

## INSIDE THIS ISSUE:

- Business Needs to Shed Blinders...2
- Transportation Co-op Milestone .....3
- YBP Member Profile  
Grand Teton Lodge Company.....4
- GY-Framework Updates.....5
- An Emerging YBP Brand.....6

*Our people were thinking of product development ideas they never would have dreamed of without the sustainable design impetus. We won customer loyalty in ways that no advertising, no clever marketing campaign, at any cost, could have generated.*

—Ray Anderson, founder of Interface, Inc., describing how a sustainability initiative has saved the company \$400 million  
*See story on page 2*

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## *UnCommon Sense* FALL WORKSHOP HIGHLIGHTS from Jackson Lake Lodge, Grand Teton National Park

Heather Burdette – LEED AP, YBP Sustainability Programs Manager



The Growlers Class will graduate in spring 2010 after two years of peer-supported sustainability leadership training. Class members have shown initiative and innovation in applying what they've learned to their businesses.

The spectacular fall weather in Grand Teton National Park contributed to yet another great workshop with YBP's *UnCommon Sense* program. In true YBP fashion, at least one road was closed during the workshop; though this time it was due to forest fires instead of a raging blizzard. Nonetheless, enthusiasm was high and progress was plentiful. The folks that are involved with this program continue to amaze and inspire me. As an added bonus, our evening presentations were complemented by the low bugle of elk.

This workshop was bittersweet for the Growlers; their final workshop before graduation in the spring. No one could believe

how fast the past 18 months have gone. Basil Barna, owner of Wilderness Systems and Technologies in Idaho Falls, challenged the group with a new perspective on transportation and embedded societal challenges we must overcome. Dan Olson, senior manager in the climate and sustainability solutions division with Ecos Consulting out of Portland, presented a compelling case on the science, policy, cost/benefit, and business implications of climate change, with great interactive strategic work sessions that got everyone in the room identifying achievable goals. Beth Pratt

(Continued on page 8)

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## THE BUSINESS VOICE

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## MESSAGE FROM THE BOARD CHAIR

### Business needs to shed its financial blinders to recognize all sources of profitability Dave Stauffer, YBP Chair



I recently listened to two podcasts that present very different business world-views of social and environmental responsibility.

In the first podcast, reporters discussed the U.S. Chamber of Commerce's

opposition to certain parts of climate change legislation currently being considered by the U.S. Congress.

Then I listened to an interview of Ray Anderson, founder and chair of Interface, Inc. – the world's largest manufacturer of modular carpet – and keynote speaker at YBP's first annual conference in 2004. In the podcast, Anderson talks about his company's performance in the 15 years since its commitment to pursue 100-percent sustainable operations and an environmental "footprint" of zero.

The stark difference revealed in these podcasts concerns the methods available to companies to grow their long-term profitability and shareholder value. The Chamber's view of those methods, in my opinion, is misleadingly narrow and simplistic, while Anderson's view is beneficially expansive and multi-channeled.

What's more, Anderson, whose latest book is *Confessions of a Radical Industrialist* (St. Martin's, 2009), can cite his own company's real-world performance to validate his claims, while no such evidence is cited by the Chamber.

I can speak to the Chamber's views in part because I served a six-year stint long ago as a publications director in their Washington, DC, headquarters, and I have since paid attention to their positions on major legislative and regulatory proposals. The Chamber is an important advocate of free markets, free trade, and the dynamism of American private enterprise – and I wouldn't argue that the Chamber's positions on climate change aren't in the best interests of its members.

However, the Chamber's mindset that there's a tradeoff between the environment and the economy and between social good and the economy is outmoded. For example,


in a November 3 letter to U.S. Senate leaders, the Chamber stated that it "... stands ready to work with Congress to resolve [provisions of climate change legislation] in a bipartisan manner ... that minimizes overall economic impact."

The word "minimizes" indicates the Chamber's belief that any economic impact would be harmful. The Chamber and its like-minded allies might take a different tack if they were receptive to the experience of Interface and the advice of Ray Anderson, who says that during the first phase of Interface's sustainability initiative "we have saved 400-and-something million dollars in the process. I mean real money. ... Sustainability for Interface has become a self-funding process."

Interface has realized these benefits in the past 15 years despite two nearly catastrophic economic downturns – the current recession and the earlier combination of Y2K, the dot-com collapse, and the terror of 9/11. Anderson says, "Our products were the best they have ever been, because sustainable design had opened up a wellspring of innovation. Our people were thinking of product development ideas they never would have dreamed of without the sustainable design impetus. ... We won customer loyalty in ways that no advertising, no clever marketing campaign, at any cost, could have generated."

Companies around the world have repeatedly demonstrated that business attention to the environment and society improves their long-term profitability and thus maximizes shareholder value.

"The idea that 'the business of business is business' is a red herring, a canard," says Andy Savitz, who heads the consultancy Sustainable Business Strategies and is author of *The Triple Bottom Line* (Jossey-Bass, 2006). He asserts that a company's efforts in social and environmental areas "are erroneously called 'non-financial activities.' I contend there are no non-financial activities."

Ray Anderson would agree with that, and I hope that soon the U.S. Chamber of Commerce will as well. 

## TRANSPORTATION CO-OP MILESTONE: Sixth Transportation Roundtable held in Cody

On October 22, in Cody, Wyoming, YBP convened the sixth Transportation Roundtable in less than two years. While previous roundtables focused more on gathering public input on transportation needs, this roundtable was different. For four months, the 50+ person volunteer steering committee has been working with Jeff Osgood, YBP mobility project manager, to respond to the challenge of a YBP-sponsored study that recommended the formation of a transportation co-op to meet the unique transportation challenges of the Yellowstone-Teton region. The teams have each



Jeff Osgood, YBP mobility project manager, presents the work of the 50-person volunteer steering committee working on the transportation co-op feasibility study.

been working on a different aspect of assessing the feasibility of forming a business co-operative to link private and public transportation providers. The ultimate goal is to provide seamless, convenient and affordable transportation around the tri-state, 27 county region that surrounds Yellowstone and Grand Teton national parks. Such a system promises economic, social and environmental benefits to the region. The gathering in Cody came four months after the launch of the feasibility study phase and so provided the opportunity to report on its progress.

There was a good turnout of 45 participants including: Evelee Hill of Aura Soma Lava, a YBP member and business owner who came all the way from Lava Hot Springs, Idaho; Warren McGee, a 95-year-old railroad advocate from Livingston, Montana; private transportation providers; local government representatives; low vision support and other human service providers; a Wyoming Department of Transportation representative; a Yellowstone National Park representative; and members from each of the six steering committee teams working on the feasibility study.

Six teams of volunteers make up the project steering committee: Recreation and Tourism, Agency Coordination, Marketing and Technology, Local Demand, Transportation Providers and Multi-Modal. The teams reported on their work over the last four months, which included these interesting findings:

- The average length of visit to the Greater Yellowstone region is 17 days.
- Although visitors do not think in terms of county and state lines when planning their trip to the region, most transportation planning, tourism promotion and funding is organized along county and state lines.
- Potential riders, whether they are disabled, local commuters, or international visitors, don't care so much who is providing their transportation as that they can get where they want to go.
- An inventory of online resources regarding inter-city transportation found that there are many gaps in service as well as gaps in information. Accessing what information is available takes visits to multiple websites.
- Although there are state standards for driver training, disabled consumers of transportation services felt that there could be better training in how to be more sensitive to their specific needs.
- A survey of transportation providers identified the top two benefits of a transportation co-op as: 1) Access to technology that would facilitate their service, 2) Improved marketing. 🌱

## Transportation Co-op Feasibility Study Progress

The feasibility study is scheduled for completion by January 5, 2010. The study will recommend whether to move forward with co-formation as well as outline the scope of the pilot phase. Various elements of the regional transportation system are expected to be piloted in different parts of the region before expanding to the region as a whole. For example, testing how senior citizen van services can be linked to intercity bus routes may be demonstrated first in Southeastern Idaho before applying the technology and protocols region-wide. 🌱

## Help Name the Co-op

The YBP marketing team has recommended the following criteria for the transportation co-op name:

- Short, succinct and snappy
- Multiple layers of meaning with regards to co-op vision (for example: moving people, seamlessly connecting different transportation providers)
- Easy to remember, say and text
- Appeals to both transportation providers and users
- Does not show bias to any one state or entity in the tri-state, 27 county region
- Brand name versus system description. Some examples of the kind of name that would work: tri-linx, connex, tri-trans, etc.

Please email [kbillimoria@yellowstonebusiness.org](mailto:kbillimoria@yellowstonebusiness.org) with any name suggestions by December 1. Submitted names will be researched for trademark issues as well as marketing considerations such as ease of search engine optimization. Thanks for your help! 🌱

## GRAND TETON LODGE COMPANY

Implementing Vision to Make a Positive Impact on the Region and the World

by Gina McIlwraith, Director of Environmental Affairs, Grand Teton Lodge Company



No excuses for not recycling with these prominent and plentiful recycling bins! Further respecting the environment, all outside bins are bear-proof.

With a mission to preserve, protect and inspire, it has been Grand Teton Lodge Company's (GTLC) privilege to be the concessioner in Grand Teton National Park for the past 56 years providing lodging, food and beverage, activities and retail services to the Park's estimated 2.6 million annual visitors. It's also been an honor to be part of the Jackson Hole community and a charter member of the Yellowstone Business Partnership. We are proud of our contributions to Grand Teton National Park, including our award-winning sustainability program, Envision™. Through Envision, we have made significant accomplishments in reducing our impacts on the environment while providing exceptional guest service. Everyday we educate and inspire our guests, employees and partners to join us in protecting our natural resources and contribute to global sustainability by adopting similar principles in their homes and communities.

As a company we have realized the depth of influence our focus on sustainability has had within our culture. We selected the name "Envision" to reference this program. By definition, the word means "to picture in one's mind." Thus, the name represented the vision we had when designing our quality, health & safety, and quality management systems, and communicates the long-term influence our sustainable efforts could have for our community, our employees and ultimately in setting an example for others. In all, we believe that through knowledge we can extend the reach of sustainable actions and envision achieving reduced impacts in locations far beyond our corner in Grand Teton National Park by those who come in contact with our efforts. For further details on our sustainability efforts, please check out the second edition of our sustainability report at [www.gtgc.com/envision](http://www.gtgc.com/envision).



GTLC's use of GEM electric vehicles helps reduce their carbon footprint.



Bamboo flooring at the Jackson Lake Lodge gift shop is just one of many ways in which the Grand Teton Lodge Company has made more sustainable choices when upgrading or refurbishing their facilities.

As a subsidiary of Vail Resorts, Inc., based in Broomfield, Colorado, GTLC also participates in Vail Resorts' comprehensive efforts, entitled Vail Resorts ECHO, aimed at not only protecting the environment but also supporting social responsibility and community engagement. The ECHO program encompasses three core efforts: charitable giving, volunteerism and environmental stewardship. GTLC actively assists with the development of best practices and setting benchmarks in all three areas that are integrated company wide across all Vail Resorts segments.

Since YBP's beginning, GTLC has implemented the core values of giving and volunteerism to promote YBP programs. For example, John Rutter, GTLC's senior vice president and chief operating officer, volunteered as treasurer of the YBP board of directors and Julie Klein, GTLC's past director of environmental affairs, was a founding member of the *UnCommon Sense* program's leadership team. More recently, GTLC applied for and received a monetary contribution from the Vail Resorts ECHO foundation to support the YBP *UnCommon Sense* program in 2009. Gina MacIlwraith, GTLC's current director of environmental affairs, volunteers on the *UnCommon Sense* leadership team facilitating the waste management and water conservation modules along with serving on the recreation and tourism subcommittee of the regional transportation co-op feasibility study steering committee.

We firmly believe that making small changes locally – by not only making our operations sustainable but also participating in YBP programs – will contribute globally to comprehensive results. We invite you to join us in making our planet a sustainable place to live, work and play for future generations to come.



Gina McIlwraith at a YBP function.



left: Mountainside Village, a multi-use development in Victor, Idaho, is a YBP member and pilot project for the GY-Framework. This project is distinguished by its human scale, focus on multi-modal transportation and many green building features.

## Last Call for GY-Framework Pilot Projects

Through November 30, YBP is still accepting applications for local government pilots and private development pilot projects for the Greater Yellowstone Framework for Sustainable Development.

This is a great opportunity to help us shape this regionally relevant rating system with long-term sustainability goals. The pilot phase of the GY-Framework offers greater flexibility and mentoring from regional professionals. Pilots also have the ability to contribute to the list of proven strategies and technologies to achieve each credit and demonstrate new innovations through their experiences.

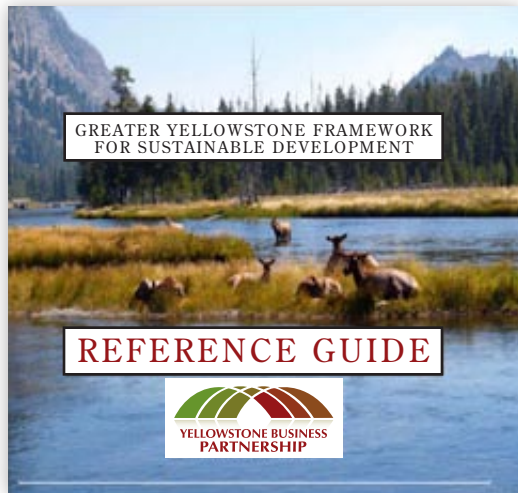
The GY-Framework holds great promise for inspiring more sustainable development in the Greater Yellowstone ecosystem. It can apply to a variety of project types or jurisdictions; to date it is being tested by nonprofits, city and state parks, schools, mixed-use developments, residential developments, cities, a wildlife rehabilitation center, and retail facilities. [Demonstrate your project or community's leadership potential and register today!](#)

## Important Dates

**FEBRUARY 1-3, 2010**  
YBP Board of Directors Meeting with community reception  
Cody, Wyoming

**MAY 24-26, 2010**  
YBP Annual Conference  
Jackson Lake Lodge  
Moran, Wyoming

Left: The GY-Framework Technical Reference Guide is [available for purchase](#) on disc or in hardcopy.



## GY-Framework Education Courses Well Attended Across the Region

YBP Sustainability Programs Manager Heather Burdette has been on a whirlwind road trip around the region, teaching an educational course on Leadership in Energy and Environmental Design (LEED) and the Greater Yellowstone Framework for Sustainable Development. *The Greater Yellowstone Framework: Using LEED to Save an Ecosystem* provides a comprehensive update on the US Green Building Council's LEED green building rating system, and the changes with the newest version, LEED v3. The course also offers an in-depth look at the history, content and current status of the Greater Yellowstone Framework for Sustainable Development and how this regional, LEED-based ecosystem rating system fills the gaps that LEED

doesn't address in our rural region.

To date the course has been taught in Livingston, Bozeman, Red Lodge, Billings, Powell, Jackson, Lander, Idaho Falls and Pocatello. Around 120 people attended the courses, including architects, planners, landscape architects, interior decorators, engineers, nonprofit executive directors, real-estate agents, government officials, elected officials, builders, contractors, educators, alternative-energy specialists, building officials and facility directors.

The diverse participants have sparked stimulating conversation and asked timely and pertinent questions, giving YBP valuable opportunities for on-the-ground feedback to this regional rating system.

## YBP Board of Directors Update

After several years of dedicated service, Steve Aumeier stepped down as YBP board treasurer, due to increased demands from his work at the Idaho National Laboratory. Laurel Sayer, of Hallway, Inc., in Idaho Falls has also resigned from the board. Arthur Kull, of Kull Food Technologies in Idaho Falls, has stepped into the role of treasurer, and Ingrid Eickstedt, of Powell Valley Community Education in Powell, WY has agreed to chair the board's nominating committee, the position previously held by Arthur Kull.

Thanks to all the volunteers who have given their service on the YBP Board of Directors.

YBP is currently accepting applications for new directors. [View a full description of director responsibilities](#) or contact YBP Nominations Chair Ingrid Eickstedt at [pvce@northwestcollege.edu](mailto:pvce@northwestcollege.edu), 307-754-6469.

## Sustainability Scholarship Fund

YBP is excited to announce the establishment of a scholarship fund that will enable more member businesses to participate in YBP initiatives, the annual conference and ongoing leadership programs such as *UnCommon Sense*.

Please consider an end of year gift to this fund to enable more businesses in the Greater Yellowstone region to pursue sustainable operations and be empowered to contribute more to their communities and the region as a whole. [Give online – simply put “Scholarship Fund” in the comments box.](#)

## An Emerging YBP Brand

Jan Brown, YBP Executive Director



Many business owners know how important, yet difficult, it is to find just the right name – much less the right brand identity – for any new enterprise. Elsewhere in this newsletter, you will read about our ongoing efforts to find just the right name for our new regional transportation cooperative. Those who incorporated YBP over seven years ago struggled for months with selecting just the right name – which technically is the *Yellowstone Business Council dba Yellowstone Business Partnership* – in hopes that the perfect brand identity would evolve. As a reminder, here is the definition of a “brand identity,” according to Wikipedia:

*Brand identity is what the owner wants to communicate to its potential consumers, comprised typically of the attributes one associates with a brand. Over time, a product's brand identity may evolve and gain new attributes from a consumer perspective, but not necessarily from the owner's own marketing communications... Brand identity needs to focus on authentic qualities - real characteristics of the value and brand promise being provided and sustained by organizational and/or production characteristics.*

At last May's board meeting, I listened carefully to what each YBP board member said to newly elected directors about YBP's regional mission, its role and accomplishments. Below are some of the notes I took away from that meeting, on important elements of YBP's evolving brand, which I believe the original founders would still support.



Jan is joined by several participants in the Cody Transportation Roundtable on shared transportation from Idaho Falls, provided by Salt Lake Express.

*see story on page 3*

Yellowstone Business Partnership...

- is an honest broker.
- is data-driven.
- challenges our business colleagues to do and be better.
- engages in healthy debates.
- programs are tangible and economically relevant – particularly transportation.
- has a reputation for strong leadership and collaboration.
- finds middle ground and runs with it.
- listens, envisions, imagines...and then gets it done on the ground.
- is known for sticking its neck out.

I am sharing these director perceptions of YBP as an introduction to our strategic plan revision process, which will begin in earnest in 2010. We will be interviewing YBP members as well as other business and community leaders as we seek to improve our programs and set our sights on the next five years. As we evaluate our effectiveness and accomplishments, I invite you to share your own perceptions of YBP and whether our “brand” is truly one of effective and inspiring business leadership.

## YBP Welcomes Your Input

YBP is continually working to build and improve our website at [www.yellowstonebusiness.org](http://www.yellowstonebusiness.org). YBP Administrative Director A.D. Bunn took over the webmaster duties in June and welcomes any suggestions, recommendations and critiques on the site layout or content. We would like our members to be involved in enhancing our website content. Please submit any calendar entries, news articles or photos relevant to YBP programs or members to [abunn@yellowstonebusiness.org](mailto:abunn@yellowstonebusiness.org).



# YBP DONORS: July - October 2009 \*red entries denote new members

**\$2,500**

- Eastern Idaho Regional Medical Center – Idaho Falls, ID  
*(UnCommon Sense)*
- Montana Department of Environmental Quality – Helena, MT  
*(UnCommon Sense)*
- New Belgium Brewing Co., Inc. – Fort Collins, CO  
*(UnCommon Sense)*

**\$2,000**

- Grand Teton Lodge Company – Moran, WY *(UnCommon Sense)*

**\$500+**

- Idaho Community Foundation – Boise, ID *(UnCommon Sense)*
- J Bar L Ranch/ Peggy Dulany – Lima, MT
- Lone Mountain Ranch – Big Sky, MT
- Moonlight Basin – Ennis, MT

**\$250+**

- Black Diamond Equipment, Ltd. – Salt Lake City, UT
- Jackson Whole Grocer – Jackson, WY
- Montana Yellowstone Expeditions Foundation – Bozeman, MT  
*(UnCommon Sense)*
- Rimrock Stages, Inc – Billings, MT
- SIMMS – Bozeman, MT

**\$150+**

- Doug McClelland’s FlyFishingAnd, LLC – Red Lodge, MT
- Grand Teton Lodge Company – Moran, WY
- Ingrid Eickstedt – Powell, WY
- McClure Custom Builders Inc. – Cody, WY
- NAI Commerce One – Idaho Falls, ID
- On the Move Real Estate – Idaho Falls, ID

**\$100+**

- Livingston Downtown Building Owners Association – Livingston, MT
- Susan Hovde – Architect – Red Lodge, MT
- Yellowstone Teton Territory – Rexburg, ID

**\$75+**

- Divide Development Company – Livingston, MT
- Porth Architects, Ltd. – Red Lodge, MT
- Rock Creek Laundromat – Red Lodge, MT
- Teton Valley Chamber of Commerce – Driggs, ID

**\$50+**

- Northwest College Workforce Development Dept – Powell, WY

**In-Kind Contributions**

Special Thanks to Gary and Lynne Van Dyke for hosting the YBP Advisory Board dinner on October 6 at their home in Pray, Montana.

## 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](http://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



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## *UNCOMMON SENSE HIGHLIGHTS* (continued from page 1)

with Xanterra Parks and Resorts brought the issue close to home, with a look at climate change in our own backyard: Yellowstone National Park. With graduation looming on the horizon, many are already planning how they can remain engaged with *UnCommon Sense* and continue their sustainability commitment within their own organizations.

The fourth class has finally chosen a name: introducing...The Not So Big Class! Small but mighty, our five businesses in The Not So Big Class are moving full speed ahead. Their second workshop consisted of the responsible purchasing and social & community investment modules. Deb Friedel, director of sustainability for Delaware North Companies, provided some tangible examples for the class to start formulating their own policies. Lander Purvis, our new instructor for the Social and Community Investment module and clinic manager for Community Health Partners in Livingston, MT, helped the group learn how to develop social work plans and gave them a chance to discuss strategies for raising employee morale during this economic downturn.

Both modules were challenging and informative, as the class took topics and discussed how they applied to each individual business. In addition, Dan Verbeten with NOLS led the group in an enjoyable leadership exercise outside.

Everyone enjoyed some free time in the park and at the Laurance S. Rockefeller Preserve, and the workshop culminated with field trips to the Teton Science School and Jackson Whole Grocer's Harvest Festival in Jackson.

The next *UnCommon Sense* class will start in April 2010 and only 20 businesses will be accepted into each class. So [get your application in early](#) and don't miss the opportunity to explore how being strategic about sustainability can enhance your business, including your bottom line. For more information, contact Heather Burdette, YBP sustainability programs manager: [hburdette@yellowstonebusiness.org](mailto:hburdette@yellowstonebusiness.org), 406-600-6617 or visit [yellowstonebusiness.org](http://yellowstonebusiness.org). 



The fires in Grand Teton National Park this summer made a dramatic, if sometimes disconcerting, backdrop to the *UnCommon Sense* workshop at Jackson Lake Lodge.



*UnCommon Sense* participants took a field trip to the Teton Science School in Jackson to learn about their sustainability efforts.