

GY-Framework Wave of Opportunities (Continued)

- [Volunteer to help shape the GYF requirements for local governments](#)

GYF pilots, task force members and representatives from local governments met at Chico Hot Springs Resort April 6-7 to discuss the GY-Framework and how it can apply to local governments on both a city and county level. Representatives from Teton counties Idaho and Wyoming, the City of Bozeman, the City of Livingston, the City of Pocatello, and the Town of Jackson were in attendance to help shape the requirements for municipalities and counties to achieve certification under the GY-Framework.

The existing credits in the GY-Framework will not change; the requirements will be especially tailored for cities and counties to meet each credit's intent. Several potential approaches for governments were discussed, including modifying regulatory codes, policies, review and permitting processes, offering tax credits and incentives, and rewarding extra points for collaboration among cities and counties.

YBP will host a retreat at Harriman State Park on June 29-30, 2009 to finalize the proposed government requirements for each credit. Prior to the retreat, each volunteer will submit worksheets that suggest new or revised credit requirements and submittals for local government certification. Worksheets need to be completed by June 1, 2009, so a complete set of recommended requirements can be compiled by YBP prior to the retreat. The retreat is a great opportunity to help shape the requirements for local governments to achieve certification under the GY-Framework, and to tour the new facilities at one of our pilot projects at Harriman State Park. Please contact Heather Burdette at hburdette@yellowstonebusiness.org to submit a worksheet or RSVP for the retreat on June 29-30.

- [Serve on one of the GY-Framework task forces](#)

YBP is accepting applications for volunteers to serve on the GY-Framework Certification and Incentives Task Forces. Certification task force members will help to streamline the certification process, contribute to Credit Interpretation Reviews for the pilot projects, serve as reviewers for the GY-Framework Technical Reference Guide and contribute to future GY-Framework revisions. Incentives task force members will help identify and advance a suite of incentives including marketing, permitting, financial and other incentives, conservation and utility programs, to assist the GY-Framework pilots and future participants in the region.

- [Register a pilot project](#)

In working with our 11 registered pilot projects, it is readily apparent how critical they are to the refinement of this rating system. Our pilots are taking a conceptual document and applying it to real-world, on the ground projects. There is no better way to learn what does and does not work, what should be added, what shouldn't be included.

GY-Framework Wave of Opportunities (Continued)

To further test this rating system, YBP is still accepting applications for new pilot projects. We feel that to truly make the GY-Framework a viable regional tool for sustainable development, it is important to expose the rating system to as many types of projects as possible. Being a pilot is a great opportunity to help shape this regional rating system, and to have a positive influence on growth and development in the Yellowstone-Teton region.

The pilot phase will conclude in December 2010. At this point, YBP will begin the review process of the GY-Framework pilot version, and put together the next version which will be open to the public.

For more information on the GY-Framework, to volunteer or to register a pilot project, visit our website http://www.yellowstonebusiness.org/our_programs/growth_challenges or contact Heather Burdette, Sustainability Programs Manager at (406) 600-6617 or hburdette@yellowstonebusiness.org.

UnCommon Sense Sustainability Seekers Graduate!

The second UnCommon Sense class, the Sustainability Seekers, celebrated their graduation from UnCommon Sense on April 3rd, 2009. Jim Hanna, Director of Environmental Impact for Starbucks, presented the inspiring commencement address, "Stay on the Path! Sustainability in Tough Economic Times." Graduates and banquet attendees alike were impressed by Starbucks' unwavering commitment to sustainability and to its employees.

The Seekers graduating class includes Bridger Bowl Ski Area in Bozeman, MT, Chico Hot Springs Resort in Pray, MT, Four Seasons Resort in Jackson, WY, Grand Targhee Resort in Alta, WY, Madison Arm Resort in West Yellowstone, MT, Montana Yellowstone Expeditions in Tom Miner Basin, MT, Moonlight Basin in Big Sky, MT, and the Sun Ranch in Cameron, MT.

Here are some highlights of what our graduating businesses accomplished during their time in the UnCommon Sense program:

Bridger Bowl streamlined their recycling program, diverting 40 yards of garbage from the landfill in 2008, and they initiated an employee bus system, resulting in over 5,000 rides during the 2008 season. They also successfully addressed their parking challenge at their birthday event with a "Three on the Wheel" carpooling incentive.

Chico Hot Springs Resort chose individual buildings to focus their improvements, switching out light bulbs, replacing windows, using the resort's hot water resource for heating and installing radiant floor heating in the main lobby. These changes resulted in noticeable decreases in energy use in the buildings specified and increases in the buildings not upgraded. They were also able to work with their vending machine vendor to switch all vending machines to aluminum instead of plastic, as they were not able to recycle plastic.

Four Seasons Resort Jackson Hole participated as a pilot in a composting program, diverting 25 tons of pre-consumer food waste from the landfill. They also switched from providing bottles of water to their guests each night at turndown to offering pitchers of water with glasses, diverting over 7,000 plastic water bottles per month from the landfill.

Grand Targhee Resort joined UnCommon Sense to help formalize their sustainability program. They involved staff and employees throughout the process to encourage the cultural shift. They were able to achieve a 42% recycling diversion rate and reduce their total waste stream by 15% by improving their recycling and purchasing programs.

Madison Arm Resort made upgrades to their 11 buildings on site, installing tankless hot water heaters, CFL light bulbs, and consciously turning lights and equipment off when not in use. They purchased a glass crusher to divert their glass from the landfill, reduced their total solid waste by 8.6% in 2008, and were successful in partnering with the USFWS to acquire outdoor bear-proof recycling bins at the resort.

Montana Yellowstone Expeditions set a goal to purchase at least 50% of their food locally; last season they were able to purchase 65%-70% locally, reducing their overall food budget, travel costs and supporting the local economies in the process. They also reduced their total vehicle miles driven by 7,000 miles per season by changing their rental vehicle type and using trailers to haul equipment.

Moonlight Basin started a composting program for their restaurants in partnership with their local water reclamation facility, and diverted 5,600 pounds of food from the landfill and turned it into compost. They aggressively increased their recycling, diverting 69% of waste from the corporate office in Ennis and 79% of waste from the administration office. Moonlight saved \$15,000 almost immediately by working with their utility to understand and accurately gauge peak demand usage.

Sun Ranch Group was able to formalize their methods for tracking energy and resource use, and installed energy efficient heating units, solar panels and lighting systems in their new facilities. They also sponsored an annual weed fundraiser to raise money for the purchase of more environmentally friendly chemicals and provide staff for weed abatement in Madison county.

UnCommon Sense Welcomes New Class, Workshop Held at Grand Targhee Resort

We would like to officially welcome the members of our fourth UnCommon Sense class: the City of Bozeman, J Bar L Ranch in Montana's Centennial Valley, Jackson Whole Grocer in Jackson, WY, NOLS in Driggs, ID, Red Lodge Mountain Resort in Red Lodge, MT, Sanderson Stewart Engineering in Bozeman, MT, and Vertical Media in Jackson, WY. We would also like to welcome three new members of our leadership team and the learning team advisors for the new class: Seeker graduates Laura Cuddie with Four Seasons Resort Jackson Hole, and Andy Hanson and Cari Leider with Montana Yellowstone Expeditions. Thanks for your continued involvement!

The first two day workshop for the new class was held April 2-4, 2009, at Grand Targhee Resort in parallel with the third workshop for the Growlers. Workshop participants enjoyed several inches of fresh powder and some quality ski time, a Thursday night "Life Cycle Fair" featuring local businesses showcasing their sustainable products and services, and the enlightening presentations from our Seeker graduates.

The first workshop for the new class included the Leading the Way and Waste Stream Management modules, with guest presentations from Ginny Newsome of Teton Valley Recycling. The new class has yet to select their class name, so be waiting for an introduction!

The Growlers studied the Resource Management: Energy and Water Efficiencies modules. Many thanks to guest presenters Brian Tanabe with Lower Valley Energy, Dick Stroh with Bonneville Power Administration, Andy Tyson with Creative Energies and Dan Stevenson with CTA Architects. Ty Mack with Friends of the Teton River was the guest presenter for the Water module, and his cowboy poem was the highlight of the workshop for the Growlers.

For more information on costs, program features, and participant expectations go to:

http://www.yellowstonebusiness.org/our_programs/sustainability/

You can also contact Heather Burdette, Sustainability Programs Manager, at (406) 600-6617 or hburdette@yellowstonebusiness.org.

Latest News on GY-Framework Pilot Phase

The GY-Framework Pilots are still moving forward. Of our 11 pilots, we anticipate two will be ready to submit for certification this spring/early summer: Red Lodge High School in Red Lodge, MT, and Harriman State Park in Island Park, ID. The new Red Lodge High School opened with a ribbon cutting ceremony at 8:00 am on Wednesday April 1, 2009. The students were led to their classrooms by their first period teachers and then the parents and other guests toured the new facility. There was a great deal of excitement as the students gathered in their classroom and were given their locker assignments. Many of the students had been in the building the previous week helping move the contents of the old school into the new building. Over 100 students were involved and the whole move took less than three hours. Many students and parents commented on how inviting the building was and that they really enjoyed all the natural daylight throughout the building.

A preliminary GY Framework scorecard has been completed. There is discussion on the total available points and their applicability to a single use structure like an educational facility. The High School hopes to be the first pilot project certified under the Framework Plan.

Contractors returned to continue work on the Harriman State Park development and restoration projects as soon as snow allowed, the first week of April. Work immediately began on roughing in electrical and water lines within the buildings and receiving the required inspections. Drywall began to be installed this week in the Scoville Center and will continue to the Dining Hall and Bunkhouse, working behind the electricians. Windows and doors have been installed and siding on the building exterior is going up rapidly. Final decisions are being made concerning fire suppression needs in each of the buildings and furnishings, most of which will be constructed by Correctional Industries, has been ordered as of Tuesday the 21st.

YBP has recruited all eight Independent Certifiers for the GY-Framework Certification Team. Each certifier is a subject matter expert in the applicable credit category and will review submittals for their assigned category for compliance. This independent, anonymous third party review will ensure a comprehensive review of project documentation and credit compliance, and validity of achieving certification under the GY-Framework rating system.

Heather Burdette, Sustainability Programs Manager, presented "The Greater Yellowstone Framework: Best Practices for an Ecosystem" at the Rocky Mountain Land Use Institutes annual conference in Denver. Larry Thal with Mountainside Village and Chris Saunders with the City of Bozeman were featured presenters along with Heather Burdette. The session was well received, with particular interest in how the GY-Framework got started and how the process can be replicated in other areas that are considering regional factors and their role in sustainable development.

Stay tuned for summer open house dates to see our pilot projects on the ground!

Volunteers Needed to Shape Regional Transportation System Feasibility Study Fully Funded with Federal Stimulus – Process to Begin This Summer

The Yellowstone Business Partnership (YBP) is recruiting volunteers from throughout the Yellowstone-Teton region to help it assess public demand for a regional transportation system. The inter-city system would network existing public and private service providers across Idaho, Montana and Wyoming and our two national parks. A total of \$535,000 of federal stimulus funding has been awarded to YBP to first coordinate the five-month feasibility study and then launch a two-year pilot demonstration should the system appear economically viable.

Volunteers will serve on a multi-state steering committee to help assess the practicality and economy of operating the system under a business cooperative model. Directors of the three USDA Cooperative Development Centers that serve our region have offered technical assistance and will serve as independent guides throughout the process. All volunteers will choose among the following eight design teams to focus their one-year efforts:

- ? Supply Team - Existing Transportation Providers
- ? ITS Team - Intelligent Transportation Systems Team(Reservations and ticketing; information and communications)
- ? Sales/Marketing Team
- ? Demand Assessment Team - Health and Human Services
- ? Demand Assessment Team - Business/Industry
- ? Demand Assessment Team - Recreation/Tourism
- ? Demand Assessment Team - Bicycle/Pedestrian
- ? State and Federal Agency Team

Volunteers are asked to specify their preferred team assignment when they apply online and provide YBP with needed background and contact information. [Click here to fill out the volunteer application.](#)

An organizational meeting of all Co-op Study Volunteers will be held from 1:00-4:00 p.m. at Jackson Lake Lodge on Wednesday, May 20 at the conclusion of the YBP Annual Conference. A six-month work plan will be presented for discussion, with the official launch of the Feasibility Study anticipated in late June.

PUBLIC BRIEFINGS ON TRANSPORTATION CO-OP BEING HELD REGIONWIDE

Next set of briefings slated for Cody and Powell, Wyoming, on Monday, May 4th

Executive Director Jan Brown has been traveling across the Yellowstone-Teton region sharing YBP's vision for a regional network of transportation services that is organized under a business co-op umbrella. In March she briefed interested officials and community leaders in SE Idaho, Idaho Falls, West Yellowstone, Bozeman, Billings and Red Lodge. YBP also has met with Department of Transportation officials in both Idaho and Montana, with Directors Lowe and Lynch pledging to support the feasibility study process with relevant plans and information.

Our focus now shifts to Wyoming where we hope to brief by videoconference key WYDOT staff based in Cheyenne. Idaho and Montana officials have offered to participate along with key YBP delegates from Wyoming communities. In addition to the state videoconference, local briefings on the co-op concept are planned for May 4th in Cody and Powell at these locations:

CODY: 10 a.m. to noon in the Grizzly Room of the Park County Public Library.

POWELL: 3 to 5 p.m. in the Powell Public Library's meeting room

Notification of intent to attend by calling 307-754-6469 is appreciated but not required.

GREATER YELLOWSTONE CO-OP CONCEPT GETS NATIONWIDE COVERAGE

Associated Press and MassTransit.com Spread the Word re: YBP Project

Here are just a few of the stories that have been written or modified for print and online viewing. At latest count, GOOGLE shows over 150 postings nationwide, and YBP has been getting phone calls from Portland, Seattle and Hollywood!

E. Idaho transportation co-op concept attracts stimulus funds - Idaho Business Review - 4/13/09

Group plans study on rural transportation - Associated Press

Greater Yellowstone Geotourism Mapguide Now Available

Visit the New Geotourism Website at www.yellowstonegeotourism.org

The wonders of Yellowstone National Park and neighboring Grand Teton are only the starting point of National Geographic's newest Geotourism MapGuide. The map moves well beyond the parks' borders to highlight the region's unsung treasures, celebrating the world-class natural and cultural heritage of the entire area.

Much more than a road map, the new Geotourism MapGuide to the Greater Yellowstone Region and its companion website share locals' knowledge on everything from where to find the best huckleberry milkshake to where to watch rescued grizzlies claw and pound garbage containers. Nearly 1,000 map point nominations were received from the tri-state community, making the MapGuide a unique resource for the millions of annual visitors as well as residents seeking unspoiled outdoor places and authentic cultural experiences.

The large-format, two-sided map straddles the states of Idaho, Montana and Wyoming and includes 20 million acres of rugged mountains, picturesque river valleys, high desert plains and distinctive small towns and historic districts. The lands and waters in this region of Greater Yellowstone are a refuge for hundreds of wildlife species, including rare trumpeter swans, bighorn sheep, elk herds, roaming bison, wolves, grizzly bears and native fish.

"The MapGuide showcases what makes the Greater Yellowstone Region distinct from any other place on Earth, and underscores the importance of conserving its tremendous scenic and historical assets for future generations," said James Dion, associate director of National Geographic's Center for Sustainable Destinations.

The MapGuide is a collaboration of National Geographic Maps, the Center for Sustainable Destinations, Wyoming Travel & Tourism, Idaho Division of Tourism Development, Travel Montana, Greater Yellowstone Coalition and Yellowstone Business Partnership, as well as numerous regional partners serving on the Greater Yellowstone Geotourism Stewardship Council. MapGuides can be ordered free on the Greater Yellowstone Coalition Web site, www.yellowstonegeotourism.org

The completed MapGuide was unveiled at three celebratory events held in Cody, Boise and Helena from March 27-31, 2009. [Click here to view Press Event Photos at the Boise Airport](#)

"This has been a terrific process that has educated us about sustainable tourism as well as helped us identify some truly unique gems in eastern Idaho," said Karen Ballard, Administrator for the Idaho Division of Tourism Development. "I am particularly proud of the initiative this effort sparked in Teton Valley to establish a Greater Yellowstone Geotourism Center in Driggs. While always conceived as a visitor center, it will now serve as a mecca for geotravelers."

The Center in Driggs is being made possible by the Teton Valley Chamber of Commerce, a grant from the Federal Highway Administration for a Teton Scenic Byway Project, and match from the Driggs Urban Renewal Agency, supplemented by private cash and in-kind donations from local institutions, service providers, and individuals.

Jan Brown, Executive Director for the Yellowstone Business Partnership, who coordinated the community-based mapping process in Idaho, praised the work of employee Kyle Babbitt who cultivated the strong local participation and excellent representation of Idaho's features on the map. About 175 map points made the final product, with National Geographic making the difficult decision on what to include, from Wyoming's Legend Rock Petroglyph Site, where one can see ancient carvings, to Idaho's geothermally warmed Portneuf River, where one can float downstream in an inner tube or dip in a hot pool.

Greater Yellowstone Geotourism Mapguide Now Available

Visit the New Geotourism Website at www.yellowstonegeotourism.org (continued)

National Geographic defines geotourism as "tourism that sustains or enhances the geographical character of a place - its environment, culture, aesthetics, heritage and the well-being of its residents." A major 2002 Geotourism study by National Geographic Traveler magazine and the Travel Industry Association of America found that at least 55 million American adults can be classified as "geotravelers" - a strong incentive for scenic regions to protect assets for future visitors.

The National Geographic Society is one of the world's largest nonprofit scientific and educational organizations. Founded in 1888 to "increase and diffuse geographic knowledge," the Society works to inspire people to care about the planet. It reaches more than 325 million people worldwide each month through its official journal, National Geographic, and other magazines; National Geographic Channel; television documentaries; music; radio; films; books; DVDs; maps; exhibitions; school publishing programs; interactive media; and merchandise. National Geographic has funded more than 9,000 scientific research, conservation and exploration projects and supports an education program combating geographic illiteracy. For more information, visit nationalgeographic.com.

Collaboration Works Executive Director Jan Brown

The Yellowstone Business Partnership is now in its sixth year of existence as a collaborative membership organization and in many ways, we are facing our most challenging year ever. In February the board voted to restructure our dues and benefits schedule to expand the services and visibility received by all members and to ensure that larger businesses paid dues proportionate to their size. Implementing this change in the midst of a recession was somewhat risky, but we all agreed that businesses that renewed would be those with a serious commitment to YBP's mission and goals.

When YBP first organized, there was much discussion about whether or not to even become a membership organization. YBP was modeled after the Sierra Business Council (SBC) in California, a membership organization that was started in the 1990s to help business people and local governments incorporate an understanding of the role of the natural environment across the Sierra region. SBC was one of four Collaborative Regional Initiatives (CRIs) funded in the 1990s by the James Irvine Foundation under its Sustainable Communities program and recently critiqued by two University of California researchers. The following excerpts from their final assessment report provide insight into how YBP may fare in the future as it seeks goals similar to SBC and modifies its model to fit Greater Yellowstone:

The Sierra Business Council's theory was that if it could change business leaders' understandings of the issues, showing them how protection of the environment can help build the economy, training them in collaboration, and providing process and knowledge support to civic leaders, these people would in turn change the culture and practices of the region. SBC's theory required research to show how the link between environment and economy worked, explained in ways that would convey ideas to a broad audience. SBC's theory also involved the idea that genuine learning and change take place through dialogue and interaction....

The CRIs' strength came in large part from the way each was tailored to the dynamics and culture of its region. Each filled a gap left by existing institutions, and each drew on the strengths and practices of the region while trying to compensate for its deficiencies. Each chose issues that were perceived problems but also allowed for enough energy and interest to encourage involvement. Their relative degree of success depended in considerable part on the fit between their overall strategy and agenda, the region's needs and its political culture. A collaborative effort cannot simply adopt a model from somewhere else and be successful.

For example, the strengths of the Sierra region were its natural beauty, its fiercely independent population, and its growing tourism and recreation sector. Its main weaknesses were internal political conflicts, the failure of civic leaders to recognize the interdependence of their environment and economy, and the lack of a regional identity. SBC leadership focused on building trust, working collaboratively with civic leaders, spreading a new concept for the region that linked the environment and economy, and helping people develop networks and collaborative leaders...

The structure of each CRI's network was different. SBC built a distributed network, diffuse and extensive, starting with one-on-one conversations between staff, board members, and community leaders and going to multi-way conversations in the conference and leadership training seminars. SBC was a central node as participants reconnected for advice and assistance when they wanted to start new initiatives and SBC turned to the network for assistance in convening people to help with projects around the region...

Collaboration Works Executive Director Jan Brown (continued)

Conclusions and Reflections

All the CRIs we studied have, in varying ways, filled gaps in regional governance, and all have contributed to more sustainable regions. They have borne out The James Irvine Foundation's original theory of change, that collaborative efforts that engage participants from multiple sectors are more likely to produce workable solutions to challenges than business-as-usual approaches. One of the remarkable things about the CRI experiment is that organizations lacked any sort of formal power or authority but nonetheless produced significant outcomes. They accomplished these outcomes by working with elites and local leaders and providing them with knowledge and the opportunity to apply it to the respective regions. They encouraged new ideas and supported them by linking together the players who could get things done. They also tailored their strategies and agendas to the unique characteristics, needs and cultures of our region... 1

The message is clear from those who have gone before us. Collaboration works, especially in regions where needs exist beyond the capacity or jurisdiction of existing institutions. I firmly believe that YBP has a continuing and important role to play in ensuring the prosperity and sustainability of the Yellowstone-Teton region, and I invite you and other members to stay the collaborative course.

1 California Regional Initiatives: Civic Entrepreneurs Look to Fill the Governance Gap , Judith Innes and Jane Rongrude, Institute of Urban & Regional Development , University of California, Berkeley, 2006. Selected excerpts from the Executive Summary, pages 11-20.

MESSAGE FROM THE BOARD OF DIRECTORS

Dave Stauffer, YBP Chair

The Color of Money

Let's talk green.

As in money - and its absence in the current economy. As in green business - and the national debate about whether green practices add to or subtract from a business's bottom line. Even if green (practice) enhances green (profit), surely it's too expensive to undertake in our current economic circumstances, right?

One assertion is that green business is wonderful but too costly right now, so we Americans will buckle down and do it just as soon as the economy fully recovers. This weak argument simply ignores the "shovel-ready" green business initiatives anyone can find with a 0.40 seconds Google search.

What's more, a recessionary environment may be a surprisingly opportune time to go green. For example, New York Times columnist Thomas L. Friedman recently wrote, "People are already using this economic slowdown to retool and reorient economies. [Economic powerhouse] South Korea's new national paradigm for development is called: 'Low carbon, green growth.'"

An equivalent effort in our own part of the world is the YBP-led mobility initiative, which came up with the concept of a regional transportation cooperative as a means of linking private and public providers across our three states. The Concept of Operations study was launched in late 2007 and was ready just in time to be eligible for the federal stimulus package passed by Congress.

Thanks to efforts of YBP staff and dedicated public & private sector leaders in eastern Idaho and Boise, our three-state region will benefit from a \$535,000 stimulus infusion that will help pay for real-world testing of whether existing providers can cost-effectively link our cities to provide much needed, economy-boosting transit alternatives to the private auto.

But YBP faces a temporary roadblock to putting this stimulus funding to work. The nation's economic downturn has caused severe financial stress for YBP, as it has for almost all organizations. So we need a bridge to carry us past the roadblock, in the form of funds contributed by you and your business or organization. You can help by renewing your 2009 membership right away to help us maintain our momentum and meet this opportunity at full capacity.

The notion that good progress can arise from bad times was noted in a recent commentary by New Yorker business writer (and former YBP annual conference keynoter) James Surowiecki, who said, "numerous studies have shown that companies that keep spending on acquisition, advertising, and R&D during recessions do significantly better than those which make big cuts ... the benefits from recession investment are often surprisingly long-lived."

Nonetheless, Surowiecki acknowledges the considerable risk in bold advances in a down economy: "The record is also full of forgotten companies that gambled and failed."

And green or sustainable business initiatives may carry more risk than other proactive efforts, according to Aspen Skiing Company sustainability director Auden Schendler, author of the book *Getting Green Done*. "Achieving sustainability is not going to be easy," he told an interviewer in February. Nonetheless, "We need to do it for the benefit of our business and the planet, and we're going to do it."

With your help, YBP and your business will do it in the Yellowstone-Teton region.

Member Profile -

Delaware North Companies Parks & Resorts at Yellowstone

Delaware North Companies is a global leader in hospitality and food service grounded in a foundation of family ownership. Established in 1915, brothers Marvin, Charles and Louis Jacobs took the first step toward realizing the American dream of their immigrant parents by establishing a modest popcorn and peanut vending business in Buffalo, N.Y. Through hard work, dedication and innovative thinking, that small business grew into a privately held, international corporation with subsidiaries that are leaders in food service, sports concessions, hospitality management, retail, sports facility ownership and management, and gaming venue and racetrack ownership and operation.

Parks & Resorts is one of six divisions of Delaware North Companies. This division was established in 1992 following a successful bid for the largest contract in the U.S. National Park Service, Yosemite National Park. An important element in acquiring this contract was that of GreenPath®, our Environmental Management System. DNC believes in protecting the special places we operate in, celebrating the beauty of our national treasures and ensuring that the generations following us have an opportunity to experience the world as we do today. The company was the only bidder willing to face the challenge of removing leaking, underground storage tanks left by a previous contractor. Moreover, the company put no limit on the financial resources it would employ to accomplish the task.

It is this sense of stewardship that gave rise to GreenPath®, a formal, documented and comprehensive plan covering just about everything we could think of to preserve and protect our natural resources. Delaware North associates embraced the program immediately, finding dozens of new ways to conserve resources and keep the Earth clean. Yet, we soon wanted more: to be certain GreenPath® became a permanent and irreplaceable part of the company's culture, to be assured that we were doing all we could for the environment, and even to inspire others to follow in our footsteps. GreenPath® is the first environmental management system of a U.S. hospitality company to be registered to the standards put forth by the International Organization for Standardization (ISO 14001).

DNC has continued to grow and their Environmental Management System, GreenPath® is an important part of how we conduct business at each of our unique properties in North America: Kennedy Space Center Visitor Complex; Grand Canyon, Yellowstone and Sequoia National Parks; Niagara Falls and Jones Beach, New York State Parks; Asilomar Conference Grounds, California State Parks, The Lodge & Conference Center at Geneva-on-the-Lake, Ohio State Park; and Fresno Reservations located in California. In addition, with the purchase of Tenaya Lodge in the early 2000s, Delaware North entered the private-sector hotel ownership/management arena, and has been developing that facet of its business ever since. Harrison Hot Springs Resort & Spa in British Columbia is another company-owned destination resort. Managed properties include The Balsams Grand Resort Hotel and Gideon Putnam Resort in Saratoga Springs, New York.

In 2003, Delaware North Companies Parks and Resorts (DNC P&R) acquired the concession contract with the National Park Service to operate twelve General Stores in Yellowstone. The General Stores are located throughout the 2.2 million acre park and connected by the 172 mile grand loop road system. The warehouse is located at the west entrance of the Park in West Yellowstone, MT. The main offices are located 90 miles from the Park in Bozeman, Montana. The operation is primarily seasonal as Yellowstone National Park is fully open from May through October but closed throughout the winter months. The Mammoth General Store located near Park headquarters is the only location open year round.

Member Profile -

Delaware North Companies Parks & Resorts at Yellowstone (continued)

DNC P&R supports the themes and traditions of Yellowstone by re-creating that of the old time "General Store," as many settings occur in historic buildings. The General Stores provide a variety of products and services including: the sale of apparel, books, jewelry, souvenirs, gifts, sporting goods, groceries, digital photo processing, food and ice cream service to millions who visit Yellowstone annually.

At Yellowstone General Stores, we employ nearly 650 seasonal associates each year. GuestPath® is our commitment to our guest service program and we are committed to creating special experiences one guest at a time to ensure the visit of a lifetime. We know the care and service we offer our guests leads to special experiences while visiting Yellowstone National Park.

GreenPath®, our Environmental Management System implemented at Yellowstone's General Stores has been very successful over the past six years in addressing the following significant environmental aspects natural resource conservation and/or protection of energy, air, and water; materials use, hazardous materials, hazardous waste, non-hazardous waste, and environmental interpretation. DNC P&R at Yellowstone has implemented many initiatives to reduce our impact and will continue to seek continual improvement throughout the operation. A few highlights include:

- Incorporate alternative fueled technology into our fleet, we currently operate seven hybrid vehicles to conserve energy;
- Use biodegradable dishware and cutlery into our food & beverage operation to minimize the generation of waste sent to the landfill;
- Purchase local products, especially those made from Wyoming, Montana, and Idaho when possible;
- Use paper bags and sell a unique reusable bag to reduce waste;
- Use a ChemFree Smart Washer to for vehicle maintenance rather than a solvent part washer and use digital photo processing rather than chemical photo processing to remove hazardous materials and eliminate the generation of a hazardous waste;
- Use the Geami packaging system, which uses Kraft paper, a renewable resource, which is easily recyclable and is biodegradable, rather than purchasing bubble wrap a petroleum based product.
- Retrofit over 1,100 compact fluorescent lights (CFLs) to conserve energy;
- Retrofit 12 low flow kitchen sprayers and 88 low flow showerheads to conserve water;
- Annually recycle approximately 120 tons of materials diverting this solid waste from the landfill;
- Rehabilitate and restore the retail space to modernize amenities, incorporate sustainable design and green practices while maintaining the historical and architectural integrity of these unique structures;
- Provide interpretive signage about our products, safety, and facts related to Yellowstone National Park;
- Provide a personal interpretive experience with over 120 artists and authors appearing at our stores to educate our guests about the unique place of Yellowstone and the importance of protection and preservation.

Delaware North Companies Parks & Resorts has been a member of the Yellowstone Business Partnership since 2005. This partnership has proven beneficial with initiatives and networking with businesses throughout the Yellowstone region. Deb Friedel, Director of Sustainability for Delaware North Companies Parks & Resorts has been involved with UnCommon Sense since 2007; she serves on the Leadership Team assisting and networking area businesses and organizations with their environmental programs.

For more information about Delaware North Companies Parks & Resorts at Yellowstone, please visit our website at www.visityellowstonepark.com.

New Member Fee Structure for 2009

In February 2009 the YBP Board of Directors voted to restructure our membership dues and benefits. The amount of your annual dues is now more closely aligned with the size of your business. To view the new fee structure [click here](#).

After this transitional year, you will receive your renewal letter and form in January. All membership dues will now be payable at the beginning of each calendar year.

Members will continue to receive a 20% discount on YBP events, programs and publications for all employees, plus an automatic subscription to the monthly Sustainable Industries Journal. Every business member will be listed in our online directory (formerly a \$60 add-on), which features your logo, web address, brief description, and your YBP program involvements

Many thanks for your cooperation through this transition process.