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VISIT US ONLINE:

yellowstonebusiness.org

for timely, relevant articles and opinion pieces on issues of regional stewardship and economic sustainability.

Join the Co-op Steering Committee!

YBP is committed to involving a diversity of interests in the co-op feasibility study process and has divided the steering committee into six teams to assess supply and demand, address agency concerns, design a marketing plan, and outline how the co-op system would relate to other transportation modes. A volunteer application form may be found online at yellowstonebusiness.org or call the YBP Idaho Falls office at 208-528-0269 to sign up.

In addition to the six facilitators who will work with Steering Committee volunteers, YBP has recruited officials of the three Cooperative Development Centers that serve Idaho, Montana and Wyoming. Their business and marketing expertise in forming business co-ops will be invaluable, as will the technical advice of three Concept Plan authors also retained for the project. 🌱

YBP AWARDED FEDERAL STIMULUS FOR REGIONAL TRANSPORTATION COOPERATIVE

Volunteers Still Needed for Feasibility Study & Follow-on Pilot Demonstration

On July 10, the Federal Transit Administration notified the Idaho Transportation Department that it could obligate \$8.7 million in rural transit stimulus funds under the American Recovery and Reinvestment Act. Of that amount, \$535,000 has been allocated to the Yellowstone Business Partnership to design and, if feasible, demonstrate how a multi-state public transportation network could operate under a cooperative business model. Equipped with a central communications and online reservation system, co-op advocates believe that willing public and private providers could readily connect major cities, rural towns and recreation destinations across state lines and two national parks.

For more than a decade, leaders throughout the Yellowstone-Teton region have been working to enhance mobility across their jurisdictions and offer more transportation options to guests and residents. While progress has been made in many communities, the lack of an interconnected system of regularly scheduled bus/van service has hampered commuters, seasonal employees, international visitors and the elderly and disabled. Whether the barrier is age, ability or economic circumstance, those without a private vehicle in Greater Yellowstone are greatly limited in their employment and recreational opportunities and overall quality of life.

With the completion of its *Concept of Operations Plan* at the end of 2008, YBP was well positioned to apply for stimulus funding to explore the feasibility of a regional transportation cooperative. Serving as the project and financial manager, YBP will facilitate a diverse group of advisors, facilitators and volunteers in first researching and then writing the required feasibility study by December 31. The contract scope of work for the first \$200,000 phase reads as follows:

Conduct a six-month feasibility study to evaluate the economic and technical viability of a



Fifty participants met in West Yellowstone on July 9 to organize and launch the Co-op feasibility study.

multi-state transportation cooperative to serve the Yellowstone-Teton region. This business co-op would include existing public and private providers willing to link their operations to form a seamless inter-city rural transportation system with online reservation capability. Among the topics to be addressed in the feasibility study:

- Legal principles and frameworks for forming a multi-state co-op (incorporation and tax considerations)
- Specific membership requirements and expectations for riders and providers
- Obstacles and solutions to a tri-state transportation system (insurance, agency policies, etc)
- Ability to raise and administer outside funds; accept private and federal grants
- Information systems suited to the region for reservations, ticketing and communications; assessment of coordinating with similar information efforts for greatest regional efficiency
- Priority travel routes that also link with established airports, trails, pathways and recreation destinations. Identify gaps and solutions that address them
- Marketing, capital and equipment requirements to launch system operations by summer 2010
- How to maximize coordination with state and local efforts and existing services
- Recommendations on setting up co-op administration and business planning 🌱

BOARD OF DIRECTORS

Dave Stauffer, Chair

Dave Stauffer Consulting - Red Lodge, MT

Rick Reese, Vice Chair

Retired - Bozeman, MT

Jennifer Lamb, Secretary

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Jack Brady

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Partners for Prosperity - Blackfoot, ID

Garett Chadwick

Plan One/Architects - Driggs, ID

Laura Cuddie

Four Seasons Resort Jackson Hole -
Teton Village, WY

Ingrid Eickstedt

Powell Valley Community Education - Powell, WY

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Kull Food Technologies - Idaho Falls, ID

Laurel Sayer

Hallway, Inc. - Idaho Falls, ID

Dan Stevenson

CTA Architects Engineers - Bozeman, MT

Gary Van Dyke

Advisory Board Chair- Pray, MT

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AD Bunn, Administrative Director

Heather Burdette,

Sustainability Programs Manager

Jeff Osgood, Mobility Project Manager

Kim Billimoria,

Communications Specialist

THE BUSINESS VOICE

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MESSAGE FROM THE BOARD CHAIR



THE "WHY" IN YBP

Dave Stauffer, YBP Chair

You may know YBP believes that the long-term profitability of a business is best ensured when it pays as much attention to its community and environmental impacts as to its financial performance.

But just for the sake of argument, let's say a company's sole objective is to boost its financial profitability. *That company, if guided by perceptive leaders, will still adopt green and sustainable business practices; it will still seek to do good in its community and its environmental practices.*


Why?

- Because customers – empowered by information gathered from the internet and social networking – increasingly choose to do business with companies that care as much about social conditions and natural amenities as they do. Aberdeen Research benchmarked more than 200 businesses involved in sustainability initiatives, finding that top-performing firms achieved a 6% to 10% reduction in a variety of costs while also making strides in retaining customers.
- Because top-flight prospective employees want to work for organizations that demonstrate their concern for people and planet. More than 80% of U.S. workers polled in a 2008 National Geographic survey believe it is important to work for a company or organization that makes the environment and sustainability a top priority.
- Because many of the raw materials and other resources a company needs to produce its products and services have not been managed sustainably in the past, and will last into the future only if managed sustainably from now on. Since 2000, Subaru's Indiana auto-manufacturing facility has reduced the amount of waste it generates per vehicle by about 47%. Of the solid waste that the factory still generates, 99.9% is recycled or used by other companies as manufacturing inputs or as raw materials that they process to resell.
- Because key influence leaders – government officials, top executives of the largest businesses, popular media per-

sonalities and journalists – tend to have greater regard for organizations that show they care about the world beyond the walls of their offices and factories. Walmart has made sustainability a centerpiece of its business strategy since 2004, and now stands as a globally-recognized leader for efforts such as reducing its energy use and decreasing the use of packaging and materials throughout its supply chain of products.

- Because operating costs are reduced by adopting green and sustainable practices and programs aimed at improving the communities and environment in which it operates. A research team at WHU-Otto Beisheim School of Management in Germany found that, of more than 200 companies operating in developing countries, those most engaged in social and environmental sustainability are also the most profitable.
- Because today's alternative to demonstrate corporate social and environmental responsibility, if not adopted widely by organizations, will become tomorrow's imperative, in the form of regulatory mandates. New York City is aggressively pursuing sustainability through some 100 initiatives, and was among the first U.S. cities to mandate that all larger non-residential public buildings be built to standards of Leadership in Energy and Environmental Design (LEED).

Achievements similar to these at an international level are increasingly being realized by organizations right here in our region, by their participation in YBP programs and initiatives. Bottom-line benefits are most apparent in organizations that have "graduated" from our longest standing program, *UnCommon Sense*. You can read their success stories in our annual Sustainability Report, enclosed with this annual report.

The current recession is understandably prompting business leaders to ask if they can continue to afford their memberships in business organizations, including YBP. When they ask me about this, I cite the gains realized by YBP's more active participants and say that no business in our region can afford not to be part of YBP. 

2009 ANNUAL CONFERENCE WRAP-UP

Businesses Respond to Climate Change Evidence and Challenges

Keynote speaker Dr. Steve Running, a member of the Nobel-prize winning Intergovernmental Panel on Climate Change, packed the plenary session at YBP's 6th Annual Conference at Jackson Lake Lodge in May. A University of Montana ecologist, Running used his easygoing manner and clear presentation to leave little doubt among his business-oriented audience that the Earth is indeed warming.

Running explained the difference between observable, short-term weather patterns and long-term climate trends that clearly have departed from natural climatic patterns, especially since 1980. All reputable research models show average temperatures increasing markedly across the Earth, with much of the heat being captured in the world's oceans. This bodes ill for both marine and terrestrial life as even slight increases in temperatures can affect microscopic fauna and increase hurricane intensity. In keeping with the title of his address, *Five Stages of Climate Grief*, Running discussed how the politics of climate change nearly match the complexity of the science, with countries having to move through grief, denial, anger, bargaining and finally acceptance, realizing that each has a responsibility to respond.



Dr. Steven Running presents the facts on climate change and challenges YBP to lead the way in reducing carbon emissions.

All Systems Green: Working Together for Regional Efficiency & Prosperity was YBP's theme for the speakers and panels following Dr. Running's provocative speech. Representatives from all three states and the National Park Service were asked to survey the political landscape with respect to climate change and how the Greater

(Continued on page 12)



Gary Van Dyke Honored for Outstanding Contributions

The Yellowstone Business Partnership has honored Gary Van Dyke with its Outstanding Contributions Award for his generous financial support and for three years of officer service as Chair and Treasurer. Gary stepped down this year from regular board service to become Chair of the YBP Advisory Board and to enjoy more of retirement with his wife Lynne in their beautiful retreat in Montana's Paradise Valley.

Gary Van Dyke was honored during YBP's Annual Conference this May.

YBP Welcomes New Board Members

At our May conference we welcomed to the board several directors recently elected by the membership or appointed to fill vacancies. They include: Julie Anderson and Jennifer Lamb, both starting their second three-year term, plus new directors Andrew Blanchford, Ken Bullock, Laura Cuddie and Ingrid Eickstedt. We appreciate the work of departing directors Ron Frazell, Paul Hansen, Roger Lang, and Bill Shepard who either completed their terms or resigned from the board for personal reasons. We especially congratulate Paul Hansen for becoming the new executive director of the Jackson Hole Conservation Alliance and look forward to future collaborations.



YBP's Jan Brown and banquet speaker Dan Grossman share perspectives during the Tuesday social hour.

MANY THANKS TO OUR 2009 CONFERENCE SUPPORTERS!

CONFERENCE BENEFACTORS

Grand Teton Lodge Company
Idaho National Laboratory/Center for Advanced Energy Studies

CONFERENCE SPONSORS

The Conservation Fund
Montana Department of Environmental Quality
North Wind, Inc.
Xanterra Parks & Resorts

BUS AND BREAK HOSTS

Bridge Creek Backcountry Kitchen and Wine Bar
Dave Stauffer Consulting
Delaware North Parks & Resorts
Grand Targhee Resort
Greeneck Earthworks, Inc.

DESIGN & ARTISTIC CONTRIBUTIONS

Catch & Release Graphics for brochure design

BUS PROVIDERS

Karst Stage – Bozeman, MT
Rimrock Stages – Billings, MT
Salt Lake Express – Idaho Falls, ID



Bus riders from Eastern Idaho disembark at Jackson Lake Lodge



MANY THANKS to our volunteer leadership team for all their dedication and support! The *UnCommon Sense* program would not be possible without your enthusiastic involvement!

UnCommon Sense Leadership Team Plans for the Future

The team of professionals that delivers the YBP program, *UnCommon Sense: Business Leadership for a Sustainable Future*, convened for their semi-annual planning meeting on July 2 in Bozeman. The team welcomed new members Laura Cuddie of Four Seasons Resort Jackson Hole and Cari Hanson and Andy Leider of Montana Yellowstone Expeditions (all 2009 program graduates), and Lander Purvis of Community Health Partners, who will be the new instructor for the Social and Community Investment module.

The team had a plethora of suggestions to continue improving *UnCommon Sense* and to challenge new business participants that are arriving with a higher level of understanding and program expectations. The content of *UnCommon Sense* is ever-changing as advisors and instructors adapt to the needs of their classes, introduce emerging green technologies, and share new opportunities in sustainability.

The fall workshop will be held September 24-26 at Jackson Lake Lodge in Grand Teton National Park. The Growlers (Class of 2010) will come together for their final workshop to complete the modules on Transportation Efficiency and Business Response to Climate Change. The new class (still working on the perfect name!) will participate in the Responsible Purchasing and Social and Community Investment modules. 🌱

Xanterra Opens “For Future Generations” Interpretive Store at Mammoth Hot Springs

Xanterra Parks & Resorts has big plans for its gift shop in the Mammoth Hot Springs Hotel, renovating it into an interpretive facility dedicated to informing park visitors about climate change and offering environmentally friendly products.

“Although other stores may offer some of these products, we believe this is the first retail operation – in a national park or elsewhere – devoted to interpreting climate change,” said Beth Pratt, director of environmental affairs for Xanterra’s Yellowstone operations. “Our goal for this store is to connect the park visitor to the threats climate change and pollution pose to our national parks – and our world – with the need to make sustainable consumer choices.” The store will feature displays that will educate the public about environmental degradation while raising awareness of the implications of consumer choices such as product purchases and recycling.

“We want the visitors to know that by recycling an aluminum can, purchasing sustainable products or turning down the heat, they’re not only helping the environment, they’re supporting the mission of the National Park Service of ensuring that Yellowstone – and all its inhabitants – remain for future generations to enjoy,” said Pratt.

In keeping with the environmental theme, materials used in the remodeling of the store will be reclaimed, recycled or sourced from sustainable operations. For example, shelving will utilize reclaimed wood, some of it from park buildings, such as flooring from the Old Faithful Inn and Mammoth Hot Springs Hotel. The new floor is constructed of tamarack harvested from a healthy forest in Montana. Lighting will come from energy-efficient, minimum-impact LED bulbs.

Each product sold will also have an environmental scorecard describing the sustainable attributes. Conventional items will be offered alongside sustainable options.



Xanterra’s new gift store at Mammoth Hot Springs Hotel will feature displays about climate change alongside environmentally friendly retail products.

Displays will include information on the threats climate change poses to our national parks, how the various entities in the park minimize their environmental impacts and techniques visitors can use at home.

“At Xanterra, we are striving on a daily basis to innovate new ways to protect the environment,” said Pratt. “Our hope is that what we learn can be utilized by others on a much broader scale to improve global environmental health.” The displays will change over time based on new information from the environmental community as well as feedback from park visitors and company employees.

As the operator of nine lodges in Yellowstone as well as restaurants, activities and gift shops, Xanterra’s environmental program, called Ecologix, is widespread. Last year the company diverted 72% of its solid waste from landfills into other areas such as recycling, reusing and composting. Over the past eight years the company has reduced its overall energy use by 11% and its water usage by 18%. Xanterra recently began using amenities such as cruelty-free shampoo and conditioner and compostable lotion bottles made of corn starch. This single initiative will divert more than 280,000 plastic bottles annually from the waste stream. 🌱

APPLY NOW for the Next Class of *UnCommon Sense*

It’s not too early for your business to apply for the next class of *UnCommon Sense* that will begin in April 2010. YBP plans to establish a scholarship fund to enable more businesses to participate in this important, tri-state leadership program, so please consider signing on. Visit the YBP website at yellowstonebusiness.org to learn more about *UnCommon Sense* and to complete an online application form.



YELLOWSTONE BUSINESS PARTNERSHIP

2008 ANNUAL REPORT

ACCOMPLISHMENTS - 2008

The Yellowstone Business Partnership (YBP) is the only tri-state business organization working to resolve the major cross-boundary challenges facing communities in the Yellowstone-Teton region. We believe that to achieve long-term profitability in this special place, businesses must fulfill their social and environmental responsibilities, and care for the region as a whole. Our mission is to unite businesses dedicated to preserving a healthy environment and shaping a prosperous and sustainable future for Greater Yellowstone communities. In 2008 we did this by:

Promoting Green Building and Development

In cooperation with the US Green Building Council (USGBC), YBP has designed and is now piloting an ecosystem-based rating system that certifies projects that are building efficiently and in harmony with the region's natural, cultural and recreational resources. The Technical Reference Guide for the Greater Yellowstone Framework for Sustainable Development (GY-Framework) was completed and published in 2008. Eleven projects registered to be pilots in 2008, with four holding project open houses over the summer months. An eight-person pilot certification team was recruited in 2008 that will anonymously evaluate the pilot projects once each is ready to be certified. The GY-Framework was recognized in April 2008 by the Northern Rockies chapter of the American Public Works Association with their Innovation Award, and was highlighted as a session presenter at the USGBC Greenbuild International Conference and Expo in Boston last November.

Encouraging Responsible Business Practices

YBP created and continues to manage a two-year leadership education program called *UnCommon Sense: Business*



Mountainside Village in Victor, Idaho, is one of the GY-Framework registered pilot projects and a LEED-Homes pilot.

Leadership for a Sustainable Future that now has involved more than 40 businesses across three states. In April 2008, the third class was organized and includes:

- Two Montana school districts (in Billings and Livingston)
- Five Idaho and Montana firms in the building trades (CTA Architects Engineers, Greenspace Landscaping, Harmony Design Engineering, Intrinsic Architecture and Plan One Architects)
- Silver Star Communications based in Freedom, WY

(Continued next page)

CONTRIBUTIONS 2008

\$150,000

USDA Rural Development – Boise, ID (Seasonality Project)

\$50,000

M.J. Murdock Charitable Trust – Vancouver, WA

\$30,000

Idaho Transportation Department – Boise, ID

\$20,000+

Gary and Lynne Van Dyke – Bethesda, MD
Partners For Prosperity – Blackfoot, ID
The Bullitt Foundation – Seattle, WA

\$15,000

USDI Bureau of Land Management – Boise, ID
(Geotourism MapGuide)

\$14,000

Grand Teton Lodge Company – Moran, WY
(\$13,000 in-kind; \$1,000 member renewal)

\$10,000+

USDI National Park Service (Geotourism MapGuide)
CTA Architects Engineers – Billings and Bozeman, MT
(\$5,500 contribution plus in-kind donation of office space)

\$5,000+

Dwight Minton – Bozeman, MT
Idaho National Laboratory – Idaho Falls, ID
(\$2,500 conference sponsor)
Montana DEQ Pollution Prevention Bureau – Helena, MT
Van Dyke Technology Group – Bethesda, MD

\$4,500

Roger Lang – Cameron, MT

\$3,500

Eastern Idaho Regional Medical Center – Idaho Falls, ID

\$2,500+

Anita Pagliaro – Livingston, MT
Bank of Idaho – Idaho Falls, ID
(\$500 contribution plus in-kind donation of office space)
Idaho Small Business Development Center – Boise, ID
MacKenzie River Pizza Company – Bozeman, MT
New Belgium Brewing Co., Inc. – Fort Collins, CO
Rick and Mary Lee Reese – Bozeman, MT
Xanterra Parks and Resorts – YNP, WY (\$1,000 conference sponsor)

\$2,000

Dave Stauffer Consulting – Red Lodge, MT

\$1,500

Delaware North Companies Parks and Resorts – Bozeman, MT
Kull Food Technologies LLC – Idaho Falls, ID
National Outdoor Leadership School – Lander, WY

\$1,000+

American Park Network – New York, NY (conference sponsor)
Bob Schaap – Bozeman, MT
Bridge Creek Backcountry Kitchen and Wine Bar – Red Lodge, MT
CH2M-WG Idaho – Idaho Falls, ID
David Schaub – Bozeman, MT
Jack Brady, Architect – Layton, UT
Moonlight Basin – Ennis, MT
Silver Star Communications – Driggs, ID
Tad and Carroll Sweet – Macks Inn, ID
The Nature Conservancy – Jackson, WY (conference sponsor)

\$500+

Bill Shepard – Cody, WY
Chico Hot Springs Resort – Pray, MT
Dan Stevenson – Bozeman, MT
Elkhorn Ranch – Gallatin Gateway, MT
Helen and Frank Schroeder – Chicago, IL
J Bar L Ranch – Lima, MT
Jack and Ruth Brown – Oceanside, CA
Julianne Anderson – Emigrant, MT
Mark Tache and Christin Cooper – Bozeman, MT
Mercury Advertising – Bozeman, MT

cont. next page

CONTRIBUTIONS 2008

\$500+ continued

On Site Management Inc – Bozeman, MT
 Paul Bertelli – Bozeman, MT
 Ron Frazell – Swan Valley, ID
 Steven Aumeier – Idaho Falls, ID
 Vertical Media – Jackson, WY

\$250+

Beartooth Nature Center – Red Lodge, MT
 Bill and Pam Bryan – Bozeman, MT
 Black Diamond Equipment, Ltd. – Salt Lake City, UT
 Divide Development Company – Livingston, MT
 Hallway Inc. / Laurel Sayer – Idaho Falls, ID
 Hawtin Jorgensen Architects – Jackson, WY
 High Country Linen Service – Jackson, WY
 Huntsman Springs – Driggs, ID
 Paul Hansen – Jackson, WY
 Pierce Flooring & Design – Bozeman, MT
 Red Barn – Driggs, ID
 Town Square Inns – Jackson, WY
 Yellowstone Alpen Guides – West Yellowstone, MT

\$100+

B Bar Ranch – Emigrant, MT
 Bechtle Architects – Bozeman, MT
 Beck Consulting – Red Lodge, MT
 Billings Public Schools – Billings, MT
 Blake Nursery – Big Timber, MT
 Blanchford Landscape Contractors, Inc – Bozeman, MT
 Blue Spruce Cleaners – Jackson, WY
 Bridger Bowl Ski Area – Bozeman, MT
 CH2M Hill – Idaho Falls, ID
 Cheryl O'Brien – Idaho Falls, ID
 Citizens Bank & Trust Co. – Big Timber, MT
 City of Victor – Victor, ID
 City Pass, Inc. – Victor, ID
 Clear Creek Group – Jackson, WY
 CN Engineers – Jackson, WY
 Collins Planning Associates – Jackson, WY
 Community Food Co-op – Bozeman, MT
 Community Health Partners – Livingston, MT
 Cool Works – Gardiner, MT
 Cooper Roberts Simonsen Associates – Idaho Falls, ID
 Creative Energies – Lander, WY
 CTA Architects Engineers Jackson – Jackson, WY
 Current Transportation Solutions – Bozeman, MT
 Davidson Builders, Inc. – Bozeman, MT
 Dominick Building Services, A Wyoming LLC – Cody, WY
 Dornix Park Citizens Committee – Big Timber, MT
 Doug McClelland's FlyFishingAnd, LLC – Red Lodge, MT
 Efficient Radiant Systems, LLC. – Red Lodge, MT
 Energy and Sustainable Design Consultants, Inc. – Billings, MT
 Executive Mailing Services – Bozeman, MT
 Fall Line Design – Driggs, ID
 Firehole Ranch – West Yellowstone, MT
 First Interstate Bank - Livingston – Livingston, MT
 First Security Bank - West Yellowstone – West Yellowstone, MT
 Fitzgerald's Bicycles – Jackson, WY
 Floating Island International, LLC – Shepard, MT
 Food Roundup Inc – West Yellowstone, MT
 Formations, LLC – Evergreen, CO
 Four Seasons Resort – Teton Village, WY
 Glass Roots – Bozeman, MT
 Grand Teton Floor & Window Coverings – Victor, ID
 Green Directory Montana – Billings, MT
 Greenspace Landscaping – Bozeman, MT
 Grizzly & Wolf Discovery Center – West Yellowstone, MT
 Grub Steak Expeditions – Cody, WY
 Harmony Design, Inc. – Driggs, ID
 Hopkins Roden Crockett Hansen & Hoopes PLLC – Idaho Falls, ID
 Hyalite Engineers, PLLC – Bozeman, MT
 HydroSolutions, Inc – Red Lodge, MT
 Idaho Small Business Development Center – Boise, ID
 Ingrid Eickstedt – Powell, WY
 Insty Prints – Bozeman, MT
 Intermountain Aquatics, Inc. – Driggs, ID
 Intrinsic Architecture, Inc. – Bozeman, MT
 Island Park News – Island Park, ID
 Jackie Flowers – Idaho Falls, ID
 Jen Lamb – Lander, WY
 John Rutter – Moran, WY

2008 OVERVIEW

(cont. from previous page)

- Buffalo Bill Historical Center, Cody, WY
- Yellowstone Association, Gardiner, MT

Spring and fall workshops were held in West Yellowstone and Red Lodge, Montana, respectively, with over \$15,000 in financial support provided by the Montana DEQ, the Idaho Small Business Development Center, New Belgium Brewing and Eastern Idaho Regional Medical Center.



Authors of the Concept of Operations Plan for a Yellowstone-Teton Regional Transportation System, completed in December 2008, include (l-r): Basil Barna, Lisa Ballard, David Kack, Tim Young and Jan Brown.

Advancing New Options for Regional Mobility

In January 2008, the Idaho Transportation Board granted \$30,000 to the Yellowstone Business Partnership to lead development of a "Concept of Operations" transportation plan to connect our communities and our neighboring national parks. Additional funds were raised from Partners for Prosperity in Eastern Idaho and USDA Rural Development to complete this plan in December 2008. It recommends:

- Creation of a transportation cooperative, a proven business model that will maximize use and integration of transportation resources
- A process for closing service gaps and matching modal interfaces
- Visibility and accessibility through a diversity of information sources
- Embracing the concept of Complete Streets and Pathways for transportation corridors
- An ongoing process for funding transportation infrastructure

Our 2008 Annual Conference focused on this transportation theme and made *Connecting the DOTs* a regional YBP priority. Looking forward to 2009, YBP will use \$200,000 of federal stimulus funds to explore the feasibility of networking existing private and public



YBP encourages carpooling and group transportation for all its major events, including last October's Seasonality Summit in Cody.

transportation providers under one business cooperative and operating a seamless system across the Yellowstone-Teton region.

Supporting Four-Season Economies for Gateway Communities

Since publishing *Turning On the Off-Season* in 2005, YBP has supported renewal of rural economies in the region by working to understand and overcome factors that limit investment in tourism, outdoor recreation and basic infrastructure. In 2008 YBP used a \$150,000 USDA Rural Business Opportunity Grant to address seasonal economic development concerns in the 25 counties surrounding Yellowstone and Grand Teton national parks.

YBP launched the project by recruiting volunteers to serve on six sub-regional teams in Idaho, Montana and Wyoming, and identifying one cross-boundary economic issue to study in-depth. In each case, researchers identified several areas where cities, counties and businesses would benefit by collaborating across local, state and federal jurisdictions. The results were published in separate reports and presented at the first Seasonality Summit held in Cody on October 7-8. These reports appear on the YBP website and are also available on CD by request:

The Potential for Recreation Enterprise Development in Southeastern Idaho Counties, The Hingston Roach Group, Inc.

Identity Assessment and Asset Inventory for the Idaho Falls Sub-Region, Stephanie Witt of the Boise State University Public Policy Center

Regional Land Use and Economic Planning for the Billings-Cody Sub-Region, Beck Consulting and Map Murals

Housing Needs Assessment for Fremont County, Wind River Reservation, Hot Springs County, Kirkham & Associates

Southwest Montana Transportation Assessment: Commuter Transportation Needs, Current Transportation Solutions

Teton Transportation Assessment, Current Transportation Solutions

STATEMENT OF ACTIVITIES

For the Year Ended December 31, 2008

	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL ALL FUNDS
SUPPORT AND REVENUE			
Annual Meeting Income	\$ 26,668	\$ 0	\$ 26,668
Contract Income	14,232	0	14,232
Contributions	34,835	0	34,835
Events and Other Income	55,346	0	55,346
Government Revenue	0	30,000	30,000
Grants	0	257,316	257,316
In-kind Contributions & Donated Facilities	4,922	0	4,922
Interest Income	596	0	596
Membership Dues	76,775	0	76,775
Satisfaction of Program Restrictions	337,316	(337,316)	0
Total Support and Revenue	\$550,690	(\$50,000)	\$500,690
EXPENSES			
Total Program Services	411,778	0	411,778
Total Management and Administrative	84,559	0	84,559
Total Fundraising	51,135	0	51,135
Total Expenses	\$547,472	\$0	\$547,472
Increase/Decrease in Net Assets	\$3,218	(\$50,000)	(\$46,782)
Net Assets, Beginning of Year	(\$42,947)	\$50,000	\$7,053
Net Assets, End of Year	(\$39,729)	\$0	(\$39,729)

STATEMENT OF FINANCIAL POSITION

December 31, 2008

ASSETS		LIABILITIES & NET ASSETS	
CURRENT ASSETS		LIABILITIES	
Cash on Hand & in Banks	\$ 22,106	Accounts Payable	\$ 16,291
Grants & Accounts Receivable	17,420	Credit Cards Payable	29,007
Prepaid Expense	2,733	Payroll Liabilities	5,246
Total Current Assets	42,259	Compensated Absences Payable	1,815
PROPERTY & EQUIPMENT		Short Term Loan Payable	31,000
Furniture & Equipment	11,895	Total Current Liabilities	83,359
Accumulated Depreciation	(10,524)	NET ASSETS	
Total Property & Equipment	1,371	Unrestricted Net Assets	(39,729)
TOTAL ASSETS	\$43,630	Temporarily Restricted Net Assets	0
		Total Net Assets	(39,729)
		TOTAL LIABILITIES & NET ASSETS	\$43,630

CONTRIBUTIONS 2008

\$100+ continued

Kath Williams + Associates – Bozeman, MT
 Kyle Babbitt Consulting – Island Park, ID
 Lazy E-L Ranch – Roscoe, MT
 Leaf, LLC – Jackson, WY
 Linn Canyon Ranch – Victor, ID
 Livingston School District – Livingston, MT
 Lone Mountain Ranch – Big Sky, MT
 MacKenzie River Pizza Company – Bozeman, MT
 McCall Development – Billings, MT
 McClure Custom Builders Inc. – Cody, WY
 Montana Yellowstone Expeditions Foundation – Bozeman, MT
 Mountain Home Montana Vacation Rentals – Bozeman, MT
 Mountain Sky Guest Ranch – Emigrant, MT
 Mountainside Village – Victor, ID
 Museo Media & Education Project – Billings, MT
 Museum of Idaho – Idaho Falls, ID
 Museum of the Rockies – Bozeman, MT
 National Outdoor Leadership School – Lander, WY
 Ned Enterprises, Inc. – Red Lodge, MT
 Norris Hot Springs Water of the Gods – Norris, MT
 North Slope Sustainable Wood LLC – Missoula, MT
 North Wind, Inc – Idaho Falls, ID
 Northwest College Workforce Development Dept – Powell, WY
 Off the Beaten Path – Bozeman, MT
 On the Move Real Estate – Idaho Falls, ID
 P2 Solutions – Idaho Falls, ID
 Paulson and Cooper Inc – Jackson, WY
 Pebble Creek Productions, LLC – Cody, WY
 Plan One/Architects – Driggs, ID
 Porth Architects, Ltd. – Red Lodge, MT
 Powder Mountain Press Inc – Driggs, ID
 Powell Valley Community Education – Powell, WY
 Red Lodge Ales Brewing Company – Red Lodge, MT
 Rendezvous Backcountry Tours – Alta, WY
 Richard Gessling, DDS – Red Lodge, MT
 Rock Creek Laundromat – Red Lodge, MT
 Salt Lake Express – Rexburg, ID
 SE/Z Construction, LLC – Idaho Falls, ID
 Sequoia Development – Jackson, WY
 Signal Mountain Lodge / Forever Resorts – Moran, WY
 SIMMS – Bozeman, MT
 Snow Creek Saloon – Red Lodge, MT
 Sotheby's International Realty – Jackson, WY
 Story Mill / Blue Sky Development – Bozeman, MT
 Sunshine Development Consulting, LLC – Jackson, WY
 Susan Hovde - Architect – Red Lodge, MT
 Sustainable Solutions, Inc. – Billings, MT
 Table Mountain Group – Lander, WY
 Teton Mountain Lodge – Teton Village, WY
 Teton Valley Chamber of Commerce – Driggs, ID
 The Alpine House Inn and Spa – Jackson, WY
 The Grabow Condominiums – Livingston, MT
 The Plumber, LLC – Idaho Falls, ID
 Three Bear Lodge Inc – West Yellowstone, MT
 Tooley Communications – Billings, MT
 V2 Design – Bozeman, MT
 West Yellowstone Chamber of Commerce – West Yellowstone, MT
 Westbank Construction, Inc – Jackson, WY
 Whimpy Wolf Builders LLC – Lander, WY
 Wilderness Systems and Technologies – Idaho Falls, ID
 Yellowstone Association – Yellowstone Park, WY
 Yellowstone International Corp./YellowstonePark.com – Lander, WY
 Yellowstone Safari Company – Bozeman, MT

\$50+

Carolyn Hawxhurst – Jackson, WY
 Catch and Release Graphics – Bozeman, MT
 City of Bozeman – Bozeman, MT
 Don Harger – Jackson, WY
 Duncan and Eva Patten – Bozeman, MT
 Gail Lewis-Kido – Idaho Falls, ID
 Garth Taylor – Idaho Falls, ID
 Island Park Gem Community Team – Island Park, ID
 John Wright – Pocatello, ID
 Maryvette Labrie – Red Lodge, MT
 Pathfinder Services – Jackson, WY
 Patricia Bean – Bozeman, MT
 Pursue Balance – Jackson, WY
 Red Lodge Area Economic Development Corp. – Red Lodge, MT
 Steve Duerr – Moose, WY

YBP MEMBER PROFILE: Kath Williams + Associates, Bozeman, Montana

An Interview with YBP Sustainability Programs Manager Heather Burdette



Kath Williams + Associates has been a YBP business member since 2005. Principal Kath Williams was instrumental in the creation of the Greater Yellowstone Framework and Technical Reference Guide, serving as primary advisor and consultant on the project. She has attended every YBP conference since becoming a member. Because she believes in what YBP is doing, she has taken us as far as Boston, Massachusetts, to raise the visibility of the organization's sustainability programs.

Kath Williams is an incredible person, a true leader in the region. I have had the pleasure of working with Kath for the last year and a half. I know her email address. I have had breakfast with her. I am amazed that I can simply pick up the phone and call this extraordinary woman, and ask her advice about something (I am even more amazed that she has, on occasion, done the same for me). And so we sit down across from each other, familiar and informal. And I love to hear her story.

What inspired you to get involved with green building?

I was forced to because of my job at Montana State University. I was working as the assistant to the vice president in the VP Research Office, and there was this green building project that came in as a special project. No one else would do it. I said, "No, I'm not doing it," and the VP said, "Yes, you are." That was in 1994. I was the project chief, and we developed an industry partners program to demonstrate new green building products. It became a demonstration project. There was a huge amount of interest in this project; people doing other projects were keeping a close eye on this project, including Rick Fedrizzi and David Gottfried, two of the founders of the USGBC. So, the first three meetings of the emerging USGBC were held in Big Sky – we would meet in morning, take the afternoon off to go fishing or hiking, and meet again in the evening. These were called USGBC member summits (a precursor to Greenbuild). At the end of the day, these guys would stand around the fire and hold hands, singing *Kumbaya*. And now the USGBC is a worldwide organization.

Describe your history with the USGBC and your tenure as the president of the World Green Building Council.

I became vice chair of the USGBC board, and Rick Fedrizzi was the chair. I was vice chair for seven years. Then I became the representative from USGBC to the World Green Building Council and then was elected president. Three times. I got to work with 26 countries that were petitioning to form their own green building councils. I worked with Mexico, Brazil, Australia, India, United Arab Emirates and Taiwan to help them start councils. This was in 1999.

Kath Williams + Associates. Why the +? How many associates do you have?

Kath Williams + Associates started in 1999. I use the + sign (which is a pain, because everyone automatically changes it to an "and") because my associates are the plus. You don't just get Kath. Kath Williams + Associates is a collaborative; depending on the project, you could have any number of associates, from commissioning agents to interior designers. Currently there are nine official associates.

How did Kath Williams + Associates get started? What is your main scope of work?

Kath Williams + Associates was started because there were so many organizations and institutions watching the progress of MSU's project. Once the project closed, they all wanted to know lessons learned. I have always kept my eyes open and looked for opportunities; this was an opportunity, and it worked. It is still a huge opportunity. Our main scope of work is supporting green building projects, whether it's buildings or education.

You have worked on projects all over the world. What are some of your favorite projects and favorite places to work?

I like working everywhere. I work a lot in India and Taiwan, which are two extremes. Most of the India projects are townships, commercial developments and education centers. In Taiwan, I'm working mainly on semi-conductor plants. We're just starting our third one. The first one got LEED Gold, the second is in for review now. In India I worked on two projects that achieved platinum certification. I've also worked all over the United States: nine schools in Ohio, a

Whole Foods in Texas and a lot in Montana now, which is amazing.

Kath Williams' LEED boot camps are legendary. Can you briefly describe how they work and do you plan to offer any more?

Boot camps and teaching...the reason I do the boot camps is because of my background as a teacher – I really like teaching. I want to tie the practical experience, which I have a lot of now, to some dry lessons and other stuff you have to learn for LEED. I also feel it's important to look at the intents. A student has to devote time and focus to LEED, and I'm glad I have a way to help with that.

How and why did you first get involved with the Yellowstone Business Partnership?

I got involved with YBP because the goals were the same as mine. I wanted to work locally in a leadership organization. The essentials of leadership are important to me, and I didn't see any other organization that cared about business and the environment at the same time.

What is your reaction to moderating the panel for the Greater Yellowstone Framework educational session at Greenbuild last November?

I was so proud to propose and stand with the presentation of the GY-Framework at Greenbuild; it was an honor. The reception was overwhelming, the follow up feedback was overwhelming – that people around the world are interested in what we're doing to set a standard for an ecosystem.

What is the best piece of advice you can give to folks in the region who are interested in sustainability and green building?

My best piece of advice is "try it." Try sustainability; try green building. I have never seen any company, organization or person try green then turn around and do it the way they used to. That's worldwide – I haven't seen anybody turn around and go back.

What are your top three most important elements when it comes to green building?

It has to be locally appropriate. It has to look at the long-term, life-cycle cost, not just first cost. It has to involve stakeholders

(Continued on page 10)

Volunteers Identify Requirements for GY-Framework

The Greater Yellowstone Framework for Sustainable Development, now midway through its pilot development phase, is being tailored to meet the needs of the region's cities and counties. The new set of requirements will guide local officials who want to encourage sustainable building and development within their jurisdictions and become more sustainable in their own planning and operations.

Volunteers gathered on June 30 at Harriman State Park in Island Park, Idaho, to go through the rating system, credit by credit, and discuss appropriate requirements for a local government to achieve certification. The work group made it through all 57 credits in one day, which was no easy feat – especially with 90 minutes given just to the PPI Prerequisite: Asset Inventory and Spirit of Place. The group felt strongly that this overall prerequisite was the most important piece of the puzzle, whether for a private



Volunteers gathered at Harriman State Park to identify appropriate requirements for local governments to participate in the GY-Framework.

developer or a local government. It certainly made for an enlightening discussion!

YBP staff and volunteers are reviewing the great ideas generated at this work session and finalizing the requirements for local governments to participate in the GY-Framework pilot program. The application period for new pilot projects and government pilots will be open until September 30, 2009.

Delaware North Company and the City of Pocatello Join GY-Framework Pilot Program

Delaware North Company (DNC) has registered the Tower and Lake general store remodels in Yellowstone National Park as GY-Framework pilot projects. DNC is in the final planning stages for both pilot projects, which will be the first for the GY-Framework within either national park. Construction is scheduled to begin in the fall of 2009 with completion by spring 2010.

Both projects will completely remodel the interiors (approximately 6,000 square feet) while maintaining their historic exteriors. Construction will adhere to GreenPath, DNC's Environmental Management System, incorporating environmentally friendly materials, conserving water and energy, reusing materials when possible and disposing of waste responsibly.

Education will be a high priority in both locations to communicate the message of sustainable development. Their high-exposure makes the Lake and Tower stores a perfect fit to raise public awareness. DNC Director of Sustainability Deb Friedel said, "Delaware North is a strong partner of YBP, and we thought it important to lead by example by serving as a pilot project within Yellowstone National Park. This is a way for us to validate these projects as sustainable according to the comprehensive, formal, local standards developed by YBP for the Greater Yellowstone region."

Meanwhile, the City of Pocatello, Idaho, has registered as the GY-Framework's first government pilot because it fits well with their existing efforts in sustainability. For example, Pocatello has already conducted a preliminary audit of all municipal buildings for energy efficiency. The city will soon employ a contractor to conduct an engineering grade audit of city-owned buildings to help create and implement a program to decrease the city's carbon footprint.

Pocatello has created a sustainability committee of government employees to examine municipal operations and promote policies for waste, water and energy efficiency. Their next step will be a community wide sustainability committee, which will mesh well with existing committees looking at open space, planning and zoning, etc.

"As a growing municipality with over 50,000 residents living in a high-desert valley surrounded by public land but sitting on their drinking water aquifer, Pocatello is very aware of the linkage between our natural resources, quality of life and our economic prosperity," said Hannah Sanger, Pocatello environmental educator. "Participating as a pilot for the GY-Framework will help us better identify the barriers we can minimize and the incentives we can locally promote to ensure a high quality of life for years to come."

YBP gratefully acknowledges these volunteers for their contributions to the GY-Framework requirements for government certification:

Allyson Bristor, City of Bozeman
 Anya Fiechtl, CTA Architects and Engineers
 Arne Jorgensen, Hawtin Jorgensen Architects
 Barb Beck, Beck Consulting
 Basil Barna, Wilderness Systems and Technologies
 Brent Brock, Craighead Environmental Research Institute
 Chris Saunders, City of Bozeman
 Christina Thomure, Grand Targhee Resort
 Dick Stroh, Bonneville Power Administration
 Doris Fisher, MT Fish Wildlife and Parks
 Eric Berg, Landscape Architect
 Hannah Sanger, City of Pocatello
 Jon Laux, Fremont County, Idaho
 Joshua Chase, Fremont County, Idaho
 Lesley Gilmore, CTA Architects and Engineers
 Natalie Meyer, City of Bozeman
 Shawn Hill, Town of Jackson
 Wendy Weaver, Sanderson Stewart

YBP Offers Continuing Education Course for Development Professionals

If you missed our continuing education course on the GY-Framework and LEED at the YBP conference, don't despair! There will be more opportunities for architects, planners and real estate agents to attend this riveting session.

YBP's course, *The GY-Framework: Using LEED to Save an Ecosystem*, has been approved for six credits of continuing education for architects, planners and real estate agents. The course consists of an update on the new LEED 2009 system, an overview of the GY-Framework and an in-depth look at one of the credit categories in the rating system.

YBP will be offering the course in several locations throughout the region this fall, potentially including Billings, Bozeman, Cody/Powell, Idaho Falls, Jackson, Livingston and Pocatello.

If you are interested in having YBP teach the course in your location or would like to sponsor the course, please contact Heather Burdette at hburdette@yellowstonebusiness.org or 406-600-6617.

KATH WILLIAMS

(continued from page 8)

across the board. It's a team effort, not an individual thing.

How large is the green building movement today? Is it gaining greater acceptance worldwide, nationally, regionally?

That's hard to measure, because going green is a change process. If you look at the first stage of change as awareness, the movement is huge, worldwide. Almost everybody knows about it. The second stage, the trial stage, is gaining momentum because it conserves resources and is economically efficient. Are we there yet, are we at market penetration? No, not even close. There is still plenty of room for leadership.

What aspects of green building do you feel are most misunderstood?

The cost is definitely misunderstood. The second thing is the idea that everybody can do LEED: it's about leadership, it's for the top 25% of the market. Not everybody can do it. Also, everybody is scared they are going to be forced to do it, but that's not the intention. You can't mandate leadership.

When you were first getting started with the USGBC and LEED, MT, ID and WY didn't have any LEED-certified buildings. How do you feel about our progress in the region?

Someone just pointed out to me last week that I was the first LEED AP in Montana. And I thought, "Yeah, I was." Then I realized, of course I was! Who else was there, way back then? The progress in region is tremendous now. People are now understanding that green is a conservative approach; our ancestors knew about it and demonstrated it. It helps a project meet all three goals of the environment, people, and the finances/economics of it.

What is your hope for the future of sustainability and green building in the Greater Yellowstone region?

I hope that the GY-Framework is taken seriously, that cities, counties, and jurisdictions will voluntarily take it/adapt it as a guide and a standard for our region. 🌱

Welcoming New Staff and Thanking the "Old"

Jan Brown, YBP Executive Director



The challenge of writing a column for our 2008 Annual Report is that we already are mid-way through 2009 and looking forward instead of back. Today we face a doubling of our 2009 revenue and staffing levels thanks to an infusion of federal stimulus money. It is tempting to overlook the serious shortfall in YBP contributions that we largely attribute to the recession and its impact on small business. Despite my optimism for the future, allow me to acknowledge how YBP staff has contributed to keeping the organization relevant and afloat during these recent difficult months.

At the end of May we had to eliminate our part-time webmaster position and thanked **Jim Dungan** for four years of dedicated service to YBP. During his last week he trained Administrative Director **Anne Davis "AD" Bunn** in managing website content and handling the myriad of online forms and databases. AD has assumed these tasks in addition to her duties in event coordination, membership tracking and financial management – all within her existing 30-hour work week. I am indebted to AD for keeping our Bozeman headquarters humming and staying so positive in spite of the current downturn.

Heather Burdette completed her first year as Sustainability Programs Manager in February and in this short time has built an impressive record, handling two programs simultaneously. Her cadre of volunteer instructors and advisors for *UnCommon Sense* has grown in size and stature, and we are encouraged by the continued support of agencies like Montana DEQ who would like YBP to introduce this concept to the Glacier region. Thanks to Heather's determination, the GY-Framework now has a set of requirements for pilot certification of local governments, and she has succeeded in attracting the City of Pocatello as well as Delaware North Companies as active pilot sponsors. The Murdock Charitable Trust, the major benefactor of our three-year pilot program, is impressed with YBP's accomplishments and continues to send their semi-annual \$25,000 checks.

All staff members, including myself, have reduced our work hours off and on since January 1 in order to keep payroll and travel to a minimum. We have strived to maintain

our momentum in all four YBP programs, knowing that substantial government grants to support regional transportation and geotourism were and are still possible.

With the official award of our federal stimulus grant comes the hire of two new YBP employees based in eastern Idaho!



Jeff Osgood is our new full-time Mobility Project Manager who started work on July 27 and is dedicated 100% to our Regional Transportation Co-op project. Jeff was the assistant vice-president of the Bank of America branch in

Idaho Falls, and he has left the private sector to tackle this nonprofit challenge with YBP. Jeff is originally from Portland, Oregon, holds a BA in economics and business finance from Pacific University, and moved with his wife to Idaho Falls in 2000 so she could complete her master's degree. Jeff also is studying for his MBA while helping to raise their two children.



Another applicant for the Mobility Manager position, **Kim Billimoria**, actually had more background in communications and was a perfect fit to manage the project's outreach efforts. Kim lives in Driggs and

beginning in August will telecommute from home on Mondays and Wednesdays while working in the Idaho Falls office each Tuesday. Her job as YBP Communications Specialist will concentrate on promoting the co-op feasibility study and pilot demonstration, with four hours per week dedicated to promoting other YBP programs.

Kim is a graduate of Gordon College in Wenham, MA, with a BA in political studies and economics. Raised in Africa, Kim is proficient in French and Swahili, and is a hiking and skiing enthusiast. She has served as Communications and Education Director for Valley Advocates for Responsible Development since October 2005 and is married with two small children. 🌱

YBP DONORS: April - June 2009

\$25,000

Murdock Charitable Trust – Vancouver, WA (GY-Framework)

\$3,000

The Brainerd Foundation – Seattle, WA
(Regional Transportation Initiative)

\$2,000+

Montana DEQ – (*UnCommon Sense*)
Lynne and Gary Van Dyke – Bethesda, MD

\$1,500

The Conservation Fund – Sun Valley, ID
(Annual Conference Sponsorship)
Montana DEQ – (Annual Conference Sponsorship)
Xanterra Parks and Resorts– Yellowstone National Park, WY
(Annual Conference Sponsorship)

\$1,000+

MacKenzie River Pizza Company / Glacier Restaurant Group
– Whitefish, MT
North Wind, Inc – Idaho Falls, ID
Xanterra Parks and Resorts – Yellowstone National Park, WY

\$500+

Buffalo Bill Historical Center – Cody, WY
Dave Stauffer – Red Lodge, MT
Four Seasons Resort – Teton Village, WY
Jeffrey Anderson – Red Lodge, MT
Julianne Anderson – Emigrant, MT
Livingston School District – Livingston, MT
Paul Bertelli – Bozeman, MT

\$250+

Bill and Pam Bryan – Bozeman, MT
Billings Public Schools – Billings, MT
Eastern Idaho Regional Medical Center – Idaho Falls, ID
Hopkins Roden Crockett Hansen & Hoopes PLLC – Idaho Falls, ID
Jack Brady, Architect – Layton, UT
J Bar L Ranch / Peggy Dulany – Lima, MT
Jonathan L. Foote & Assoc, Inc. – Bozeman, MT
Salt Lake Express – Rexburg, ID

\$150+

Aura Soma Lava, Inc. – Lava Hot Springs, ID
Bechtle Architects – Bozeman, MT
Blanchford Landscape Contractors, Inc – Bozeman, MT
BOP Filter/Barriers – Idaho Falls, ID
ChauffAir LLC – Idaho Falls, ID
Cool Works – Gardiner, MT
Deb Barracato – Driggs, ID
Don Aslett’s Cleaning Museum – Pocatello, ID
Firehole Ranch – West Yellowstone, MT
Grand Teton Floor & Window Coverings – Victor, ID
Green Directory Montana – Billings, MT
Grizzly Creek Ranch & Retreat – Emigrant, MT
Hawtin Jorgensen Architects – Jackson, WY
JW Synthetic Grass Inc – Billings, MT
Leaf, LLC – Jackson, WY
Mountain Home Montana Vacation Rentals – Bozeman, MT
Mountainside Village – Victor, ID
MyTopo.com – Billings, MT

North Fork Native Plants, Inc – Driggs, ID
P2 Solutions – Idaho Falls, MT
Parks’ Fly Shop – Gardiner, MT
Paulson and Cooper Inc – Jackson, WY
Four Seasons Resort – Teton Village, WY
Museum of Idaho – Idaho Falls, ID

\$100+

CH2M Hill – Idaho Falls, ID
Cheryl O’Brien – Idaho Falls, ID
City of Bozeman – Bozeman, MT
Dornix Park Citizens Committee – Big Timber, MT
Food Roundup, Inc – West Yellowstone, MT
Garth Taylor – Idaho Falls, ID
George Sporn – Bozeman, MT
Grub Steak Expeditions – Cody, WY
Helen and Frank Schroeder – Chicago, IL
Ingrid Eickstedt – Powell, WY
Jackie Flowers – Idaho Falls, ID
Pathfinder Services – Jackson, WY
Paul Bockus – Bozeman, MT
Red Lodge Area Economic Development Corp – Red Lodge, MT
Wilderness Systems and Technologies – Idaho Falls, ID

\$50+

Formations, LLC – Evergreen, CO
Bob Schaap – Bozeman, MT
USDA Forest Service – Red Lodge, MT

In-Kind Contributions

Michelle Hippler Consulting – Portland, OR

**red entries denote new members*

Yes, I would like to join Yellowstone Business Partnership!

To join YBP, please complete this form and return with a check to: **YBP, PO Box 7337, Bozeman, MT 59771-7337**
–OR– Join online with a credit card: www.yellowstonebusiness.org

Business Name _____

Contact Person _____ # of Employees (FTE) _____

Phone _____ Mailing Address _____

City _____ State _____ Zip _____

Email _____ Business Website _____

ANNUAL DUES: All business members receive a decal, quarterly newsletters, online directory listing, 20% discount on events/publications, and 12 issues of the *Sustainable Industries Journal*. Associate members are not given a directory listing, but receive all other benefits.

Include the *Sustainable Industries Journal* with my membership: Yes No

BUSINESS MEMBERS (minimum)

- Fewer than 10 employees \$150
- 10-50 employees \$250
- 51-100 employees \$500
- 101-250 employees \$1,000
- More than 250 employees \$ _____

ASSOCIATE MEMBERS (minimum)

- Individuals/small nonprofits (1-9 employees) \$100
- Local governments/larger nonprofits \$500
- Cities/counties greater than 50,000 people \$1,000
- SUSTAINING MEMBER** \$2,500

PO Box 7337, Bozeman, Montana 59771-7337

Bozeman office
406 522 7809 Ph
406 522 9155 Fx

Idaho Falls office
208 528 0269 Ph
208 524 7736 Fx

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CONFERENCE (cont from page 3)

Yellowstone region is affected in particular.

Tom Olliff, Chief of Science and Resource Management for Yellowstone National Park, highlighted observable changes in the Greater Yellowstone ecosystem due to milder winters, reduced snowpacks and earlier spring runoff. Mountain pine beetles, once kept in check by weeks of frigid temperatures, are now surviving even at the highest elevations and attacking vulnerable whitebark pines. Pond and lake levels are dropping measurably, with serious consequences to young-of-the-year cutthroat trout left stranded when streams dry up before reaching Yellowstone Lake. There are even indicators that geysers and thermal features are being affected due to reduced groundwater recharge.

Perspectives from local and state officials were exchanged at both ends of the conference, with a special welcome given to mayors of Billings, Bozeman and Red Lodge, Montana; Pocatello, Idaho; and Jackson, Wyoming,



Mayor Roger Chase of Pocatello is flanked by Red Lodge Mayor Betsy Scanlin and Bozeman Commissioner Sean Becker on the conference's closing mayoral panel.

who are signatories of the US Conference of Mayors Climate Protection Agreement. Each of these communities is making inspiring progress in waste reduction, energy conservation, transportation efficiencies and application of alternative energy technologies.

Case studies on how to save energy and reduce the region's carbon footprint were highlighted throughout the three-day event, with a special energy track co-sponsored by the Idaho National Laboratory and Center

for Advanced Energy Studies in Idaho Falls. These sessions focused on building efficiencies, renewable energy and advanced energy systems and featured the region's innovators in conservation and resource recovery, as well as wind, solar and geothermal applications.

Banquet speaker Dan Grossman, Director of the Environmental Defense Fund's Rocky Mountain office, underscored the need for business and environmental interests to work together. Once known for their litigious approach to environmental protection, the Environmental Defense Fund has been among the new leaders in collaborating with multi-national corporations to reduce their greenhouse gas emissions. He encouraged YBP members to walk a similar path and aim for positive solutions on climate challenges that will also yield stronger, lasting relationships across the region.

Grand Targhee Resort Receives First Annual Sustainability Award

At its 2009 annual conference, YBP recognized Grand Targhee Resort in Alta, Wyoming, with its annual Sustainability Award for exemplary commitment to sustainability and the environment. A 2009 graduate of the *UnCommon Sense* program and a GY-Framework pilot project, Grand Targhee embraces the culture of sustainability company-wide.

The award also honors Grand Targhee Resort as the first private company in North America to report, with third-party verification, its Greenhouse Gas (GHG) emissions to The Climate Registry. The Climate Registry establishes consistent, transparent standards throughout North America for businesses and governments to calculate, verify and publicly report their carbon footprints in a single, unified registry.

In addition to their reporting commitment with the Climate Registry, the resort has implemented a number of sustainable practices. All of the lifts at Grand Targhee run on green power – hydroelectric power from the Island Park Dam and wind power from Bonneville Power. They use biodiesel to fuel their resort shuttle buses, groomers and snow-removal equipment. Grand Targhee also provides a free employee shuttle from town, which greatly reduces single-driver traffic to the resort.



Grand Targhee employees get their hands dirty during a recent *UnCommon Sense* workshop – all in an effort to better understand their waste stream.

SAVE THESE DATES!

SEPTEMBER

24-26 *UnCommon Sense* Workshop
Jackson Lake Lodge, WY

OCTOBER

6-7 Board of Directors Meeting and
Member/Community Reception
Chico Hot Springs, MT

22 Regional Transportation Roundtable
Holiday Inn, Cody, WY
FREE & OPEN TO THE PUBLIC