"People used to come to the ballpark just to watch the game. They would not even sit down and eat. Or they used to just order a hotdog and that's it. But now that we have more offerings from local and environmentally responsible vendors, fans are coming earlier and staying later; it's paying off," Vargas said. "As I was walking the concourse the other day, a guy stopped me and said, 'You guys took me out of my routine. Before I used to come five minutes before the game started. Now I come an hour and a half or two hours before the game starts so I can try some of the unbelievable food you guys have.'"

With more fans buying food in the stadium than ever before, Petco Park is able to keep food costs from increasing significantly even though they are spending more for local environmentally preferable items.

### GREENER PROCUREMENT

In 2014, the Padres announced a number of new partnerships with California businesses that are committed to serving California-raised organic meat and produce. Seaside Market is a family-owned specialty market in Cardiff-by-the-Sea, CA. Seaside has been offering local organic produce, meat, cheese and wines since it opened in 1985. Delaware North partnered with Seaside Market to create two new meal stands in Petco Park offering fans a wider variety of fresh, California-grown food. Seaside Markets at Petco offers its famed flatbreads, a made-to-order sandwich and organic salad bar, fruit, fresh juice and organic sodas. Seaside Market is located on the concessions level and is accessible to all fans in the ballpark.

"Our menu for Seaside Market and Petco Park is based on health, sustainability, and efficiency," Vargas explained.

"We're excited to welcome another popular local business into the Padres family," said Scott Marshall, the Padres' vice president for concessions and retail, in a 2014 press release.<sup>1</sup> "Seaside Market is going to provide our fans with more fresh, healthy and gluten-free food options than they've previously had. Being able to take their items to their seats or to 'Park at the Park' for a picnic will be unlike anything Padres fans have ever experienced." (See "Park at the Park" sidebar.)

The Padres also welcomed Rimel's Rotisserie, which has three locations in the greater San Diego area, into the park in 2014. Rimel's is committed to serving more sustainable food. "At Rimel's Rotisserie, everything we create is from scratch; it's all organic, locally grown and healthy. Farm to table is the way that we have been doing it for over 20 years, actually long before the term 'farm to table' existed," said Rimel's owners Matt and Jackie Rimel.

"We're committed to providing products that are healthy, environmentally sensible, humane, local, and incredibly tasty," the Rimels added.<sup>2</sup>



By bringing in local purveyors like Seaside Markets and Rimel's Rotisserie—two popular local restaurants committed to sustainability—the Padres are able to build on their reputation as environmental leaders while supporting their local economy. The Padres also work with two local distributors to procure better meats and produce. “Every week we look at what is available from our local marketing partner Melissa’s Produce out of Los Angeles. We also buy organic produce from Suzie’s Farm [13 miles south of Petco Park].” Melissa’s Produce is one of the largest organic and specialty produce distributors in the country and offers more than 150 organic fruit and vegetable items, many of which Petco Park features. The Padres procure their meat from Golden West out of Los Angeles, which is certified under the USDA’s All Natural Never Ever Program

Vargas has food delivered daily during the baseball season, which avoids over-ordering and reduces food waste. Vargas says he gets on the phone with his produce vendors daily and his meat suppliers at least three days a week. Working with premium organic, local products pushes Vargas and his team to get the most out of their investment in better food. The focus on reducing food waste is amplified when the ingredients cost more than traditional items. “We are proud that our investment in environmentally friendly food options has strengthened our business through more efficient operations and increased food sales,” Vargas said.

### GREEN FOOD PREPARATION

Chef Vargas works with a 16-day menu rotation that, he believes, offers Padres fans a wide variety of food experiences. It also provides his kitchen staff planning time to accurately estimate quantity, reducing the potential of over-preparation. Because his staff works closely with Melissa’s Produce, Suzie’s Farms, and high-volume distributor U.S. Foods, the Padres can switch the menu on any given day based on the availability of particular food items. If an organic produce or meat item is available, the Delaware North staff can pivot their menus to use readily available ingredients.

“Our vendors often come to me with great specials because they know I love to get my hands on the best quality seasonal food available,” Vargas explained. “For example, the other day a vendor came to me and asked, ‘Hey, Carlos, we have these organic baby artichokes, do you want them?’ And I said, ‘Of course!’ We served them fresh steamed that night. I then pickled them and sent them to salad bars throughout the stadium. I can change the menu that fast for the next day. You can use the best ingredients when they’re available but you have to be ready to use them.” Vargas’ team uses pickling to prolong the versatility and shelf life of vegetables. (See Glossary for more detail on the benefits of pickling.)

“At a grocery store, after a certain number of days, you have to throw vegetables away. Here, I have the ability to take them from our Seaside Markets locations and send them over to one of our restaurants or do a special menu item for one of our concession stands. I think it’s a unique strategy to minimize food waste,” Vargas said.

## PETCO PARK – BULLPEN GARDEN

Since 2011, Luke Yoder, head groundskeeper for Petco Park, has maintained a garden in the Padre’s home bullpen. This was the first ballpark garden in all of Major League Baseball, and originally held only peppers and tomatoes. “This year there will be 30 different varieties of peppers from 20 different countries, as well as tomatoes, lettuce, onions, beets, 10 different types of herbs, and sweet peas. We are growing blueberries and strawberries as well, along with lemon, lime, and orange trees,” says Yoder. “The garden gives my staff an opportunity to blow off some steam and relax from the stress of building out the mound or mowing the outfield.”

“The tomatoes and the peppers are being used in restaurant locations throughout the park. We are coming up with ideas to use the ingredients like ‘Strikeout Salsa’ for the tacos and ‘Sweet and Spicy Ballpark Relish’ for our burgers. It’s my hobby and it’s fun to do. The fans love it,” Yoder said in a 2014 radio interview.<sup>4</sup>

***“When I am planning food offerings I ask, ‘What does the client want?’ It puts in perspective what type of foods I’m going to add to the menu. We are putting a lot of organic or local grown produce on the menus throughout the ballpark. We are featuring a lot of local flavor. As a result, it’s been a tremendous success,” says Chef Vargas.***

## PARK AT THE PARK

Park at the Park is a 2.7-acre grassy area just outside of the outfield wall with a direct view of the field. Adults can watch the game while their kids have fun at the playground or the wiffle ball diamond. Admission starts at \$10 and fans are welcome to bring their own picnic food. They can also purchase organic salads, pizza, and sandwiches from one of the two Seaside Market locations at Petco right near the park.



Vargas' team also uses leftover meats that have been prepared but not served. They have a famous Tri Tip Steak Sandwich prepared and served by a local favorite, Seaside Market, and is served at two locations in the building. "We use some of the leftover tri tip from a night game for the next day by chopping it up in the kitchen and then creating tri tip nachos. The nachos have been selling even better than the sandwich lately," notes Vargas.

### GREENER FOOD SERVICE & WASTE PRACTICES

In line with their zero waste goals for 2017, the Padres collect all of their back-of-house food scraps for composting. The organic waste is sent to Miramar Greenery, a local San Diego plant nursery, which composts the waste, and returns some of it to the ballpark for use in groundskeeping. Sponsored by Miramar Greenery, the Padres give some of the finished compost away to the public. In 2014, the Padres diverted 183.5 tons of organic waste from landfills resulting in approximately \$5,700 in savings.

Used cooking oil is collected by Buster Biofuels, who converts the cooking oil to biodiesel and then returns some of it to the Padres for their powerwashers and lawnmowers. The remaining oil is donated to the local school district to power their school bus fleet.

"We are always looking for new opportunities to reduce our carbon footprint and make Petco Park more energy efficient," says Mark Guglielmo, the Padres' vice president of ballpark operations and general manager of Petco Park. "With approximately 2 million fans visiting the ballpark each season, we use a substantial amount of cooking oil. The idea that we could reuse that oil for another purpose within the ballpark was intriguing."<sup>3</sup>

### WHAT'S NEXT?

"Our biggest challenge is that there are times when we want to order something from our vendors that is just not available," Vargas said. When this happens, his kitchen staff has to reference a different menu from their 16-day rotation and act quickly to prepare something else. Having a diverse menu plan has allowed Vargas' staff to act quickly to adapt to challenges from late food orders.



### *Duo Entrée*

California Black Cod, Lemon Grass Beurre Blanc, Candied Baby Carrots, Lava Salt.

Prime Braise Kalbi Short Rib, Confit Cipollini Onions, Truffle Risotto Purse.

By communicating frequently with their suppliers, the Padres and Delaware North are able to track available ingredients daily and bring a variety of food offerings to the ballpark. This allows the team to procure organic, local ingredients as soon as they are available. Distributors also know they can offer the Padres specialty or limited quantity items on short notice.

1 San Diego Padres, "Cardiff's Seaside Market coming to Petco Park," March 24, 2014, <http://m.padres.mlb.com/news/article/70025096/cardiffs-seaside-market-coming-to-petco-park>.  
 2 Rimel's Rotisserie, "The Rimel's Story," 2015 <http://rimelsrestaurants.com/our-story>.  
 3 Buster Biofuels, "Padres Go Sustainable with Biofuel," June 25, 2012, <http://busterbiofuels.com/2012/06/padres-go-sustainable-with-biofuel>.  
 4 Major League Baseball, "Yoder Discusses #GardenGate and More...," April 8, 2014, <http://padres.mlbblogs.com/2014/04/08/yoder-discusses-gardengate-and-more-2/#more-324>.

## Case Study

# SAFECO FIELD

## HOME OF THE SEATTLE MARINERS

Concessionaire: Centerplate

Concessionaire Contract Established: 2011

Location: Seattle, Washington

Opened: July 15, 1999

Owner: Washington-King County Stadium Authority

Operator: Baseball Club of Seattle LP

Seating Capacity: 47,860

Venue Uses: MLB games, amateur baseball events, collegiate football events, concerts, corporate and political events.



*“The biggest factor for me is safety. That includes what’s going into and on the food before it comes to me. I prioritize food that is organic and humanely raised. I get grass- fed beef from a local co-op. We are seeing more interest in local food because people are focusing on where their food comes from and how it is produced.”*  
*Executive Chef Michael Johnson for Centerplate at Safeco Field.*

## SAFECO FIELD’S GREENING STORY

The Seattle Mariners have been a pioneer in sports greening for nearly a decade. The team’s greening efforts began in 2006 when they invested in LED lighting systems, established zero waste goals, and prioritized greener food and beverage serviceware and cleaning products. They have continuously improved this environmentally intelligent work and have saved a total of \$1.75 million in utilities costs due to energy and water efficiency improvements to date.<sup>1</sup> As founding members of the Green Sports Alliance, the Mariners share their successful greening strategies with other teams and venues, while continuing to challenge themselves to take their green leadership even further.

Over the past four years, the Mariners have focused on serving fresh, local food and beverages that embody the flavors of Pacific Northwest agriculture. Executive Chef Michael Johnson for Centerplate at Safeco Field, have worked together with the Club to transform Safeco Field into a game-day destination restaurant that reflects the tastes and preferences of Seattleites. Their stadium-wide menus include locally produced and other sustainable food items. For example, 100 percent of all beef and pork served at Safeco Field is certified “Never Ever” (has never been treated with antibiotics or hormones).<sup>2</sup> Safeco Field serves food and beverages from a number of local artisans and brewers. The stadium’s craft beer list features many organic beers and breweries with a commitment to sustainable practices (see the Glossary for more information).

## SAFECO FIELD’S GREENER FOOD STORY

Safeco Field procures and serves greener food for three main reasons. First, serving greener food helps the Mariners advance their overall sustainability goals. Second, according to Centerplate, visitors to Safeco expect the venue to offer the best of Seattle’s rich food culture. Third, the Mariners generate more revenue by serving environmentally preferable local food.

Chef Johnson recognizes that Seattle has a very food-centric culture. “Our fans give us the ability and the freedom to explore higher quality foods and expand our options. If it’s important to our fans, it’s important to us,” says Johnson. “We have been given the green light by Centerplate corporate to challenge ourselves to see how far we can push the envelope with sustainability. Without the fans’ support that would not be possible.”

## STANDOUT GREENER FOOD ACCOMPLISHMENTS

### PROCUREMENT

- ▶ All beef and pork served at Safeco Field is certified “Never Ever” (raised without antibiotics or hormones), and all the beef is procured from Washington State.
- ▶ More than local craft breweries are featured (from Washington and Oregon).
- ▶ Vegetarian and/or vegan options are served at every concession location throughout the ballpark.
- ▶ All potatoes and onions served in the stadium are Washington-grown.
- ▶ Shellfish is obtained from Taylor Shellfish Farms in Shelton, Washington, the largest family-owned shellfish farm in the country. The Monterey Bay Aquarium’s “Seafood Watch Guide” lists farmed clams, mussels, and oysters as three of its “Best Choices” for sustainable seafood, and all of the locations of Taylor Shellfish Farms in Washington State have been certified sustainable.

### ZERO WASTE INITIATIVES

- ▶ Of game day waste, 90 percent is recycled or composted, including foodservice and beverage items.
- ▶ All disposable food serviceware used in the ballpark is compostable (certified compostable by BPI and approved by Cedar Grove).
- ▶ BASF-sponsored zero waste stations (featuring recycling and composting bins) are located throughout Safeco Field concourses and compostable bags for food waste collection are used in all kitchens and concession disposal containers at the ballpark.
- ▶ In 2013, Safeco Field diverted 3 million pounds of waste from landfills through recycling and composting, saving \$114,000 in waste disposal costs.



Safeco Field launched its sustainable food initiative in 2010 when they consulted with local star chef Ethan Stowell, owner of 10 Seattle-based restaurants, to create concessions concepts using local ingredients at the stadium. In an April 2014 press release,<sup>3</sup> Chef Stowell described his menu philosophy as focusing on “keeping it simple, using fresh ingredients and allowing the food to do the talking.” The first location in the stadium to feature Chef Stowell’s food was “The ‘Pen,” an area overlooking the outfield that is open to all ticket holders. Chef Stowell’s focus on fresh Seattle fare and the popularity of menus with fans was a key factor in the decision to expand the number and variety of fresh and local offerings at the park. Today, Centerplate and Chef Stowell are working together to seize the opportunity to build local partnerships.

“The success of Chef Stowell’s hamburger in The ‘Pen led to our decision to use only antibiotic-free and steroid-free Washington-raised beef for those hamburgers,” says Chef Johnson. “Next, we asked why we couldn’t we do that in the rest of the building. The price difference really wasn’t so great that I couldn’t scale up and serve it elsewhere.”

“So I changed every hamburger that Centerplate sells in this stadium. This all happened in the first season. We then went with ‘Never Ever’ certified brisket and naturally raised pork,” explains Chef Johnson. “Within the first two seasons we had adopted pasture-raised, antibiotic-free meat stadium-wide. Costs are always going to be an issue, but when you’re purchasing a high volume, those costs come down.”

Over the last three years, Centerplate has transformed Safeco’s stadium-wide menu planning, prioritizing healthier meat, local food, and organic produce in suites and general concessions. As a result, Safeco experienced a 20 percent increase in per capita food sales between 2011 and 2014. While many venues rely on high beverage sales to meet their sales quotas, Safeco is experiencing higher annual sale totals on their concessions than ever before as a result of these changes in the menu.

“We are picking up a lot more food sales every year. Even when attendance drops we see higher food sales,” says Chef Johnson. “Also, the huge attention that we get from the media for our food initiatives keeps people coming back. We are still a viable business regardless of the team’s performance. On game days, fans are arriving well before the first pitch and staying after the game ends to experience our food. For me, as a chef, it’s a huge amount of pride.” Johnson explained that Safeco’s increase in total revenue generated from food sales has been attributed to more fans eating at the venue as opposed to simply raising the prices of food options.

### GREENER PROCUREMENT AND MENUS

When seeking out ingredients for menu items, Centerplate’s highest priority is food safety, which extends to the practices used in producing food. “The biggest factor for me is safety. That includes what’s going into and on the food before it comes to me. I prioritize food that is organic and humanely raised. I get grass-fed beef from a local co-op. We are seeing more interest in local food because people are focusing on where their food comes from and how it is produced,” explains Chef Johnson.

As a result of focusing on local procurement, organic when possible, and responsibly raised meats, Safeco Field has encouraged distributors to expand their portfolios to include healthier and organic options for large buyers like stadiums.



Chef Johnson is also collaborating with larger food distributors to find the products his team needs. "In order to reduce the stress on one particular farm, we work with our distributor to cooperatively obtain the purchase from five or six farms in the area. This allows farmers to supply to us and continue to supply to the local community as well by not spreading themselves too thin," explains Chef Johnson. "This supports local suppliers and allows other businesses to source locally as well. We work with purchasers who work with co-ops to meet our demands."

Safeco also works with Peterson, a Washington-based food distributor, to obtain specialty products like organic cheese and raw honey. This close relationship affords Chef Johnson and his staff the ability to evaluate smaller producers seeking to supply to Safeco. It also allows these producers to warehouse their product outside of Safeco's facilities, which helps them expand their local product line. Local farmers have taken advantage of supplying Safeco Field to grow their brand visibility and expand their customer base.

"Buying product from local farmers and producers only helps the business," explains Chef Johnson. "I've learned over the years that at the end of the day what matters most about a chef's name is how much of the community he involves in his good work. That's where he gets the accolades. When you share the wealth like that, it comes back to you."

By offering local products, Safeco Field is improving its sales while helping small businesses grow. For example, in 2014, Chef Ethan Stowell opened a chicken wing stand at Safeco, "Swingin' Wings," that features a locally-produced Bonache hot sauce made in the Seattle neighborhood of Ballard, with Washington-grown ingredients.<sup>4</sup> What started as a small side project turned into a full-time business for this hot sauce company, thanks in part to the visibility and branding value of the Mariners.

## GREENER FOOD SERVICE & WASTE PRACTICES

The Mariners estimate that 90 percent of the waste generated at their games in 2013 was either recycled or composted. The team diverted over 3 million pounds of waste from landfills in 2013, resulting in a savings of \$114,000 in avoided landfill costs. These accomplishments earned the Mariners Major League Baseball's American League Recycling Champion award two years in a row (2013 and 2014).

In 2011, the Mariners began partnering with BASF to host "Sustainable Saturdays," which feature fun and engaging fan activities focused on sustainability as well as giveaways. In 2014, the Mariners hosted eight Sustainable Saturdays, featuring in-game trivia about recycling and composting and special giveaway prizes like tablets and iPads. For a June 2014 home game against the Cleveland Indians, BASF and the Seattle Public Utilities teamed up to give away "compost caddies" (small collection bins for food waste) to the first 8,000 fans to arrive at Safeco.

## NAMESAKE DISH EDGAR'S LENGUA TACOS

In 2014, Chef Ethan Stowell and Centerplate partnered with legendary retired Mariners Hall of Fame player Edgar Martinez to create a taqueria open to all ballpark attendees. "Working together with our local consulting chef, Ethan Stowell, we created a taqueria featuring what we call Northwest Mex—classic tacos built using locally sourced ingredients like carne asada and carnitas—a best-of-both-worlds type deal," explains John Sergi, who consulted on the design for Centerplate.

The taqueria menu includes several locally sourced, healthier menu options. For example, the renowned lengua (beef tongue) tacos are made using Painted Hills Natural Beef, which is 100 percent antibiotic-free meat from Oregon. The tacos were ranked one of Seattle's 10 best tacos by Zagat in April 2014.<sup>6</sup> The lengua tacos are also an example of the growing focus on "nose-to-tail" cooking practices (see Glossary).

According to the U.N. Food and Agricultural Organization, about 43 percent of a cow and 44 percent of a pig is typically discarded after it has been dressed. The "Nose to Tail" movement encourages reducing this amount of waste by preparing less traditional offerings of meat including tongue and offal. There is also significant supply of these less traditional cuts in the market, making them more affordable. Will Homer, the owner of Painted Hills Natural Beef, says, "I think it's fantastic that Safeco is featuring our product. Its success as a menu item not only helps our brand, but also speaks to Seattleites' growing interest in exploring new food options. Our family also happens to be huge Mariners fans."

***"Buying product from local farmers and producers only helps the business," explains Chef Johnson. "I've learned over the years that at the end of the day what matters most about a chef's name is how much of the community he involves in his good work. That's where he gets the accolades. When you share the wealth like that, it comes back to you."***



## LOCAL PARTNER FEATURE: “THE NATURAL” FOOD STAND

“The Natural” food stand features a menu of local and healthier food options, including Seattle-based Field Roast vegan and vegetarian frankfurters and burgers.<sup>7</sup> In 2014, The Natural updated its menu to feature new options such as organic smoothies and sandwiches served on all organic bread. The Natural also serves Widmer Brewing Company’s Omission Ale, a gluten-free beer that has been highly rated by Bon Appetit.<sup>8</sup> Widmer Brewing Company produces its beer using a variety of environmentally preferable practices. For example, 100 percent of the Widmer Brewery’s electricity is sourced from renewable wind power through Pacific Power’s Blue Sky program. Widmer is also a founding member of the Craft Brew Alliance (see the Glossary for more information) as well as a member of the Green Restaurant Alliance.

Food serviceware served at Safeco Field is compostable (certified by the Biodegradable Products Institute as meeting ASTM 6400 compostability standards, and verified by Cedar Grove, the composting facility for Safeco as compatible with their system). The compostable serviceware includes straws, cups, bowls, hot dog trays, food wraps, and cutlery. Very few items used in Safeco’s food service are not compostable or recyclable; these include plastic wrap and ketchup and mustard packets.

“Environmental sustainability is a core part of our operational philosophy at the Mariners, and with the help of BASF, we are able to engage our fans and spread the message beyond the ballpark,” said Joe Myhra, Seattle Mariners Vice President of Ballpark Operations in a BASF press release from April 2014.<sup>5</sup>

## WHAT’S NEXT?

According to Chef Johnson, the continuous transition towards a local menu has some challenges. As Safeco Field gained recognition for its innovative procurement practices, producers of all sizes with more sustainable practices approached them hoping to supply their products to Mariners fans. “One challenge is making sure that we select food that meets Centerplate’s quality assurance standards. Insurance is a key in terms of

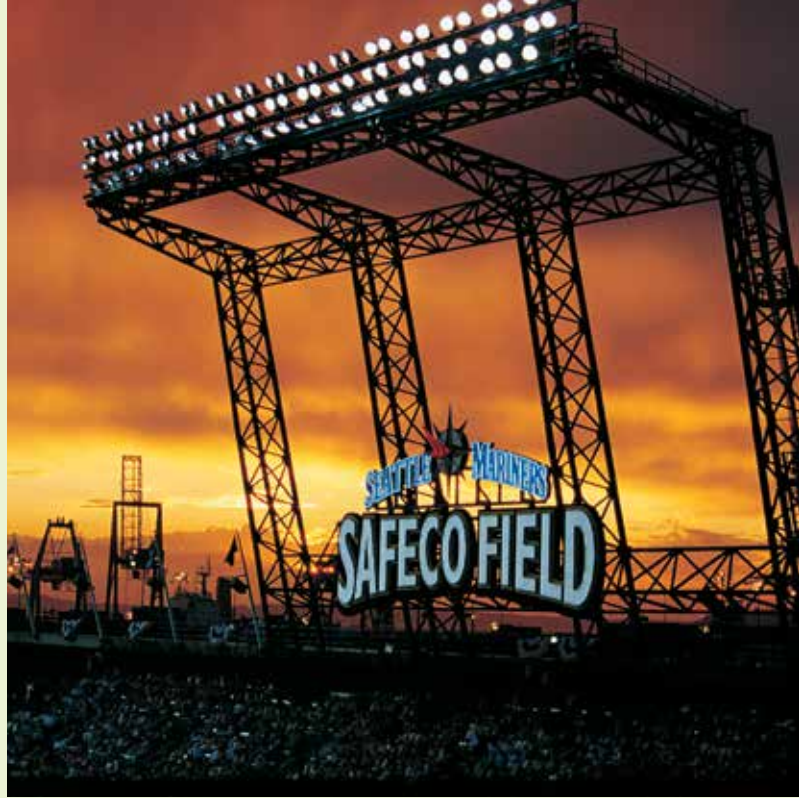
product safety and liability,” explains Johnson. “Someone may come in and say, ‘Hey, I have the latest and greatest ground lamb burger,’ but if they don’t have enough insurance to meet the USDA organic requirements, that could create a big liability problem.” Chef Johnson also relies on his distributors to evaluate smaller farmers that his team is interested in buying food from.

Smaller producers can also face challenges meeting the supply volumes required by a large venue like Safeco Field, which can’t tolerate supply interruptions. “We start shooting numbers and tonnage at them and they soon realize that over two million people come to our restaurant for 81 games a year. It adds up quickly,” explains Chef Johnson. He has also built a unique relationship with a Peterson Foods warehouse in Seattle where many of the products they buy are stored: the warehouse maintains an inventory of the hundreds of local products featured at Safeco Field.

Chef Johnson hopes that the improvements to the Mariners’ menus will serve as examples for others to follow. “What I would like to see in 10 years isn’t about what I’m doing here at Safeco. I’d like to see what we started take a foothold and change the way that people see stadium food on the whole,” says Chef Johnson. “We’re really getting that momentum rolling—it feels like we are pioneering this great movement,” says Chef Johnson.

1 <http://seattle.mariners.mlb.com/sea/ballpark/information/index.jsp?content=sustainability>.  
 2 <http://www.ams.usda.gov/AMSV1.0/getfile?dDocName=STELPRDC5066028>.  
 3 <http://www.ballardnewstribune.com/2014/04/09/news/safeco-concessions-go-bat-ballard-food-vendors>.  
 4 <http://bonachesauce.com/collections/sauces>.  
 5 <http://www.basf.com/group/corporate/us/en/news-and-media-relations/news-releases/news-releases-usa/P-13-556>.  
 6 <http://www.zagat.com/b/seattle/seattles-10-best-tacos-and-a-salsa-bar-shout-out#10>.  
 7 <http://fieldroast.com>.  
 8 <http://www.bonappetit.com/drinks/beer/slideshow/10-gluten-free-beers-that-actually-taste-good/?slide=6>.





## ***Edgar's Cantina Carne Asada Street Tacos***

*Approx 48 4-inch tacos*

3 pounds hanger steak

### *Marinade:*

3/4 cup orange juice

1/2 cup lemon juice

4 cloves garlic, minced

1/2 cup soy sauce

1 teaspoon chipotle powder

1 tablespoon chili powder

1 table spoon paprika

1 teaspoon dried oregano

1 tablespoon black pepper

1 bunch cilantro, chopped

1/2 cup tequilla

1/2 cup olive oil

### *Toppings:*

8 ounces crumbled cotija cheese

96 4-inch corn tortilla

8 ounces diced onion

1 cup chopped cilantro

2 limes cut into 8 wedges each

48 slices of fresh radish

### *Directions for Carne Asada:*

Combine all ingredients except the beef in a large glass or ceramic bowl. Wisk together until well combined. Remove 1 cup of the marinade and reserve refrigerated until meat is cooked.

Place steak between plastic on a solid level surface. Pound the steak to a thickness of 1/4 inch. After pounding the steak poke all over with a fork to allow marinade to penetrate meat.

Add meat to marinade and let sit refrigerated for 24 hours.

Preheat outdoor grill to medium-high and lightly oil grates.

Remove steak from marinade and discard used marinade. Grill to desired doneness, about 5 minutes per side for medium rare. Remove meat from heat and slice across the grain.

Pour the cup of reserved marinade over meat and make tacos.

### *Directions for taco assembly:*

Warm tortillas on a griddle or frying pan.

Stack 2 tortillas per taco.

Per taco fill with the following: 1 ounce of Carne Asada garnished with diced onion, cotija and cilantro. Finish each plate with 3 tacos, a lime wedge and 3 slices of radish.

Optional condiments include a variety of your favorite salsas, pickled peppers, Mexican crema and guacamole.

## Case Study

# AT&T PARK

## HOME OF THE SAN FRANCISCO GIANTS

Location: San Francisco, California

Opened: March 31, 2000

Seating Capacity: 41,915

Owner: China Basin Ballpark Corporation, San Francisco Giants subsidiary

Operator: San Francisco Giants

Concessionaire (Concessions): Centerplate

Food Service Provider (Suites & Catering): Bon Appétit Management Company

Concessionaire Contract Length: 2000

Venue Uses: MLB games (primary), international soccer and MLS games, collegiate football games, big-air ski and snowboard contests, concerts, and private events

LEED Certification: Certified LEED Silver for Existing Buildings: Operations and Maintenance in April 2010



*“By surrounding fans with a beautiful garden, the garden sends fans the message that they can truly enjoy fresh food at our ballpark. That is why this is so important for us: it shows fans that more sustainable food is about appreciating the quality of the food and the place it comes from.”*  
*Bill Greathouse, Centerplate’s Senior Vice President of Sports.*

## AT&T PARK’S GREENING STORY

AT&T Park, home of the San Francisco Giants, was the first major league ballpark to install a solar array (123 kilowatts) and the first to receive LEED Silver certification for the U.S. Green Building Council’s existing buildings operations and maintenance standard. The Giants also divert more waste from landfills than any other professional sports team in North America, with a 2013 diversion rate of 95 percent.

The Giants’ greening accomplishments include energy efficiency, onsite renewable energy production, waste diversion, and irrigation water efficiency as well as greener hospitality practices. In partnership with Bon Appétit Management Company, AT&T Park built the first large-scale organic edible garden housed inside a professional sports venue in the United States. In 2014, the arena was ranked first in PETA’s “2014 Vegetarian-Friendly MLB Stadium Rankings” for its wide variety of vegetarian (including vegan) menu options.

## AT&T PARK’S GREENER FOOD STORY

### GREEN MENU DESIGN & FOOD SERVICE

The Giants and Bon Appétit have partnered with Centerplate to offer many locally sourced and organic items at AT&T Park, reducing fuel emissions and pesticide use. For example, Centerplate placed a stand behind home plate that serves fresh USDA certified organic produce from the Ferry Plaza Farmer’s Market, a California-certified farmer’s market located just a mile from the ballpark and operated by the nonprofit Center for Urban Education about Sustainable Agriculture (CUESA). The Farmer’s Market stand offers locally grown produce, fresh fruit, aguas frescas, organic strawberry shortcake, seasonal pies, and sustainable and locally crafted wines on tap and in bottles.

Thanks to Centerplate’s commitment to offering lower-impact vegetarian menu options, AT&T Park was ranked first in PETA’s “2014 Vegetarian-Friendly MLB Stadium Rankings.” The park was also ranked first in 2006 and 2011 and second from 2007 to 2010. The stadium features vegetarian (including vegan) options in every concessions area. Vegetarian items include vegetarian sausages, portobello sandwiches, made-to-order vegetable tacos and burritos, vegetable bowls with pineapple salsa, a lemongrass green curry, and baked or mashed potatoes with toppings.

Centerplate’s kitchen facilities and concessions areas are outfitted with energy-efficient lighting and refrigeration equipment. Centerplate has worked to convert the park’s most popular concessions stands, starting with Gilroy Garlic Fries stands, into more sustainable operations by retrofitting cooking equipment to reduce oil consumption by 32 percent and cut utility costs by more than half (see Gilroy Garlic Fries sidebar). “We are proud to support AT&T Park as its hospitality partner and

are honored that our efforts to make environmentally conscious choices have helped the facility earn a prestigious LEED Silver Certification for Existing Buildings,” said Bill Greathouse, Centerplate’s Senior Vice President of Sports.

## GREENER PROCUREMENT & FAN EDUCATION

In June 2014, the Giants opened a 4,320-square-foot organic edible garden by center field, the first of its kind at a major league ballpark. This “centerfield-to-table project” is run in partnership with the Giants and Bon Appétit Management Company, which has operated the catering in the field and club levels and suites since the ballpark opened in 2000. Bon Appétit also owns the Mijita and Public House restaurants at the ballpark. Fans already enjoy fresh herbs from the garden, topping their concession pizza or pasta with fresh basil, for example. Other plants—such as bok choy, kale, kumquats, strawberries, broccolini, huckleberry, avocados, and chard—will be harvested for use in ballpark menus when they mature. The garden will supply food for the park’s catering operations and double as an open-air restaurant and community classroom.

“We believe strongly that fresh, delicious food is a powerful teaching tool,” said Bon Appétit CEO and Co-Founder Fedele Bauccio in a press release. “There’s so much produce we can grow, it’s unbelievable. Kale, strawberries, broccolini, citrus, and huckleberry. The idea would be for people to sit there and watch the game and eat food from the garden.”

Peet’s Coffee & Tea, a sponsor of the garden, will provide coffee grounds to fertilize the planter beds. Bon Appétit will also serve Peet’s Gaia Organic Blend Coffee at the concession stands in the garden. In addition, by growing fresh ingredients onsite, the garden will help reduce the fuel costs and greenhouse gas emissions that would come from trucking in produce from outside farms.

“We really wanted to be able to do something that is not just very San Francisco, but also a part of today’s world,” said Larry Baer, Giants president and CEO. “The commitment we’re making is to create this garden and use that real estate in a way that’s productive. We think it’s the perfect solution. There’s the sustainable part of it, but there’s also the health food aspect of it. People can eat out there in a healthy way. People think about eating at the ballpark, ‘I’m going to cheat on my diet or cheat on my health.’ When you come to this ballpark, you don’t have to cheat.”<sup>2</sup>

The garden features traditional raised platform plant beds for vegetables like cucumbers and bok choy, as well as aeroponic towers for growing leafy greens and tomatoes. Each tower is made of FDA-compliant, food-grade plastic and can grow up to 44 plants in a tiny space. The aeroponic towers use up to 95 percent less water than conventional farming. There is also a miniature grove of lemon trees mixed in with herbs, marigolds, and pansies alongside green trellises or “living walls.” President Barack Obama also supported the garden, saying the Giants are “champions in the community” for “what is believed to be the first ever edible garden in a major American sports facility.” The goal of the garden is to educate the community about the benefits of a healthy lifestyle. The garden will also serve as an outdoor classroom for Bay Area students to learn about sustainability, urban farming, and healthy eating. The Giants and Bon Appétit will work closely with local chefs, farmers, and wellness organizations to teach children about how to plant their own urban garden and prepare healthy meals. Baer describes the garden as “a special place in the ballpark [that] will certainly become a popular place for our fans to gather and an outdoor

## STANDOUT GREENER FOOD ACCOMPLISHMENTS

- ▶ AT&T Park was ranked first in PETA’s “2014 Vegetarian-Friendly MLB Stadium Rankings” and features vegetarian (and vegan) options in every concessions area.
- ▶ “Gilroy Garlic Fries” was AT&T Park’s first “green concession stand,” launched in 2009. Switching to energy-efficient appliances has saved enough energy to fry 110 tons of garlic fries (see Gilroy Garlic Fries sidebar).
- ▶ The ballpark features a stand serving fresh USDA certified organic produce from the Ferry Plaza Farmers Market, a California-certified farmers market.
- ▶ AT&T Park serves meats from local butcher 4505, which produces 100 percent grass fed, grass-finished beef on pasture.
- ▶ AT&T Park features a wine cart with 35 varietals of California wines.
- ▶ AT&T Park features local Mexican restaurant, Mijita, which uses only USDA certified organic ingredients wherever possible along with local and seasonal items.
- ▶ The Giants achieved 100 percent waste diversion ballpark-wide in March 2012 and an 85.2 percent annual waste diversion rate for 2011. The team recycles or composts cans, bottles, plastic cups, cardboard, paper, wood pallets, electronic components, lightbulbs, batteries, cooking grease, food waste, and grass clippings.
- ▶ Close to 100 percent of food packaging sold at the ballpark is recyclable or compostable.





## STANDOUT DISH: GRILLED EGGPLANT SANDWICH

AT&T Park's grilled eggplant sandwich features USDA certified organic eggplant marinated in balsamic, thyme (grown onsite in the garden), and garlic. The eggplant is grilled and topped with roasted red bell peppers, goat cheese, salsa verde, pesto, and baby arugula, and served on toasted baguette.



classroom where our children can learn." Peet's Coffee & Tea locations will offer community members free coffee grounds to use as fertilizer in their personal gardens.

"We're making a statement about the importance of freshness and sustainability with the edible garden, but it's also about the environment that we're putting fans in. We're surrounding fans with vines, plants, hummingbirds, and butterflies," says Bill Greathouse. "Our concessions and food service are always about the fan experience. By surrounding fans with a beautiful garden, the garden sends fans the message that they can truly enjoy fresh food at our ballpark. That is why this is so important for us: it shows fans that more sustainable food is about appreciating the quality of the food and the place it comes from."

### GREENER WASTE PRACTICES

Centerplate has rigorous goals for minimizing food waste in kitchens and keeping food out of landfills, which includes donating any unsold food to local food shelters. "Food waste detracts from our ability to be financially successful. We have careful and continual monitoring efforts for all of our food production practices in our kitchens. Our goal is to produce less than one percent of extra, unsold food across all of our concessions," says Greathouse. "We're at an advantage because we can accurately predict the volume of food that we'll sell because we're blessed to consistently sell out for Giants games."

When no longer usable, all food storage containers are composted or recycled. All disposable food serviceware distributed in the park, is compostable. The Giants recycle or compost cans, bottles, plastic cups, cardboard, paper, wood pallets, electronic components, lightbulbs, batteries, cooking grease, food waste, and grass clippings. In 2013, the Giants achieved a season average waste diversion rate of more than 95 percent. In March 2012, the team accomplished 100 percent waste diversion ballpark-wide for the first time, though it was during the off-season.

From 2007 to 2013, the Giants have won the coveted Major League Baseball Green Glove Award, for leading the sports industry in recycling initiatives. With support from Centerplate, the Giants' recycling and composting program diversion rates from landfill have consistently grown: 57 percent in 2009, 75 percent in 2010, 85 percent in 2011, and 95 percent in 2013. According to Jorge Costa, senior vice president of ballpark operations who has been with the Giants for 25 years, one secret to the Giants' success is hand-sorting waste. "We process all waste at the end of the game by hand as it comes through the loading dock," says Costa. "Even though it's costly and a dirty job, we get our money back and definitely see dividends." (Read more about the San Francisco Giants' waste diversion strategies in NRDC's 2012 report, Game Changer.)

***"We're making a statement about the importance of freshness and sustainability with the edible garden, but it's also about the environment that we're putting fans in. We're surrounding fans with vines, plants, hummingbirds, and butterflies," says Bill Greathouse. "Our concessions and food service are always about the fan experience."***

## WHAT'S NEXT?

Centerplate plans to continue enhancing the healthy and environmentally thoughtful food experience by experimenting with new recipes based on the garden's seasonal produce. The majority of the fresh items grown onsite will be served at the garden's restaurant to establish it as a "destination restaurant" that always serves healthy, organic food. The Garden has two primary concessions stands to date, Garden Table and Hearth Table, which serve a range of vegetarian options that will eventually incorporate more and more ingredients grown onsite.

The Garden Table features a grilled eggplant sandwich (see sidebar), an antipasto platter, and a three bean salad. The Garden Table's extensive salad bar allows fans to select made-to-order salads or grab pre-made salads in a mason jar. One of the suggested combinations is an arugula salad with beets, peaches, and tomatoes with a honey-tarragon vinaigrette.



## CONCESSION STAND FEATURE: GILROY GARLIC FRIES

The Giants partnered with Centerplate, PG&E, ABM, Henny Penny, and Coca-Cola to turn one of AT&T Park's most popular concession stands, Gilroy Garlic Fries, into the ballpark's first sustainable stand. The 550-square foot sustainable stand was retrofitted with Henny Penny Open Fryers, which reduce gas consumption by 32 percent, cut utility costs by more than half, and reduce cooking oil consumption by 12 percent compared with traditional fryers.

The team installed Coca-Cola's Energy Management System Cooler, which uses up to 35 percent less energy than traditional models. The lights were upgraded with high lumen lights and ballast lamp starters, which use 36.5 percent less electricity. The stand was repainted with environmentally preferable, low-VOC paint. In all, compared with the original appliances, the stand's energy-efficient appliances save enough energy to fry an additional 110 tons of garlic fries. Approximately 800 pounds of garlic fries are prepared at the Gilroy Garlic Fries stand per game.

Centerplate is replicating the success of Gilroy Garlic Fries by improving the equipment across the venue. "We are implementing these operations upgrades in our other concession stands around the ballpark as they need renovation," says Greathouse.



- 1 PETA, "The Winners of PETA's 2014 Vegetarian-Friendly MLB Stadium Rankings Are...," July 14, 2014, <http://www.peta.org/blog/winners-petas-2014-vegetarian-friendly-mlb-stadium-rankings>.
- 2 SF Gate, "Giants plan to bring food from centerfield to table," July 29, 2013, <http://www.sfgate.com/giants/article/Giants-plan-to-bring-food-from-centerfield-to-4694738.php>.



### ***The Original AT&T Park Garlic Fries***

- 2-2.5 lbs Hand-cut fries (keeping some skins on)
- 1/2 Cup Chopped Garlic
- 1/2 Cup Chopped Fresh Parsley (must be hand-chopped)
- 5-6 oz. Olive Oil
- 1 TBsp Kosher Coarse Salt
- 1 TBsp Ground Pepper – Coarse

Fry french fries till golden brown.

Drain well of oil or blot on towels.

Combine olive oil, chopped garlic, and fresh parsley in a large mixing bowl.

Fold in the fries and toss until fries are well-coated.

Season with Kosher salt and coarse-ground pepper to taste.

Serve and enjoy!



### ***BBQ Jackfruit Sandwich***

*Yield: 6 Servings*

- 6 ea Egg Buns, plain
- 6 oz Apple Jalapeno Dressing, see recipe below
- 18 oz Cabbage, shredded, with carrot
- 30 oz Jackfruit, fresh, cleaned, seeded
- 15 oz BBQ Sauce, smoked
- 8 oz Vegetable Stock
- 1 oz Tomato Paste

Toss cabbage, carrot with apple jalapeno dressing, check seasoning, set aside.

Place Jackfruit, smoked BBQ sauce, tomato paste and 4oz of vegetable stock in an oven proof sauce pan, braise in oven until Jackfruit is tender. Add more stock if needed.

To build the sandwich: toast egg bun, place braised Jackfruit on the bottom part of the bun, top with cabbage slaw and top of bun. Serve.

#### *Apple Jalapeno Dressing*

*Yield: 58 oz.*

- 6.5 oz Apple Cider Vinegar
- 25 oz Applesauce, Unsweetened
- 0.8 oz Dijon Mustard
- 0.8 oz Dill Weed, finely chopped
- 0.8 oz Kosher Salt
- 4 oz Jalapeno Pepper, finely chopped
- 20 oz Canola Oil

Mix all ingredients together.