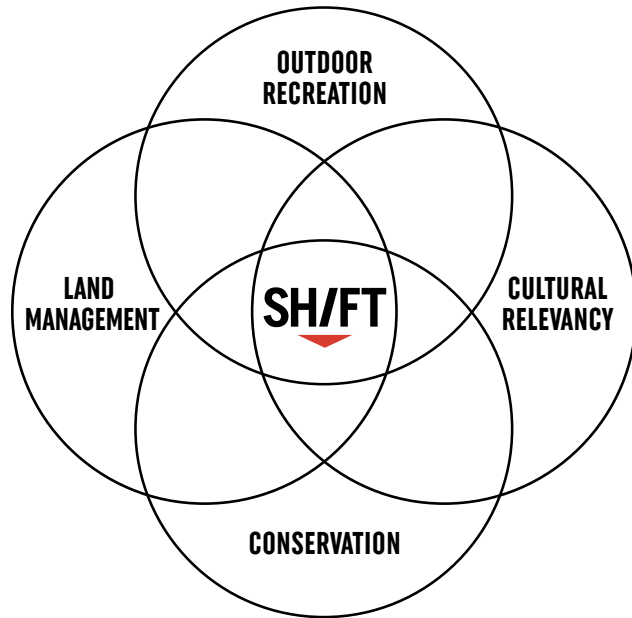




SH/FT
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The Center for Jackson Hole



The coalition of stakeholders working to protect our public lands has the potential to become a movement. Outdoor recreationists, land managers and conservationists realize their greatest opportunities for effectiveness when they address issues of common concern with a unified voice. Working together to achieve shared objectives, our ability to champion our public lands in a time of unprecedented threat is extraordinary.

One of the greatest threats to the movement’s success is fragmentation. Compartmentalization of work, replication of effort, lack of communication between principals, and conflict between natural allies are just a few of the challenges that conspire against a united whole.

Lack of diversity is our Achille’s heel. 85% of Americans live in urban areas. America is slated to become a minority-majority country by 2040. The average member of The Wilderness Society is a 71-year-old Caucasian female. America’s hunting and angling communities, which have long carried the country’s conservation work on their backs via the ca. \$750M in taxes they pay each year for conservation, are overwhelmingly Caucasian. If the efforts to protect America’s lands, waters and wildlife continue to be led by Caucasians as they have been historically, it will not be enough to secure their health and well-being.

The Center for Jackson Hole is a 501c3 nonprofit organization whose mission is to strengthen the coalition of interests devoted to our public lands by investing in the future of their constituencies. We achieve this mission via two main programs: **SHIFT** (Shaping How we Invest For Tomorrow), an annual festival, held each autumn in Jackson Hole, that explores issues at the intersection of conservation, outdoor recreation and cultural relevancy; and **The Emerging Leaders Program**, which trains a culturally diverse cohort of young outdoor recreationists to lead the conservation conversation.

By combining the protection of place with business, responsible recreation and cultural relevancy, The Center for Jackson Hole’s programs advance work that is helping to revitalize the American conservation movement. In an increasingly partisan political landscape, these programs also represent a uniquely nonpartisan effort to protect our public lands. With your help, we look forward to advancing a unified framework for their stewardship.

"IF YOU ARE IN CONSERVATION/ STEWARDSHIP, YOU MUST ATTEND SHIFT."

—From the 2016 SHIFT Post-Event Interviews



/ FIVE-YEAR GOAL

Problem: The bedrock of modern environmental safeguards—America’s public lands heritage, the Environmental Protection, Endangered Species, Clean Water, Clean Air and the Wilderness acts—is under assault.

Solution: Create a unified framework for the majority of Americans who support these institutions to advocate on their behalf.

To develop as strong a base as possible for our work, The Center for Jackson Hole develops its programming around topics relevant to a broad cross-section of Americans. At SHIFT in 2016, for example, we addressed the public land transfer movement and funding for public lands; 2017’s focus will center on jobs and the economics of outdoor rec and public lands. Issues related to nature and the health and wellness of citizens, and to social justice issues that must be addressed to insure all Americans are invested in the outcome, will serve as the focus of future SHIFTs. In this manner, as we grow our stakeholder base, we will continue to tackle increasingly critical topics pertinent to the future of American conservation.

In 2016, The Center for Jackson Hole developed a program that addressed the issue of cultural relevancy in outdoor recreation and conservation. The Emerging Leaders Program (“ELP”) brought thirty-four men and women between the ages of 19 and 31 to the Jackson campus of The Teton Science Schools for three days of preparatory work in advance of The 2016 SHIFT Festival, and then integrated them into the proceedings as moderators, panelists, speakers and facilitators. This inclusive approach to their participation “changed the conversation in very important ways” for participants and Emerging Leaders (“ELPers”) alike.

Now, as we proceed, SHIFT’s substantive focus will remain the intersection of outdoor rec, conservation and cultural relevancy. We will continue to explore the niche between this focal point and the economy, highlighting the role outdoor recreation can play in the protection of our public lands. The Emerging Leaders Program will be the engine of our efforts.



SH/FT



Compelling
Personal
Narrative

Collaborative
Dialogue

Disciplined
Learning





/ CORE ELEMENTS

While the issues SHIFT tackles will vary from year to year, the context for each year's program will always include the following foundation-level elements.

Cultural Relevancy: Establishing a stronger culture of stewardship and increasing support for America's lands and waters is key to their longterm viability. This, in turn, relies on insuring that they are relevant to all Americans. Rather than single out issues related to cultural relevancy, SHIFT weaves it into the fabric of its work, via strategic programming and The Emerging Leaders Program. DEI is not a tangential issue we address. It's part of our perspective, and a fundamental component of how we approach our work.

Collective Impact: SHIFT uses [The Principles for Advancing Recreation and Conservation](#) (or, as the State of Colorado called them when they adopted them, "The SHIFT Principles") as the guidelines for its work. These Principles unite natural allies around the common goal of protecting the places in which we love to play. By providing a unified framework for the stewardship of these places, The Principles increase the effectiveness of our individual efforts.

Storytelling: The stories of how we interact with the land are the ties that bind us, for they allow us to understand the commonality behind our commitment. Storytelling is an integral part of our work. In 2017, keynotes, podcasting, film interviews, and "TED"-style talks by Emerging Leaders will be complemented by messaging and social media workshops that teach participants how to effectively deliver their stories to their target audiences.

/ THE 2017 SHIFT FESTIVAL

The economy is America's monomaniacal focus. It cuts across political lines, uniting Democrats and Republicans alike as elected officials around the country work diligently to provide sustainable jobs to their constituents.

Outdoor recreation is one of the central drivers of the American economy. Though the Outdoor Rec Act passed with bipartisan support, this powerful argument, of outdoor rec on public lands as an economic engine, is greatly underleveraged in modern conservation. Public lands play a fundamental role in a sustainable outdoor recreation economy. The quality of life they permit attracts not only recreationists, but also tourists, baby boomers retiring to greener pastures, and entrepreneurs, who in turn create economic diversity in communities adjacent to public lands.

The 2017 SHIFT Festival, which runs from Nov. 1-3, will explore the business case for public lands: protecting them because of their role in sustainable economies. Tracks will focus on the roles state offices of outdoor recreation can play in protecting healthy lands and waters, both public and private; the development of entrepreneurship in mountain and rural communities, which allows these communities to sidestep the boom-bust cycles inherent to an extraction-based economy; and the role that outdoor rec business alliances can play in public lands advocacy.



/ THE EMERGING LEADERS PROGRAM

The unique value proposition of SHIFT is the convening of diverse stakeholders across the outdoor recreation, land management, conservation and cultural relevancy communities to address challenges affecting our natural world. In 2016, SHIFT successfully brought young, diverse voices to the table to inform conversations regarding our public lands via the Emerging Leaders Program.

By convening a diverse group of early career leaders from across the core SHIFT audiences, ELP successfully elevates the voices of underrepresented members of our community. The program itself leveraged personal narrative as a means of galvanizing others around a cause, collaborative dialogue as a frame for acting practically within institutions to affect change, and disciplined learning to bring together unconventional partners for work on complex challenges.

Future iterations of ELP will concentrate on diversifying engagement across regions, cultures and ideologies and creating action steps to generate local partnerships that address issues of significance to communities across the country.

At each Emerging Leaders Program, ELPers are given:

- **Familiarization** with subject matter to be explored at the SHIFT Festival (e.g., funding for public lands, the public land transfer movement)
- **Instruction** on how to then lead the conversations at SHIFT
- **Tools and skills** to help engage in discussions critical to protecting public lands
- **Export models** that allow them to share the results with their communities

"THE EMERGING LEADERS PROGRAM IS THE BEST EXAMPLE OF LEADERSHIP DEVELOPMENT I'VE SEEN."

— Daniel Lucio, Volunteer Lead, The Sierra Club's Our Wild Americas





/ ELP TRAINING

The Teton Science Schools (“TSS”) has been teaching about the natural world and the Greater Yellowstone Ecosystem since 1967. Its seven program areas share a common vision of education, one deeply rooted in the outdoors as place anchors that enrich our understanding of the world.

TSS instructors help develop and execute the ELP curriculum. The resulting program leverages personal narrative as a means of galvanizing others around a cause, collaborative dialogue as a frame for acting practically within institutions to affect change, and disciplined learning to bring together unconventional partners for work on complex challenges.

ELP includes three days of preparatory work in advance of SHIFT that familiarizes ELPers with the Festival topics.

Upon conclusion of the training, ELPers are prepared to help lead the proceedings at SHIFT in various capacities: as panel hosts, moderators and panelists, as keynote speakers during SHIFT, and as key logistical assistants throughout the Festival.

By structuring SHIFT programming to channel ELP experience and perspective, we connect the next generation of stewards with the traditional voices of conservation. The result? At SHIFT, the leaders of today and tomorrow collaborate to make this work relevant to all Americans.

/ SHARING MODELS

During ELP, participants are given the tools to share their work back out with their communities. These tools, known internally as “export” or “sharing” models, include SHIFTx Stakeholder Discussion Meetings, Podcasting and Public Engagement.

SHIFTx

Sharing SHIFT’s work allows us to continue it between annual events, broaden the coalition of our stakeholders and bring value to both the Emerging Leaders and the communities where they live. To this end, we developed a “SHIFTx” stakeholder discussion format that the Emerging Leaders can apply to relevant issues in their communities.

SHIFTx stakeholder discussion meetings are built on five major objectives:

- Convening stakeholders to foster collective impact
- Sharing stories important to the movement
- Inspiring tangible action and goal setting among stakeholders
- Identifying solutions to local issues of landscape and community
- Connecting ELP participants to colleagues in the field while also elevating their presence in their own community

As of March 2017, ELPes have led SHIFTx discussions in Jackson Hole and Washington, DC. Additional SHIFTx discussions are under development by ELPers in Seattle, Los Angeles, Albuquerque and Portland, OR.

PODCASTING

The stories we tell of our interactions with the land are the ties that bind us. During the 2017 Winter Emerging Leaders Program, ELPers developed the framework for a podcast that they could run and produce. The podcast will provide a platform for a diverse array of stories and

**“YOU ARE ON TO
SOMETHING VERY
POWERFUL HERE.”**

*—Peter Metcalf,
former CEO, Black
Diamond*



"I CAME WITH EXPECTATIONS OF PROFESSIONAL DEVELOPMENT AND NETWORKING, AND LEFT WITH A NEW FAMILY."

—From the ELP exit surveys



discussions about personal and community connections and relationships to the land and/or landscape. Via these podcasts, ELPers aim to increase the diversity of voices and experiences in relation to the outdoors in the podcasting community; raise exposure for SHIFT and ELP; and develop storytelling as a tool to build connections between people and landscapes.

Each class of Emerging Leaders will be trained to participate in the podcasting.

PUBLIC ENGAGEMENT

With the training provided within the Emerging Leaders Program and the experience gained by actively presenting and facilitating at SHIFT, ELP alumni return to their communities with the requisite skills to organize, facilitate and lead conservation conversations, present their perspectives, stories and insights, and actively participate in other areas of public engagement.

As of March 2017, ELPes have participated in panel discussions at the Outdoor Retailer Trade Show and led SHIFTx discussions in Jackson Hole and Washington, DC. Additional public engagement opportunities for ELPers are under development in Seattle and Albuquerque.



/ 2017 PRELIMINARY SCHEDULE

2017 EMERGING LEADERS PROGRAM

Saturday, Oct. 28:

4 p.m.: ELP registration

5 p.m.: Dinner

7 p.m.: Introductions; SHIFT Principles ; Collective Impact

Models

Sunday, Oct. 29:

7:30 a.m.: Breakfast

9 a.m.: ELP outside/DWCC

11 a.m.: Story Exchange

12 p.m.: Lunch

2 p.m.: Transfer to Murie Center

3 p.m.: ELP outside

5 p.m.: Dinner

7 p.m.: 2017 SHIFT theme work

Monday, Oct. 30:

7:30 a.m.: Breakfast

9 a.m.: 2017 SHIFT theme work

12 p.m.: Lunch

2 p.m.: ELP storytelling (podcasting, video interviews, SHIFTx)

5 p.m.: Dinner

7 p.m.: ELP stories

Tuesday, Oct. 31:

7:30 a.m.: Breakfast

9 a.m.: ELP storytelling (podcasting, video interviews, SHIFTx)

12 p.m.: Lunch

2 p.m.: 2017 SHIFT theme work

5 p.m.: Dinner


7 p.m.: ELP stories



"I CAN SAFELY SAY MY LIFE WAS CHANGED BY THIS GATHERING OF BRILLIANT MINDS AND PASSIONATE HEARTS."

—Alyssa Ravasio,
Founder, Hipcamp





Wednesday, Nov. 1:

7:30 a.m.: Breakfast

9 a.m.: SHIFT Prep

12 p.m.: Lunch

2 p.m.: Transfer to SHIFT

THE 2017 SHIFT FESTIVAL

The 2017 SHIFT Festival will explore the symbiotic relationship between outdoor recreation, public lands and the American economy.

Tracks will focus on the roles state offices of outdoor recreation can play in protecting healthy lands and waters, both public and private; the development of entrepreneurship in mountain and rural communities, which allows these communities to sidestep the boom-bust cycles inherent to an extraction-based economy; and the role that outdoor recreation business alliances can play in public lands advocacy.

Other topics will explore the economic value of green space to urban communities, the importance of hunting and fishing licenses and the funds they generate to the protection of public lands, and the economic impact of time outside.

Wednesday, Nov. 1:

9 a.m.: Pitch Day—Center for the Arts

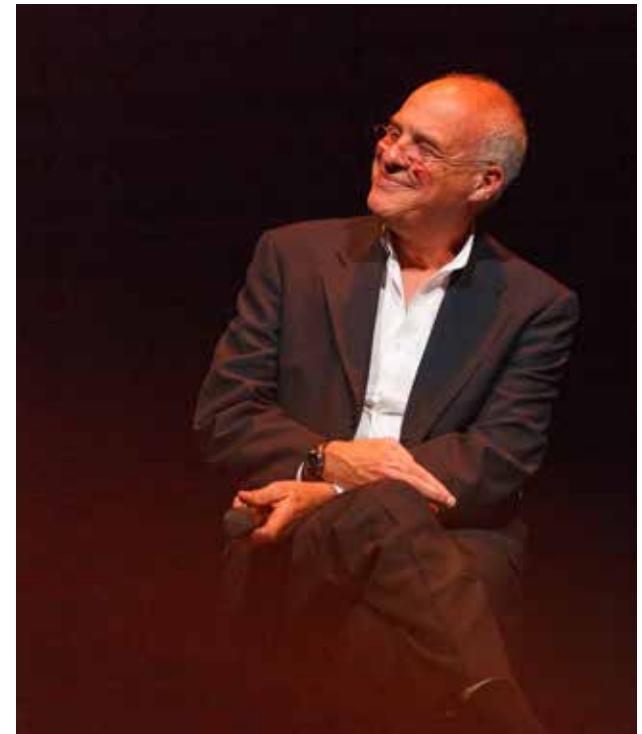
12 p.m.: Lunch (on your own)

2 p.m.: SHIFT Registration—Snow King Hotel

3 p.m.: Opening Stories—Emerging Leaders

5 p.m.: Happy Hours

7 p.m.: Speaker TBD—Center for the Arts





"SHIFT SHIFTED OUR
COMMUNITY. THIS IS WHAT
LEADERSHIP LOOKS LIKE."

— Terry Tempest Williams

Thursday, Nov. 2

8:00 a.m.: Breakfast Keynote

9 a.m.: SHIFT Summit

12 p.m.: SHIFT Outside—Lunch (on your own)

2 p.m.: SHIFT Summit

5 p.m.: Happy Hours

7 p.m.: Adventure, Inspired Film Festival—Center for the Arts

Friday, Nov. 3

8:00 a.m.: Breakfast Keynote

9 a.m.: SHIFT Summit

11 a.m.: Closing Keynote

12 p.m.: SHIFT Outside—Lunch (on your own)

5 p.m.: The People's Banquet—Center for the Arts





The Center for Jackson Hole

The Center for Jackson Hole leverages outdoor recreation for conservation gains, via The Emerging Leaders Program, SHIFT and related programming.

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