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INTRODUCING THE YBP BLOG: Sustaining Greater Yellowstone

www.yellowstonebusiness.org/blog

Guest contributors and suggested topics for discussion welcome!

Contact Kim Billimoria:

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FALL CALENDAR

OCTOBER

- 5-7 YBP Board meets at Harriman State Park, ID
- 6 Island Park Community Reception 5:30 pm
- 7-9 *UnCommon Sense* Workshop Harriman State Park

NOVEMBER

- 30 Linx Public Roundtable Teton Valley, ID

DECEMBER

- 1-10 YBP Holiday Happenings in every state – stay tuned!

COUNTDOWN BEGINS TO LINX LAUNCH

Co-op integrates transportation services in the three states

The Yellowstone Business Partnership (YBP) has spent the last 15 months evaluating the feasibility of a regional transportation cooperative, developing online trip-planning tools and bus tracking technologies, and building a viable co-op organization. As we approach the launch of the www.linx.coop website and system testing this fall, YBP is excited to finally offer residents and visitors a convenient, seamless and affordable travel experience across Greater Yellowstone. Here is our latest progress report:

Linx Funding:

A \$535,000 grant awarded to YBP in July 2009 has allowed our organization to facilitate the creation of Linx over the past 15 months. This is an American Recovery and Reinvestment Act (ARRA) grant administered through the Idaho Transportation Department and endorsed by constituencies in Eastern Idaho Districts V and VI. The grant ends in December 2010, so the co-op board is seeking another \$100,000 in member investments to hire a general manager and expand its services in 2011. In the future, Linx will be supported through a combination of fares, special pass revenue, booking fees, advertising income, net income from equipment sales and public/private grants.

Linx Staff:

Mobility Project Manager Jeff Osgood left the employ of YBP at the end of July to work for the Community Transportation Association of Idaho as a regional mobility manager for Idaho Falls District VI. Executive Director Jan Brown has assumed the project manager role until a general manager for the Linx cooperative can be hired early in 2011. She is being assisted by YBP Communications Specialist Kim Billimoria and Technology Specialist Chris Larson, both working out of our Driggs, Idaho, field office.

Linx Technology:

A major portion of the ARRA grant was invested in state-of-the-art technologies to benefit both Linx riders and providers. The www.linx.coop website



www.linx.coop home page

features an easy-to-use trip planner that allows travelers to plan and save their itineraries online and learn of special deals and attractions. Future enhancements will include reservations and ticketing capabilities, as well as use of special passes. On-bus communication technologies allow for real-time tracking of buses and Wi-Fi access for passengers. After demonstrating the LinxComm units over Teton Pass this year, the START bus system has decided to fully equip their 27-vehicle fleet with this on-board computer to improve their overall operations and customer service. In addition, the units were also demonstrated on the Grand Teton Lodge Company's shuttles in Grand Teton National Park.

Linx Rough Riders:

YBP is looking for few courageous YBP members to help us test the Linx system this fall. We are looking for several "Rough Riders" in the Teddy Roosevelt tradition to lead the region into a new transportation era. Volunteers willing to test out our trip planning website and take an assigned bus trip should apply online. Watch for news of the Linx "Holiday Launch" following this initial demonstration period.

Linx Investment Campaign:

The four-month campaign to secure \$100,000 in Linx stock sales has started with the recent hire of four Linx field representatives to cover our tri-state

(Continued on page 6)



YELLOWSTONE BUSINESS PARTNERSHIP

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MESSAGE FROM THE BOARD CHAIR

Strategic Planning in Tumultuous Times

Dave Stauffer, YBP Chair

If our country had a five-year strategic plan, do you suppose that one written in 2000 would have anticipated an event even remotely like the attacks of September 11, 2001? Or that a U.S. strategic plan of 2005 would have considered anything like the global financial collapse of 2008?

The answer to both of these questions, of course, is "no." Which raises an interesting follow-up that's relevant to YBP and to any other organization: Given the tumult of our times, coupled with the breakneck speed of change, is there any reason to go to the trouble of preparing a strategic plan that looks beyond the coming year?

That answer, too, is "no," according to the *Wall Street Journal*. In a January article headlined "[Strategic Plans Lose Favor](#)," the paper reported that an increasing number of companies are finding that "strategic planning doesn't always work." Example: "J.C. Penney Co. put its long-term strategy on hold." Executives with major consulting firms state that more business leaders are beginning to "rely less on static five-year strategic plans" and are deciding that "increased flexibility and accelerated decision making are much more important than simply predicting the future."

Well, I guess I might also question the value of strategic planning if I expected that it should "always work," or that it was "static," or that I relied on it for "predicting the future."

I'm more in league with consultant Gregg Stocker, who wrote in a [blog post](#) responding to the WSJ article, "Strategic planning is a process by which an organization defines its strategy to successfully achieve its fundamental purpose...The depth, frequency and type of review will be different for everyone, but it must still be done if the organization is to become and remain successful."

I believe that the performance of YBP's first strategic plan demonstrates that Mr. Stocker is right. Consider, for example, the program area of [geotourism](#). Over the past couple of years it has emerged as an increasingly prominent YBP effort, yet it is not mentioned anywhere in our first strategic plan. ("Geotourism" was hardly mentioned anywhere when we adopted our first plan. A scan through every article in the contents of 2,500 major English-language publications available through the online research

service Factiva shows that from 2000 through 2004 geotourism was mentioned in 40 articles; from 2005 through 2009 it was mentioned in 448 articles.)

Despite our strategic plan's making no mention of geotourism, YBP leadership carefully considered our first opportunity to take on a geotourism project (participating in the National Geographic's new *Geotourism MapGuide to the Greater Yellowstone Region*). Part of our examination included looking at our strategic plan. We found that it supports YBP's engaging in geotourism on behalf of our members and other stakeholders, in statements such as these:

"Our members are personally and economically motivated to lead this region into the realm of sustainability and long-term resource protection."

"We must interpret changing economies as new opportunities for growth and community vitality."

"The Partnership seeks to grow a sustainable economy that is fully compatible with conservation of the region's natural assets. We reject the notion that our communities must choose between economic well being and environmental health."

This is but one of numerous experiences with our first strategic plan that I believe prove its value, and argue convincingly for the new strategic plan discussed in this issue of *The Business Voice*. Additional benefits (adapted from consultant Carter McNamara's [Strategic Planning in nonprofit or for-profit organizations](#)) of this or any strategic plan include:

- establishing realistic goals and objectives consistent with our mission,
- ensuring the most effective use of our resources,
- providing a base from which we can measure progress, and
- setting priorities, so everyone - especially board and staff - is on the same page.

The process of strategic planning is important as well - for example, in gathering opinions from every corner of YBP and building organization-wide consensus.

So I'm all for YBP's strategic plan and the process of developing it, and hope that you'll participate as well. 🌲



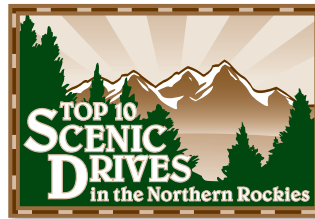
The Beartooth All-American Road, one of the Top Ten Scenic Drives, loops across the Wyoming-Montana border. See more photos and learn more about the drives at www.drivethetop10.com.

Top 10 Scenic Drives In The Northern Rockies

Anna Holden, Top 10 Program Coordinator

CRUISING THE YELLOWSTONE-GRAND TETON LOOP

Ten national and international female moto-journalists – plus Diane Norton from Idaho Tourism – grabbed the handlebars of new 2011 Harley-Davidson® motorcycles and headed out to cruise one of the “Top 10 Scenic Drives” in the Northern Rockies in mid-September. Organized by the Idaho Division of Tourism and Harley-Davidson, this is the second installment of a successful women’s media ride that spans 400-miles through great curves, switchbacks, and breathless beauty of the Yellowstone Grand Teton Loop. In organizing this event, Idaho Division of Tourism partnered with Harley-Davidson Motor Company; National Park Service; local Chamber of Commerces and hotels/restaurants along the route to assist in facilitating and accommodating the media ride. Those who are interested in following the group of moto-journalists can get updates at twitter.com/cruisingtheloop and view the route at this website: www.visitidaho.org/cruisingtheloop/



WYOMING TOURISM IN NEW YORK CITY

Top 10 Scenic Drives is partnering with Wyoming Tourism and the Jackson Hole Chamber at a high-profile media event in New York City in late September. Representatives from various mediums are confirmed to attend and learn about the Top 10 Scenic Drives in Wyoming – and beyond – as well as what’s new and noteworthy in Jackson Hole. The primary reason for Top 10 to participate in the PR Consortium is to showcase the Top 10 Scenic Drives in the Northern Rockies program, market the Drives and Trails in Wyoming, and help ensure a successful winter season in Wyoming and throughout Top 10 country. Erin Pagan from Patterson Bach will be representing the Top 10 Scenic Drives program.

SECOND REPRINT OF TOP 10 ADVENTURE MAP

The popular Adventure Map will be enjoying a second reprint of 80,000 maps thanks to support from Idaho Tourism, Idaho Department of Transportation and USDA Rural Development. Distribution will occur in early fall to the key Drive/Trail coordinators for re-distribution to high touch point locations for tourists throughout the upcoming tourist seasons.

WEBSITE ENHANCEMENTS

A new online tool will soon available to web users at www.drivethetop10.com, allowing maps for each drive to be downloaded into Garmin devices. Points of interest located within 15 miles of each drive will be included. Another new online tool available to web users will be the ability to book and reserve lodging rooms directly from the Top 10 website. Alliance Reservation Systems is providing the software and lodging inventory. TIG Global is building the widget that seamlessly interfaces the Top 10 guest with available lodging properties. An option to select U.S. or Canadian currency is one of the many features of the program. 🌱



The Lake Store remodel preserved the historic character of the building while incorporating environmentally-friendly upgrades.

Delaware North Companies Complete Tower and Lake General Store Renovations

The Lake and Tower general stores, operated by Delaware North Company Parks and Resorts (Delaware North) in Yellowstone National Park, are the first two projects being reviewed for YBP certification under the Greater Yellowstone Framework for Sustainable Development (GY-Framework). Delaware North elected to participate as a GY-Framework pilot as they felt it important to lead by example to communicate their own commitment to sustainable development.

Delaware North acquired the contract to operate Yellowstone Park’s retail concessions in 2003. The store remodel projects at Lake and Tower are of significance to the public as they are unique national park structures. The overarching goal was to maintain the integrity of the buildings while updating and restoring their distinctive features. The projects incorporated environmentally-friendly materials, water and energy conservation strategies, reuse of materials, and responsible construction site management and waste disposal.

Located adjacent to the Lake Hotel on Yellowstone Lake, Lake General Store is considered eligible for listing on the National Register of Historic Places as a contributing property within the Lake Historic District. Over time, insufficient maintenance of the Lake General Store had contributed to deterioration of various components and systems, so the building required substantial repair. The foundation was replaced, and the walls and roofs reinforced with additional framing

(Continued on next page)

YBP Strategic Plan Elements For 2011-2015

Jan Brown, YBP Executive Director



The Yellowstone Business Partnership (YBP) was incorporated in 2002 by Montana-based business and conservation leaders who believed that a regional business voice was needed to help resolve the social, economic and environmental challenges facing communities in the Greater Yellowstone area. YBP was patterned after the Sierra Business Council, which works with business owners in 12 counties in the Sierra Nevada region. The 750,000 people who now reside in the Yellowstone-Teton region are more dispersed than their Sierra Nevada counterparts, spread across 27 counties in Idaho, Montana and Wyoming and blessed with an abundance of public land and two extraordinary national parks.

Our proposed strategic plan builds upon our organization's successes from 2005-2010 and outlines how YBP will help set a sustainable course for the region's future. By building cross-boundary alliances and using collaborative approaches to problem solving, YBP will continue to enhance the well-being of Greater Yellowstone communities and safeguard the region's natural and cultural assets. I believe that YBP members are personally committed and economically motivated to lead this region into the realm of sustainability and long-term resource protection. It has been and continues to be an honor to serve you.

Our challenges will grow as the region emerges from recession and growth trends return. We must transcend polarizing politics and fear-based resistance to change to help businesses and communities recognize their common purpose in regional stewardship. We must help shape and promote emerging green economies as opportunities for growth and community vitality. We will continue to welcome to YBP those with varied ideas and perspectives for improving the well being of the entire Yellowstone-Teton region.

How You Can Help

We are sending this newsletter electronically because we truly want your feedback on the revised mission and strategic objectives presented in this plan. **By clicking on each goal statement, you will be presented with an online, anonymous comment box.** Any comments you submit will be reviewed by the YBP Strategic Planning Committee.

Your comments will be most useful if we receive them prior to October 1st. Thank you for your help!

YBP Mission

CURRENT: *The Yellowstone Business Partnership unites businesses dedicated to preserving a healthy environment and shaping a prosperous and sustainable future for communities in the Yellowstone-Teton region. The Partnership promotes scientific understanding, informed dialogue, and collaborative approaches to resolving our region's most complex socioeconomic and natural resource challenges.*

PROPOSED: *The mission of the Yellowstone Business Partnership is to enhance the social, economic and environmental well-being of the Greater Yellowstone region by inspiring and leading its business and community partners*

OBJECTIVE I

Sustainable Business: Be the resource of choice for businesses and organizations seeking to achieve social, economic and environmental sustainability

Goal I.A *Offer education and training on sustainable business operations to businesses, organizations and government agencies across the Northern Rockies*

This goal seeks to improve our two-year *UnCommon Sense* business leadership program while adding services such as targeted workshops and presentations on sustainable business operations. YBP also will evaluate revenue potential from out-of-region consulting and franchising opportunities for its *UnCommon Sense* program.

Goal I.B *Become an agent ("full-service provider") for national and international business certification programs and offer meaningful benefits and recognition to certified businesses in our region*

YBP will assess certification programs available to businesses and industries in our region and, if appropriate, become a broker for sustainability certifications in the Northern Rockies.

Goal I.C *Develop a platform of ongoing support and networking so YBP business and associate members remain engaged with the organization/each other and committed to sustainability*

Under this goal, YBP will create and sustain an alumni network of sustainability program graduates and offer them guidance and opportunities for lifelong learning in sustainability.

OBJECTIVE II

Livable Communities: Create more sustainable communities through integration of responsible land use, enhanced mobility, and vibrant local economies



The Tower Store redesign includes a water filling station and encouragement for guests to utilize re-usable water bottles.

RENOVATIONS

(continued from previous page)

and diaphragms to handle the seismic and snow loads. The primary goal was achieved with very little impact upon the character-defining features of the building, thus preserving its historic integrity.

The first building at the Tower General Store location was erected in 1912 as a stage station. In 1917, photographer Jack Haynes transformed the building into a picture shop, and in 1920 he applied for a concession permit to operate it as a general store for fishing and auto supplies. The original picture shop was remodeled and greatly enlarged in 1927-28, and again in 1959. The most recent renovation included the replacement of flooring, casework, slat wall, doors, painting, equipment, fire suppression plumbing, HVAC, lighting and asphalt patching and filling/earthwork.

Both projects were completed over the winter and have operated throughout this 2010 summer season. Stay tuned for news on this and future GY-Framework certifications! 🌱



YBP exists and is planning strategically for the next five years because the Greater Yellowstone region is a treasure worth preserving.

Photograph by George Grady Grossman

Goal II.A *Improve and advance the Greater Yellowstone Framework for Sustainable Development as the most respected standard and preferred third-party certification for private developers, local governments and public land management agencies in the region.*

Over the next five years, YBP will complete its current pilot program and publish GY-Framework 2.0. YBP will continually improve the quality of the program for those entities that seek certification and for those individuals who wish to become GY-Framework accredited professionals.

Goal II.B *Enhance the mobility of residents and guests of the Greater Yellowstone region by ensuring the success of Linx, expanding multi-modal connections, and supporting fuel-efficient transportation*

YBP will support Linx through its transition to a self-supporting cooperative, filling route and schedule gaps and building a reliable revenue stream. We will advocate for “complete streets” in master planning, fuel-efficient vehicles, and feasibility studies to improve air and rail service to the region.

Goal II.C *Create more vibrant local economies in Greater Yellowstone by transcending the region’s limitations in data analysis, workforce availability, housing affordability and seasonal fluctuations*

YBP will implement recommendations from its Turning On the Off-Season studies to establish and monitor quality of life indicators for the region and address its multiple workforce-related challenges.

Goal II.D *Gain a better understanding of cross-boundary regional issues related to the public’s health and welfare such as air and water quality, health care availability, and waste management*

YBP strategies will focus on researching these issues and studying the feasibility of meeting the region’s infrastructure needs on a more efficient scale (e.g. centralized sorting/shipping facilities for recycling).

OBJECTIVE III

Facilitate cross-boundary partnerships that protect natural resources and respect the ecosystem’s capacity for sustainable tourism and recreational use

Goal III.A *Lead and/or administer multi-jurisdictional initiatives that introduce, market and reinforce Geotourism principles among all tourism providers, destination managers, and related service industries*

YBP will build its capacity to advance the work of the Greater Yellowstone Geotourism Stewardship Council while continuing to administer Top 10 Scenic Drives in the Northern Rockies

Marketing Initiative. Over the next five years, the board will assess the interpretive/educational role of YBP in this region.

Goal III.B *Strengthen relationships with federal, state and local resource management agencies and cooperate in revenue-enhancement programs to fund resource protection and facility improvements*

YBP will build more cooperative and constructive relationships with agencies in all three states in its pursuit of programs that remove obstacles to cross-boundary recreation (e.g. multi-state fishing license) and that provide new funding avenues for conserving natural resources on public lands.

OBJECTIVE IV

Execute strategic outreach to further engage business and community leaders in YBP’s mission

Goal IV.A *Define the YBP brand identity and develop a marketing strategy for YBP and key programs*

YBP will develop a better understanding of its target market and why its members join and stay active.

Goal IV.B *Implement the marketing strategy and execute strategic and effective communications*

By building the capacity to be a clear and consistent voice for sustainable business, YBP will go far in advancing its mission and becoming a more visible presence on all sides of our national parks.

Goal IV.C *Convene an annual spring conference that is inspirational, educational and deeply engaging to YBP members and introduce a fall educational series in cooperation with the regional institutions*

Each year’s annual conference theme will be designed to engage and inspire attendees and re-orient them to the YBP mission. YBP also will confer with the region’s universities and colleges as to co-sponsoring a dynamic series of educational workshops/symposia, in-line with YBP’s core program areas.

OBJECTIVE V

Build organizational capacity to pursue and secure diverse and balanced funding sources

Goal V.A *Institute a development program that can obtain 40% of needed revenues from restricted grants and contracts; 30% from members/donors; 15% from events/programs; and 15% from consulting*

YBP will improve its ability to secure unrestricted funding from member dues, major donors,

Linx Launch (cont. from pg 1)

region. They are ready to introduce Linx to your company or organization and explain how investing in Linx is about investing in a sustainable future for your business, your community and the entire Greater Yellowstone region.



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YBP Strategic Goals (cont. from previous page)

program fees, events, sales, consulting and endowments. Hiring of an Assistant Director for Operations and Development will be among the recommended strategies. Restricted funding from government contracts and foundation grants will still be pursued, but a more balanced portfolio will be sought.

Goal V.B *Maximize the unrestricted giving and fundraising potential of the YBP board of directors, advisory board and long-time supporters*

In addition to strengthening its staff development capacity, YBP will increase the ability of its volunteer leadership to raise needed unrestricted funds.

OBJECTIVE VI

Invest in our people and provide a rewarding experience that will attract and retain dedicated, diverse and passionate staff and volunteers.

Goal VI.A *Carry forward YBP's history of strong, visionary governance by ensuring director diversity and geographic representation, and by periodically assessing board performance.*

The YBP Nominating Committee will be given the necessary support and resources it needs to recruit highly capable directors while board leadership will be equipped with updated policies, evaluation tools and means for recognizing outstanding service.

Goal VI.B *Recruit, train and retain the most creative and competent cadre of non-profit staff and volunteers in the Greater Yellowstone region*

YBP will continue to offer compensation packages that exceed the regional norm and will maintain an atmosphere of empowerment and creativity for all staff and volunteers.

Goal VI.C *Upgrade all YBP management systems to prepare for organizational growth and to operate within professional standards of excellence*

This will include improving our member/donor/volunteer database and tracking system, fine-tuning our financial accounting systems and ensuring accountability in personnel management.



YBP staff, including the four new members of the Linx sales team, gathered at Grand Targhee resort in September for a staff retreat.

YBP New Members

\$500

Bozeman Deaconess Hospital – Bozeman, MT
City of Driggs – Driggs, ID
Kampgrounds of America – Billings, MT

\$250

Montana Import Group – Bozeman, MT
Red Lodge Mountain Resort – Red Lodge, MT
Regional Development Alliance, Inc
– Idaho Falls, ID
The Cody – Cody, WY

\$150

Conrad & Teresa Stroebe – Billings, MT
DA Davidson – Bozeman, MT
High Plains Architects - Billings, MT
Hi-Q Technology, Inc – Powell, WY
Isabel Waddell Allstate Agency – Driggs, ID
Riverbend Builders, Inc – Bozeman, MT
The Garage – Bozeman, MT

\$100

Lindsay Travis – Jackson, WY

Project Supporters

GY-Framework

Murdock Charitable Trust – \$25,000

UnCommon Sense

Montana DEQ – \$2,500
Vail Resorts/ECHO grant – \$1,500

Linx

Partners for Prosperity in Eastern Idaho
– \$5,000

Top 10 Scenic Drives in the Northern Rockies

USDA Rural Development – \$32,600
US Forest Service, Region 1 – \$13,000
Idaho Scenic Byways Program – \$10,000

Annual Conference Sponsors, Exhibitors and Bus Services

Grand Teton Lodge Company – \$10,000+
Idaho National Laboratory – \$2,500
Xanterra Parks & Resorts – \$1,500
The Conservation Fund – \$1,500
Catch & Release Graphics
Salt Lake Express
Karst Stage
Rimrock Stages

*You're Invited to a
Community Reception
in Island Park, Idaho*

WEDNESDAY, OCTOBER 6
5:30-7:00PM

THE TROUTHUNTER LODGE
AT LAST CHANCE

Join the Board of Directors in celebrating the
fall season & YBP's year of accomplishments.

Appetizers & No-Host Bar