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**Sustaining Greater Yellowstone**  
[www.yellowstonebusiness.org/blog](http://www.yellowstonebusiness.org/blog)

Guest contributors and suggested topics for discussion welcome!

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[kbillimoria@yellowstonebusiness.org](mailto:kbillimoria@yellowstonebusiness.org)

## SUMMER CALENDAR

### JUNE

- 2 YBP-sponsored Clean Air-Cool Planet lunch event, "The Business Case for a Carbon Policy," with the Ambassador of Norway. For more info and to RSVP: [www.yellowstonebusiness.org](http://www.yellowstonebusiness.org). Bozeman, Montana. 11:30-1:30

mid-June: Target for launch of Yellowstone National Park "Gateway Connections" pilot by Linx

### OCTOBER

- 6-8 *UnCommon Sense* Workshop  
Jackson/Teton Valley area

## General Stores in Yellowstone National Park Certify under GY-Framework

The Lake and Tower Fall general stores in Yellowstone National Park are the first pilot projects to successfully certify under the Greater Yellowstone Framework for Sustainable Development (GY-Framework) rating system. Both stores are operated by Delaware North Companies Parks & Resorts (see member profile pg 2).

"We are delighted that Delaware North Companies Parks & Resorts at Yellowstone is leading the way in terms of third-party certification for sustainable development in the world's first national park," said Deb Friedel, DNC director of sustainability.

The GY-Framework is a voluntary ecosystem-based rating system for sustainable development modeled after the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) program. It includes and goes beyond the application of LEED green building standards to address the nationally significant natural and cultural values of the Greater Yellowstone ecosystem.

"The framework helped us to expand the scope of these renovation projects outside of the building envelope by incorporating other criteria such as community vitality and transportation. Cultural and historic values were also a component of these projects, and the framework, which was of particular interest since the Lake General Store is a historic structure," said Friedel.

YBP developed the framework with the help of over 140 volunteers and experts to ensure the rating system benefited from a wide diversity of regional knowledge and experience. Projects are rated using 57 credits and seven prerequisites that cover categories such as Land Use and Conservation, Biodiversity, Recreation Resources, and Public Service and Infrastructure.

Just as LEED has increased industry interest and capacity for building "green" in this country, the GY-Framework holds great promise for inspiring sustainable development in the Greater Yellowstone ecosystem.

Additional pilot projects include:

- Beartooth Nature Center – Red Lodge, Montana
- Dornix Park – Big Timber, Montana
- Grand Targhee Resort – Alta, Wyoming
- Harriman State Park – Island Park, Idaho




The remodel of the Tower General Store is recognized by YBP for its sensitivity to the Yellowstone-Teton region's natural, historic and cultural resources.

- Livingston High School – Livingston, Montana
- Mountainside Village – Victor, Idaho
- Pine Glades – Jackson, Wyoming
- City of Pocatello, Idaho
- Red Lodge High School – Red Lodge, Montana

### The Way Forward

Although the financial crisis hurt the ability of the GY-Framework to be taken up by the private sector, many municipalities that had been inundated with development applications were now taking the time to better prepare for the future of land development in their jurisdictions. In 2009, YBP worked with local planners, agencies, elected officials, builders and others to tailor the GY-Framework requirements to meet the specific needs of local governments. The overarching themes for local governments are to remove barriers to sustainable development, lead by example, provide incentives and education, and adopt the GY-Framework strategies for projects within their jurisdictions.

The "Sustainable Communities Consortium" was born in 2010, and this working group will help advance the GY-Framework for local governments and provide a flexible and voluntary path to increasing the livability of the Greater Yellowstone region.

In this same vein, the theme of the 2011 YBP Annual Conference is **Livable Communities: People, Place, Connections**. Headline speakers include Sophie Lambert of the USGBC; Kath Williams, past president of the World Green Building Council; and Lee Einsweiler, of Code Studio which helped rewrite code in Louisiana following Hurricane Katrina. Workshops and continuing education credits round out this learning and networking opportunity. 



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*YBP Mission: To enhance the environmental, social and economic well-being of the Greater Yellowstone region by inspiring, empowering and leading business and community partners.*

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## YBP MEMBER PROFILE Delaware North Companies Parks & Resorts



Delaware North Companies Parks & Resorts has been a member of YBP since 2005. They have been involved with *UnCommon Sense*, The Greater Yellowstone Framework (see pg 1) and Linx. YBP's Heather Higinbotham spoke with DNC Director of Sustainability Deb Friedel (also a YBP board member), and Environmental and Interpretive Manager for Yellowstone General Stores, Justin Cook.



l-r: DNC's Deb Friedel and Justin Cook.

### What is your main scope of work?

DNC P&R mission: To provide stewardship and hospitality in special places dedicated to creating memorable guest experiences as unique as the destination. What that means is that we operate in special places like Yellowstone, Yosemite and Grand Canyon, among others. Core company services include retail, lodging, food and beverage, transportation, interpretation and education, environmental stewardship, and recreation.

*Deb:* I oversee each of the Parks and Resorts properties with their stewardship and sustainability programs. My job is sharing knowledge so others can apply it at their location. We know we can't do it alone, even though we're a big company. Being engaged in the local community and involved with organizations like YBP is critical.

*Justin:* I manage the environmental/interpretive program and risk management program for DNC at Yellowstone. I strive to provide opportunities and education toward reducing negative environmental impacts from our operations, and provide interpretation to associates and guests.

### What's your favorite part of your job?

*Deb:* Helping properties develop goals, putting together our stewardship plan, working on CSR (Corporate Social Responsibility) reporting. The big focus early on was getting environmental reporting established. It's not easy, but critical for us to be held accountable, to be competitive. I also love working with new properties to train environmental managers.

*Justin:* I love working in the park. Our seasonal associates include a mix of people from all over the world who come here because they love the place.

### Describe your role with *UnCommon Sense*.

*Deb:* I'm the lead instructor for the Responsible Purchasing module. I'm on the leadership team that helps plan and attend all workshops and continually looks at ways to improve them - especially as businesses and organizations come in more advanced [in their understanding and practice of sustainability].

*Justin:* It made sense for DNC [to join the latest *UnCommon Sense* class]; it's a really great fit for our hotels in West Yellowstone. DNC has a waste management and environmental program

we are implementing at the new properties, but *UnCommon Sense* will hold us accountable.

### How is DNC involved in Linx?

*Justin:* It was a no-brainer to join Linx. Linx has the potential to increase visitation and improve overall business for the whole community. We hire nearly 800 seasonal associates a year. A lot come from very far away, don't have private transportation, or have RVs that they park in a campground for the summer. Linx can provide our guests and associates with accessibility.

### Tell us about DNC's Lake and Tower general stores being the first two projects to achieve certification under YBP's GY-Framework. (see cover story)

*Deb:* The Lake and Tower projects are unique in and of themselves in Yellowstone Park; once we determined we could achieve certification, we wanted to support sustainable development and give YBP recognition for a very unique set of requirements to protect this region. Transparency was valuable in that we had to hold ourselves accountable; document everything; work with contractors, architects, consultants and Yellowstone - a team of people who each had their own responsibilities to meet the requirements for certification.

*Justin:* We needed support from the top down for the whole process. All the partners involved were really supportive and excited about the project.

### What's your best piece of advice for folks in the region who are interested in sustainability?

*Justin:* First, communicate internally - top down, bottom up, across the board. Network within the community. Set goals, even small goals. It could be as simple as recycling paper in the office. Communicate your accomplishments. People like to know how much energy you saved or how much recycling was diverted from the landfill.

*Deb:* There are more and more people becoming engaged. Where we'll be five years, ten years from now, it's going to be better than where we are today when it comes to being more sustainable, more responsible. To be a part of that now - I think it's groundbreaking.

## UnCommon Sense Graduates The Not So Big Class and Welcomes the Sixth Class: the Common Scents

On Thursday, April 28 at the 320 Guest Ranch south of Big Sky, Montana, *UnCommon Sense* held the graduation of The Not So Big Class, the fourth class to graduate from this sustainability leadership program.

Klein's experience includes leading and implementing a comprehensive sustainability program for the RockResorts/Vail Resorts' hospitality division. She is also integrally involved in the development of the entire company's corporate social responsibility program.

Prior to her current position with Vail Resorts, Klein served as director of environmental health and safety for the Grand Teton Lodge Company in Grand Teton National Park, Wyoming. While with GTLC, Klein helped create YBP's *UnCommon Sense* program.

### GRADUATE ACHIEVEMENT HIGHLIGHTS

The graduates gave presentations on their respective journeys through the program and showcased their accomplishments over the past two years. Julie Klein, director of environmental affairs for RockResorts/Vail Resorts, presented the commencement address, *Beyond the Traditional Business Case... driving sustainability in small to large businesses.*

#### AllTrips in Jackson, Wyoming

- 85-90% of waste was diverted from a landfill including 25 pounds of electronics and computer parts that were recycled correctly.

#### City of Bozeman, Montana

- Saved \$800 on plastic bags, and \$40,000 on a janitorial contract, thanks to a new centralized waste-collection system.

#### National Outdoor Leadership School, Teton Valley, ID

- In 2010 logged 500 hours of community service with the Forest Service, Teton Valley Trails and Pathways and Teton Valley Community school.

#### Sanderson Stewart in Billings & Bozeman, MT


- Installed a smart irrigation controller that uses sensors and weather information to manage watering times and frequency, reducing water usage by 120,000 gallons from 2009 to 2010.

320 Guest Ranch also hosted the first workshop of the sixth *UnCommon Sense* class, the Common Scents:

- American Title and Escrow – Billings MT
- Beartooth Ranger District – Red Lodge MT
- Delaware North Companies Parks and Resorts
- First Interstate Bank
- Montana State University
- Refuge Sustainable Building Center – Bozeman MT
- Park County, WY School District #6
- Stillwater Mine – Nye MT
- Teton County, ID School District #401
- Teton Science Schools – Jackson WY



The graduates of The Not So Big Class (l-r): advisors Andy Leider and Cari Hanson, Kjersten Olson of Sanderson Stewart, Dan Verbeten of NOLS, Carli Lyon of AllTrips, Natalie Meyer and Sid Bush of the City of Bozeman, and YBP's Heather Higinbotham.



**UnCommon Sense: Business Leadership for a Sustainable Future** is a two-year, peer-supported leadership program that teaches businesses how to be sustainable in all aspects of their operations. To graduate organizations must complete four weekend workshops in a two-year period on topics such as organizational change, waste-stream management, facility and transportation efficiencies, responsible purchasing, social and community investment and offset programs. Graduation requires implementation and measurement of sustainable practices and a final presentation on the opportunities and challenges experienced over the two-year course.

## A Thousand Thanks to Dave Stauffer



All of the YBP board and staff would like to thank Dave Stauffer for his six years of service on the board of directors. For the last three of those years Dave has served as board chair. He has committed 20 hours per week to the role and among other things has been the main blogger on the YBP blog. Check out the YBP blog to read Dave's engaging posts, including his parting thoughts as board chair: [www.yellowstonebusiness.org/blog](http://www.yellowstonebusiness.org/blog)



## Top 10 Scenic Drives

YBP acts as the fiscal agent for the *Top Ten Scenic Drives in the Northern Rockies*, a unique marketing initiative with a geo-tourism focus. Here are a few highlights from this program:

- 75,000 reprinted Adventure Maps that show the scenic drives and associated points of interest were distributed in February to the state/provincial and key travel associations' points for each Drive and Trail, ensuring media and consumer fulfillment for the 2011 travel season and giving Top 10 travelers ready access to the popular map.
- Downloadable points of interest with GPS coordinates for each Drive have been finalized and uploaded to the project website in the Maps/Itineraries section.
- The booking widget has been finalized and is now available on the project website: [www.drivethetop10.com](http://www.drivethetop10.com) beckoning web viewers to book their travel in one easy spot and providing a marketing revenue opportunity for the Top 10 program.

## YBP New Members JANUARY - APRIL 2011

### \$500

Stillwater Mining Company – Nye, MT  
First Interstate Bank – Billings, MT

### \$250

American Title & Escrow – Billings, MT  
Montana State University – Bozeman, MT  
Park County School District #6 – Cody, WY  
Teton School District No. 401 – Driggs, ID

### \$150

Beartooth Ranger District – Red Lodge, MT  
Chamberlin Inn – Cody, WY  
Teton Dwellings – Victor, ID  
Teton Science Schools – Jackson, WY

### \$100

Kevin DeKold – Idaho Falls, ID

## YBP Project Supporters

### UnCommon Sense

Idaho National Laboratory – \$5,000  
Northwestern Energy – \$500



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## Piloting the Linx Cooperative Through its Two-Year Pilot Phase



by Jan Brown  
YBP Executive Director

When used as an adjective, the term “pilot” is defined as “serving as a trial unit that is used in testing,” but when used as a noun, a pilot is better known as a qualified operator of aircraft or “a person licensed to direct ships into or out of harbor or through difficult waters.” After eight months of guiding the Linx transportation cooperative through its pilot phase and over three years of the GY-Framework pilot phase, I must say that both definitions apply to our collective efforts in launching both initiatives.

In both cases YBP has navigated difficult and uncertain terrain in connecting people and places across Greater Yellowstone, and now we are still testing an unproven, yet promising cooperative business concept in the transportation arena.

### Linx Investment Campaign Progress

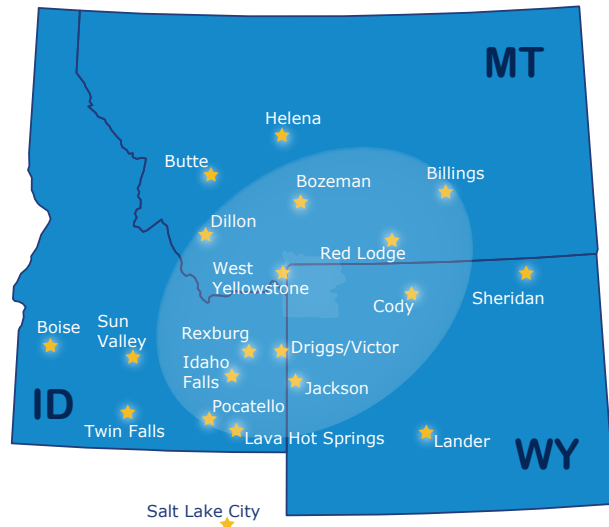
Fortunately, there are plenty of visionaries in our three states who have stepped forward to lead and invest in the Linx cooperative. Eleven directors represent three states, two park concessionaires and a variety of transportation interests. More than 65 bus providers, agencies and business owners have already signed on to Linx, including the region’s public transit systems and major bus carriers. Most exciting is the growing interest in Linx from airports and air charter services who see great potential in filling empty seats on scheduled flights and matching passengers who want to “share a flight” to the same Greater Yellowstone destination.

### Twists and Turns

The beauty of piloting a pilot project is that one can go off course and still get back on track



Linx is building a transportation network to connect people and places in the Greater Yellowstone region (see service area at right). Linx is a business cooperative for which YBP is providing administrative services during its developmental stage.



to ultimately reach the goal. After the Linx annual meeting in February, Linx received an unexpected invitation to design a pilot transit demonstration for Yellowstone National Park (YNP) with links to an anticipated Grand Teton shuttle.

On April 20, we received the news that the Park accepted our proposal and that a general agreement will be drawn up to pilot Linx this summer in our nation’s premier park! While many contributed to this outcome, my personal thanks go to George Helfrich and Dale Reinhart in the YNP Concessions Office and Mallory Smith in the Grand Teton Concessions Office for their genuine enthusiasm and support of the Linx concept.

### START to Deploy Linx Technology

Another pleasant surprise during the pilot phase has been the decision by START Bus of Jackson to invest in 27 LinxComm units for their system’s entire bus fleet. START cooperated with Linx in the pilot demonstration of LinxComm - our on-board GPS and Wi-Fi system - over Teton

Pass, and thanks to broad rider support, START and the Wyoming Department of Transportation dedicated \$100,000 to the technology purchase. Contracted for this installation is Chris Larson of The Software Ranch who invented LinxComm and a suite of administrative tools called LinxProvider, that will better track and manage their entire transit fleet.

### Thank You

Finally, I wish to thank Randy Kyrias and his public transportation staff at the Idaho Transportation Department for working closely with us at the Yellowstone Business Partnership in ARRA grant administration and reporting. Our Investment Campaign Team - Collette Rinehart, Kyle Babbitt, Kimberly Brown and Carissa Klarich - has worked diligently to raise the capital needed to maintain our momentum, while Communications Specialist Kim Billimoria has kept everyone informed and looking forward to a fully operational Linx.