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Annual Report 2009

Advancing Sustainable Enterprise

BOARD OF DIRECTORS

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Jeff Ewelt

Beartooth Nature Center – Red Lodge, MT

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Delaware North Companies Parks & Resorts – Bozeman, MT

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Sustainability and organizational management consultant – San Francisco, CA

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Jackson Hole Chamber of Commerce – Jackson, WY

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Advisory Board Chair – Bozeman, MT

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Dan Stevenson

Montana State University – Bozeman, MT

Debby Tate

Idaho National Laboratory – Idaho Falls, ID

STAFF

Janice Brown, Executive Director

AD Bunn, Administrative Director

Heather Higinbotham

Sustainability Programs Manager

Jeff Osgood, Mobility Project Manager

Kim Billimoria, Communications Specialist

Chris Larson, Technology Specialist

Re-Envisioning Winter

SEVENTH ANNUAL CONFERENCE HIGHLIGHTS

Gary Ferguson Keynote

Award-winning author Gary Ferguson began his keynote address by relating how winter is traditionally a time for gathering and telling stories. He went on to explore the continued importance of storytelling – especially in relation to the sense of wonder and mystery evoked by nature. Ferguson gave an overview of how the inspiring landscape of the rocky mountain region has played a central role in the American imagination and even political philosophy. This talk, which received rave reviews on conference evaluations, is available for download on the YBP website.

Winter-Use Panel

YBP hosted a panel discussion with a diverse array of voices to discuss winter use in Yellowstone National Park. While perspectives varied widely, all agreed that the unpredictability in Yellowstone winter-use policy has been problematic for business (a list of the seven panelists and their affiliations is available on the YBP website). Panelist Jan Brown, YBP executive director, suggested the National Park Service (NPS) evaluate how managing for oversnow transportation – which closes most entrances for one quarter of the year – impacts the regional economy. YBP submitted comments during the scoping phase of the EIS process suggesting that NPS study a limited plowing scenario that could include operating low-emission buses on the lowest elevation roads.

An interactive discussion following the panel seated all participants at tables of four to share their winter-use perspectives on a more intimate level. YBP hopes that this discussion can be a starting point for more constructive, cross-boundary dialogue among businesses and concerned stakeholders throughout the EIS process. YBP believes in the potential for the new winter-use policy to bring social and economic benefits while preserving the unique natural resources of Yellowstone.

For photos and more details about the annual conference, including a slideshow of the entries



The thought-provoking Winter Use in Yellowstone panel at the YBP Seventh Annual Conference.

into the *Winter in Greater Yellowstone* photo contest, go to www.yellowstonebusiness.org.

2009 YBP Awards

BILL BRYAN of Bozeman, Montana, received YBP's Outstanding Service Award at the annual conference in recognition of his years of dedication to the organization. Bill was among a small group of founders who saw the need for a tri-state business nonprofit that would value the region's natural resources and diverse communities as well as its economic prosperity. As YBP's sole incorporator back in 2002, Bill maintained his commitment as a YBP director as it first struggled for its identity and then through challenging financial times. In honoring Bill, Executive Director Jan Brown cited his decades of conservation work in the Northern Rockies and thanked him for first recruiting her as YBP's leader and then consistently supporting the organization over the past seven years.

JENNIFER BRANNEN, marketing manager for Silver Star Communications, was presented with YBP's annual Sustainability Award for her contributions to several YBP programs. As a participant in *UnCommon Sense* for the past two years, Jennifer has helped Silver Star Communications realize significant financial and resource savings through implementing systematic sustainability measures. She has also been influential in Silver Star's significant community involvement and encouraging volunteerism on the part of staff. Silver Star partnered with Linx as the wireless provider for the demonstration of LinxComm, a technology application developed by Linx

(Continued next page)

CONTRIBUTIONS 2009

\$131,066

ARRA Grant, Idaho Transportation Department

\$50,000

Murdock Charitable Trust – Vancouver, WA

\$13,000

Partners for Prosperity – Blackfoot, ID

\$10,000

Van Dyke Technology Group, Inc – Bethesda, MD

\$8,500

Idaho National Laboratory – Idaho Falls, ID

\$7,000

Montana Department of Environmental Quality

\$5,000+

Dwight Minton – Bozeman, MT

\$3,000

The Brainerd Foundation – Seattle, WA

\$2,500+

Eastern Idaho Regional Medical Center – Idaho Falls, ID

Idaho Small Business Development Center – Boise, ID

Lynne and Gary Van Dyke – Bethesda, MD

New Belgium Brewing Company, Inc – Fort Collins, CO

North Wind, Inc – Idaho Falls, ID

Rick and Mary Lee Reese – Bozeman, MT

Xanterra Parks and Resorts – Yellowstone Nat'l Park, WY

\$2,000

Grand Teton Lodge Company – Moran, WY

\$1,500+

Delaware North Companies Parks and Resorts – Bozeman, MT

Grand Targhee Resort – Alta, WY

Kull Food Technologies, LLC – Idaho Falls, ID

On Site Management Inc – Bozeman, MT

The Conservation Fund – Sun Valley, ID

\$1,200+

David Schaub – Bozeman, MT

Dave Stauffer Consulting – Red Lodge, MT

\$1,000

Bridge Creek Backcountry Kitchen and Wine Bar – Red Lodge, MT

MacKenzie River Pizza Company – Bozeman, MT

\$800+

Bank of Idaho – Idaho Falls, ID

J Bar L Ranch/ Peggy Dulany – Lima, MT

Jack Brady, Architect – Layton, UT

\$750

Greeneck Earthworks – Driggs, ID

\$500+

Big Sky Town Center – Bozeman, MT

Bill and Pam Bryan – Bozeman, MT

Black Diamond Equipment, Ltd. – Salt Lake City, UT

Buffalo Bill Historical Center – Cody, WY

City of Victor – Victor, ID

Four Seasons Resort – Teton Village, WY

Idaho Community Foundation – Boise, ID

Jack and Ruth Brown – Oceanside, CA

Julianne Anderson – Emigrant, MT

Livingston School District – Livingston, MT

Lone Mountain Ranch – Big Sky, MT

Moonlight Basin – Bozeman, MT

National Outdoor Leadership School – Lander, WY

North Star Consulting Group, Inc – Bozeman, MT

Paul Bertelli – Bozeman, MT

Silver Star Communications – Driggs, ID

Vertical Media – Jackson, WY

2010 Annual Conference

(cont. from cover)

to track important bus metrics, but which also provides riders with free on-board Wi-Fi. Jennifer was elected in May for a three-year term on the YBP Board of Directors.

HEATHER HIGINBOTHAM, Sustainability Programs Manager, was recognized by the board for her extraordinary efforts over the last year to advance YBP's sustainability programs. Board Chair Dave Stauffer particularly singled out Heather's success in securing opportunities to introduce new audiences to YBP's sustainability programs: she designed and delivered an *Introduction to Sustainable Tourism* workshop at the Montana Governor's Conference, collaborated with Montana DEQ on five *Responsible Purchasing* workshops held around the state, and wrote an accepted abstract for



Bill Bryan, YBP founding board director and recipient of the Outstanding Service Award, with Executive Director Jan Brown and Board Chair Dave Stauffer.

the Department of Interior's Conference on the Environment in Portland, Oregon. Heather also recruited the largest class to date for *UnCommon Sense*, YBP's sustainable operations leadership program. 🌱

ACCOMPLISHMENTS – 2009

The Yellowstone Business Partnership (YBP) survived 2009 on 32% less revenue than we received in 2008 by cutting our staffing levels, minimizing expenses, and tackling only those projects for which funding was secure. Fortunately, YBP was awarded an American Recovery and Reinvestment Act (ARRA Stimulus) grant in mid-2009 that allowed us to move forward with a feasibility study focused on establishing a regional transportation system. Thus, even through our recent recession, YBP has continued to shape a sustainable and prosperous future for Greater Yellowstone by:

Advancing New Options for Regional Mobility

In July 2009 the Idaho Transportation Department granted \$200,000 to the Yellowstone Business Partnership to proceed with the recommendations advanced in the 2008 Concept of Operations Plan, which included creation of a transportation cooperative, a proven business model to maximize use and integration of regional transportation resources. With the hire of Mobility Project Manager Jeff Osgood and Communications Specialist Kim Billimoria, YBP increased its staff capacity in Idaho and led a 60+ person steering committee through a collaborative, feasibility study process. Design teams included participants from public transit/charter bus providers; local, state and federal agencies; human resource and business advocates; recreation/tourism interest; marketing/communication professionals; and those

seeking multi-modal options for mobility. The resulting feasibility study was on time and under budget; and it recommended formation of "Linx," which incorporated in January 2010 and is now well into its \$335,000 pilot demonstration phase.

Encouraging Responsible Business Practices

UnCommon Sense: Business Leadership for a Sustainable Future continued through 2009 by graduating eight businesses in the "Sustainability Seekers" class in April at Teton Springs and introducing sustainable business practices to a "Not So Big" class of five new businesses. Graduates enjoyed hearing from Jim Hanna, Director of Sustainability for Starbucks (who helped create *UnCommon Sense* back in 2005), as did 10 members of the "The Growlers"

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STATEMENT OF ACTIVITIES

For the Year Ended December 31, 2009

| | UNRESTRICTED | TEMPORARILY RESTRICTED | TOTAL ALL FUNDS |
|--|------------------|---------------------------|--------------------|
| SUPPORT AND REVENUE | | | |
| Annual Meeting Income | \$ 25,307 | \$ 0 | \$ 25,307 |
| Contract Income | 510 | 0 | 510 |
| Contributions | 19,097 | 270 | 19,367 |
| Events and Other Income | 31,013 | 0 | 31,013 |
| Government Revenue | 0 | 142,567 | 142,567 |
| Grants | 0 | 66,500 | 66,500 |
| In-kind Contributions & Donated Facilities | 10,045 | 0 | 10,045 |
| Membership Dues | 45,994 | 0 | 45,994 |
| Satisfaction of Program Restrictions | 209,067 | (209,067) | 0 |
| Total Support and Revenue | \$341,033 | \$270 | \$341,303 |
| EXPENSES | | | |
| Total Program Services | 301,656 | 0 | 301,656 |
| Total Management and Administrative | 72,368 | 0 | 72,368 |
| Total Fundraising | 17,166 | 0 | 17,166 |
| Total Expenses | \$391,190 | \$0 | \$391,190 |
| Increase/Decrease in Net Assets | (\$50,157) | \$270 | (\$49,887) |
| Net Assets, Beginning of Year | (\$39,729) | \$0 | (\$39,729) |
| Net Assets, End of Year | (\$89,886) | \$270 | (\$89,616) |

CONTRIBUTIONS 2009

\$300+

Cheryl O'Brien – Idaho Falls, ID
Hopkins Roden Crockett Hansen & Hoopes PLLC – Idaho Falls, ID
Ingrid Eickstedt – Powell, WY
Jeffrey Anderson – Red Lodge, MT
SIMMS – Bozeman, MT

\$250

All West Realty – Lander, WY
Billings Public Schools – Billings, MT
Bridger Bowl Ski Area – Bozeman, MT
High Country Linen Service – Jackson, WY
Intrinsic Architecture, Inc. – Bozeman, MT
Jackson Hole Chamber of Commerce – Jackson, WY
Jackson Whole Grocer – Jackson, WY
Jonathan L. Foote & Assoc, Inc. – Bozeman, MT
Off the Beaten Path – Bozeman, MT
Rimrock Stages, Inc – Billings, MT
Salt Lake Express – Rexburg, ID
TF Ranch LLC – Firth, ID
The Pollard – Red Lodge, MT

\$200

Arthur Kull – Idaho Falls, ID
Deb Barracato – Driggs, ID
Laura Cuddie – Teton Village, WY
Museum of Idaho – Idaho Falls, ID

\$150+

Aura Soma Lava, Inc. – Lava Hot Springs, ID
Bechtle Architects – Bozeman, MT
Beck Consulting – Red Lodge, MT
BOP Filter / Barriers – Idaho Falls, ID
ChauffAir LLC – Idaho Falls, ID
Cool Works – Gardiner, MT
Crown Creations Cabinetmakers – Livingston, MT
Current Transportation Solutions – Bozeman, MT
Davidson Builders, Inc. – Bozeman, MT
Don Aslett's Cleaning Museum – Pocatello, ID
Energy and Sustainable Design Consultants, Inc. – Billings, 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
Kath Williams + Associates – Bozeman, MT
Leaf, LLC – Jackson, WY
Madison Arm Resort – West Yellowstone, MT
Mountain Home Montana Vacation Rentals – Bozeman, MT
MyTopo.com – Billings, MT
NAI Commerce One – Idaho Falls, ID
Ned Enterprises, Inc. – Red Lodge, MT
North Fork Native Plants, Inc – Driggs, ID
On the Move Real Estate – Idaho Falls, ID
P2 Solutions – Idaho Falls, ID
Parks' Fly Shop – Gardiner, MT
Paulson and Cooper Inc – Jackson, WY
Plan One/Architects – Driggs, ID
Powder Mountain Press Inc – Driggs, ID
RainMaker Coaching LLC – Jackson, WY
Signal Mountain Lodge / Forever Resorts – Moran, WY
Steve Duerr / The Murie Center – Moose, WY
The Alpine House Inn and Spa – Jackson, WY
The Hingston Roach Group, Inc – Grangeville, ID
Tooley Communications – Billings, MT
Yellowstone Association – Yellowstone Park, WY

\$100+

Archer Construction – Bozeman, MT
Beartooth Nature Center – Red Lodge, MT
Blanchford Landscape Contractors, Inc – Bozeman, MT
CH2M Hill – Idaho Falls, ID
Chico Hot Springs Resort – Pray, MT
City of Bozeman – Bozeman, MT
Cody Country Chamber of Commerce – Cody, WY

STATEMENT OF FINANCIAL POSITION

December 31, 2009

ASSETS

CURRENT ASSETS

| | |
|------------------------------|---------------|
| Cash on Hand & in Banks | \$ 4,356 |
| Grants & Accounts Receivable | 45,535 |
| Prepaid Expenses | 2,065 |
| Total Current Assets | 51,956 |

PROPERTY & EQUIPMENT

| | |
|---------------------------------------|--------------|
| Furniture & Equipment | 13,524 |
| Accumulated Depreciation | (11,442) |
| Total Property & Equipment | 2,082 |

TOTAL ASSETS **\$54,038**

LIABILITIES & NET ASSETS

CURRENT LIABILITIES

| | |
|----------------------------------|---------------|
| Accounts Payable | \$ 22,473 |
| Credit Cards Payable | 26,624 |
| Payroll Liabilities | 8,404 |
| Compensated Absences Payable | 6,769 |
| Short Term Loan Payable | 31,539 |
| Total Current Liabilities | 95,809 |

LONG-TERM LIABILITIES

| | |
|------------------------------------|---------------|
| Bank Line of Credit* | 47,845 |
| Total Long-Term Liabilities | 47,845 |

TOTAL LIABILITIES **\$143,654**

NET ASSETS

| | |
|-----------------------------------|-----------------|
| Unrestricted Net Assets | (89,886) |
| Temporarily Restricted Net Assets | 270 |
| Total Net Assets | (89,616) |

**TOTAL LIABILITIES
& NET ASSETS** **\$54,038**

*A credit facility was established to manage YBP's reimbursable \$535,000 ARRA Stimulus grant through December 2010.



YELLOWSTONE BUSINESS PARTNERSHIP

Advancing Sustainable Enterprise

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CONTRIBUTIONS 2009

\$100+ continued

Collins Planning Associates – Jackson, WY
Creative Energies – Lander, WY
Powell and Company / Doug Powell – Idaho Falls, ID
Downtown Billings Alliance – Billings, MT
Elkhorn Ranch – Gallatin Gateway, MT
First Interstate Bank - Livingston – Livingston, MT
Fitzgerald's Bicycles – Jackson, WY
Garth Taylor – Idaho Falls, ID
George Sporn – Bozeman, MT
Harmony Design and Engineering – Driggs, ID
Helen and Frank Schroeder – Chicago, IL
Hyalite Engineers, PLLC – Bozeman, MT
Intermountain Aquatics, Inc. – Driggs, ID
Livingston Downtown Building Owners Association – Livingston, MT
Michael and Lynn Aldrich – Glendale, CA
Montana Yellowstone Expeditions Foundation – Bozeman, MT
Norris Hot Springs Water of the Gods – Norris, MT
Pathfinder Services – Jackson, WY
Paul Bockus – Bozeman, MT
Red Lodge Area Economic Development Corp. – Red Lodge, MT
Sanderson Stewart – Bozeman, MT
Steve Shuel – Bozeman, MT
Susan Hovde – Architect – Red Lodge, MT
Table Mountain Group – Lander, WY
West Yellowstone Chamber of Commerce – West Yellowstone, MT
Westbank Construction, Inc – Jackson, WY
Whimpy Wolf Builders Inc – Lander, WY
Yellowstone Teton Territory – Rexburg, ID
Yellowstone Safari Company – Bozeman, MT

\$75

Clear Creek Group – Jackson, WY
Cooper Roberts Simonsen Associates – Idaho Falls, ID
Divide Development Company – Livingston, MT
Dornix Park Citizens Committee – Big Timber, MT
Duncan and Eva Patten – Bozeman, MT
Firehole Ranch – West Yellowstone, MT
Grub Steak Expeditions – Cody, WY
Jackie Flowers – Idaho Falls, ID
Lazy E-L Ranch – Roscoe, MT
Mountainside Village – Victor, ID
Porth Architects, Ltd. – Red Lodge, MT
Richard Gessling, DDS – Red Lodge, MT
Rock Creek Laundromat – Red Lodge, MT
Teton Valley Chamber of Commerce – Driggs, ID
Wilderness Systems and Technologies – Idaho Falls, ID

\$50 and under

Bob Schaap – Bozeman, MT
Doug McClelland's FlyFishingAnd, LLC – Red Lodge, MT
Formations, LLC – Evergreen, CO
McClure Custom Builders Inc – Cody, WY
Northwest College Workforce Development Dept – Powell, WY
Powell Valley Community Education – Powell, WY
USDA Forest Service – Red Lodge, MT

2009 Overview (cont. from page 2)

class that were mid-way through the program. Spring and fall workshops were held respectively at Grand Targhee Resort in Alta, WY, and Jackson Lake Lodge in Grand Teton National Park, thanks to the generous ongoing support of Montana DEQ, Idaho Small Business Development Center, New Belgium Brewing, the Idaho Community Foundation, and Eastern Idaho Regional Medical Center.

At our annual conference in May, Grand Targhee Resort was recognized with YBP's 1st annual Sustainability Award for their outstanding accomplishments through *UnCommon Sense* and being the first private company to inventory their greenhouse gases and post them on the The Climate Registry. The theme of the 6th annual conference held at Jackson Lake Lodge was "All Systems Green: Working Together for Regional Efficiency & Prosperity."

Promoting Green Building and Development

A slowdown in commercial and residential construction proved frustrating for those companies and organizations seeking pilot certification under the Greater Yellowstone Framework for Sustainable Development (GY-Framework). Fortunately, interest was high in tailoring a suite of credit requirements to local governments, which helped the City of Pocatello become our first municipal pilot project. In the fall, Sustainability Programs Manager Heather Higinbotham (formerly Burdette) took to the road to introduce the GY-Framework to more than 100 planners, architects and builders through her continuing education courses held in nine tri-state communi-

ties. Meanwhile, renovation began on the Lake and Tower general stores within Yellowstone National Park, which are operated by Delaware North Companies Parks and Resorts. Now on course to be the first to submit for certification under this eco-system-based rating system, these projects will be evaluated by an anonymous team of subject-matter experts.

Supporting Four-Season Economies for Gateway Communities

In 2009 YBP helped the National Geographic Society (NGS) complete its Geotourism MapGuide for the Greater Yellowstone region and we agreed to serve on the tri-state steering committee for the Greater Yellowstone Stewardship Council. Geotourism is defined by NGS as "Tourism that sustains or enhances the geographical character of a place – its environment, culture, aesthetics, heritage, and the well-being of its residents." Given that geotourists tend to embrace places like Greater Yellowstone, YBP is committed to building the region's capacity to attract this important segment of the tourism market. Through its existing and emerging programs, YBP can help tourism providers and gateway communities operate more sustainably and better interpret our region's natural and cultural history in all four seasons.

By the end of 2009, YBP had submitted numerous grant proposals to advance geotourism and was invited to serve as Fiscal Agent and Project Administrator for the new marketing initiative, "Top 10 Scenic Drives in the Northern Rockies," a public-nonprofit collaborative effort that aims to promote the region with a sustainability focus – for both travelers along the Top 10 Scenic Drives as well as the businesses that serve them.