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The coalition of stakeholders working to protect our public lands has the potential to become a movement. Outdoor recreationists, land managers and conservation advocates 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 the movement’s Achilles heel. 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’s mission is to strengthen the coalition of interests devoted to our public lands by investing in its future. In 2017, we advanced this mission via two main programs: SHIFT (Shaping How we Invest For Tomorrow) and The Emerging Leaders Program (“ELP”).

The second annual ELP prepared 32 young outdoor recreationists and conservationists to participate in SHIFT as panelists, facilitators and keynote speakers. After four days of training, the Emerging Leaders helped The 2017 SHIFT Festival explore The Business Case for Public Lands: how investments in outdoor recreation and the conservation of public lands creates economic prosperity in urban and rural communities around America.

SHIFT and The Emerging Leaders Program are symbiotic. By structuring SHIFT programming to channel the experiences and perspectives of ELP participants, we not only prepare the next generation of leaders to work alongside the “veterans” in the outdoor recreation/conservation commu-
It will take more than training a dynamic group of young people, though, if we really want to empower a new generation of stewards. Substantive change requires that the veterans in the space support tomorrow’s leaders in their work—and part of that support means lending them our resources when they need it, and then trusting them to lead the way.

As the dust settles from the 2017 programming, The Center for Jackson Hole is embarking on a new objective—a three-year intergenerational transfer of power that trains past and future Emerging Leaders to run SHIFT and the Emerging Leaders Program.

To do this, we’ve begun hiring ELP alumni for key roles. In January, we brought on 2016 Emerging Leader Grace Anderson as our Marketing Coordinator. She is joined by 2017 ELP alumnus Gerben Scherpber, who is documenting the institutional knowledge necessary to run SHIFT and the ELP.

This change extends to our board as well. Center for Jackson Hole board member and ELP alum Alfonso Orozco will be joined on the board by Frederick Reimers as well as 2017 ELP alumnus Len Necefer, while current board members Luther Propst and Ted Staryk step into support positions. They will be joined by allies Jon Jarvis, Peter Metcalf, Meryl Harrel and others as we mentor the Emerging Leaders on a one-on-one basis to successfully execute the transition.

As we move forward, we are grateful to the donors and sponsors who share our belief that the future of our public lands must include all Americans if it is to be as bright as its past. As Jackson biologist Olaus Murie used to say, “It’s going to take all of us to do it.”

Christian Beckwith, Executive Director, The Center for Jackson Hole

ELP is the blueprint for the future of American conservation and recreation.”

POST-ELP survey response from 2017 Emerging Leader (anonymous)
The 2017 SHIFT Festival

**The Business Case for Public Lands:** Outdoor recreation is one of the largest economic drivers in the US, generating $646 billion and 6.1 million direct jobs each year. Though the Outdoor Recreation Jobs and Economic Impact Act of 2016—which directs the Bureau of Economic Analysis to assess and analyze the outdoor recreation economy’s impact on the overall U.S. economy—passed with bipartisan support, this powerful argument, of outdoor recreation on public lands as an economic engine, is greatly underleveraged in discussions regarding the value of protecting them.

Public lands play a fundamental role in a sustainable outdoor recreation economy. The quality of life they permit improves the health and wellbeing of citizens and 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** explored the business case for public lands from November 1-3 in Jackson Hole, WY. Preceded by the Emerging Leaders Program, the Festival was anchored by **The SHIFT Summit**, a deep drill on opportunities and challenges at the heart of the economic argument for our public lands.

The policies and work debated during The SHIFT Summit...
were complemented by lunchtime, happy hour and evening programs, which cross-pollinated the proceedings and created a “big-tent” approach that attracted a broad audience, including local residents of Jackson Hole, an epicenter of American recreation and conservation.

Particular emphasis was placed on national monuments. The opening night featured leaders from Utah Diné Bikéyah, a 2017 SHIFT Award Official Selection for its role in the designation of Bears Ears as a National Monument in 2016. SHIFT’s closing night featured Lucas St. Clair, the President of Ellitsville Plantation, Inc., a 2017 SHIFT Award Official Selection for its role in the creation of Katahdin Woods and Waters National Monument.

During The SHIFT Summit, the perspectives of business owners and community leaders from Grand Staircase-Escalante, Organ Peaks-Desert Mountains, Katahdin Woods and Waters and Bears Ears national monuments were showcased in a panel called “The Designation Effect” that explored how the economies of national monument gateway communities around the country have been impacted by the designations.

Throughout the duration of the three-day Festival, SHIFT’s popular working sessions provided a unique opportunity to business leaders to learn how others are successfully harnessing industry voices to advance public land issues. There were also workshops that equipped attendees with new insights and actionable strategies on how outdoor recreation can revigorate local economies.

Tracks focused 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.

Other topics explored 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.

A full schedule of events may be found here.
Who Attended?

This year’s SHIFT featured more than two dozen events and generated an estimated 1,400 engagements overall. It attracted some **750 thoughtleaders from 32 states**, including 6.4% of participants from Washington, DC, as well as participants from the following key sectors of SHIFT’s stakeholder constituency:

- **Outdoor recreation** (hunting, angling, and human-powered) user groups, non-profits, media and businesses
- **Cultural relevancy proponents** (such as representatives from organizations Utah Dine Bikeyah, Girltrek and Hispanic Access Foundation)
- **Conservation advocates** (i.e., representatives from organizations such as The Nature Conservancy, The Wilderness Society and The Trust for Public Lands)
- **Public land managers** from all major federal agencies
- **Civic leaders** (mayors and other elected officials, as well as employees of municipal organizations such as Park and Recreation departments).

“SHIFT was the most inspiring conference I’ve ever attended.”

TIM PETERSON
Executive Director, Grand Canyon Trust
What Were the Outcomes?

• Participants from the second annual Emerging Leaders Program served as keynote speakers, moderators, panelists and facilitators, disrupting the demographical norm for conservation events and facilitating an intergenerational transfer of power in the outdoor recreation/conservation communities.
• The second annual State Offices of Outdoor Recreation Workshop included representatives from seven state offices and attracted participants from 12 states overall, continuing to advance the proliferation of state offices. Participants from last year’s workshop credited it with taking “a year and a half” off the process of launching the North Carolina office.
• The first annual Business Alliance Workshop developed a national template for the creation of outdoor business alliances.
• The Gotta See It project, which convened social media influencers with nearly 350,000 followers, catalyzed the Diversify Outdoors movement and website.
• SHIFT for the Planet created a bridge between funders and non-profits at the cutting edge of outdoor rec and conservation, and allowed funders to discuss ways to align and amplify their work.
• The SHIFT Awards Official Selections provided a showcase for the most innovative, impactful and replicable work in the country currently leveraging outdoor rec for conservation gains.
• Collaborative relationships were established between SHIFT and 1% for the Planet, Blue Sky Funders Forum, George B Storer Foundation, Quimby Family Foundation, Silicon Couloir and Yale University’s Ucross High Plains Stewardship Initiative.
• The playbook We Stand for Public Lands, distributed to all participants, represented a unique partnership between the consumptive and human-powered outdoor recreation communities.
• The Nov. 1 “Bears Ears” program, which explored the importance of Bears Ears National Monument from the perspective of the tribal leaders who created it, was livestreamed via Patagonia’s Facebook page (<1M followers) and viewed by more than 13,000 people, not including those who saw it via shares by 30 other organizations.
• Energy industry veteran John Northington outlined how outdoor enthusiasts and conservationists can borrow from the energy industry’s wildly successful lobbying playbook with his address, “Wielding Power: Lessons from Oil and Gas for the Outdoor Recreation and Conservation Coalition.”
• The 2017 SHIFT Festival became the first STOKE Certified sustainable event in the country.
The Emerging Leaders Program

In its second year, The Emerging Leaders Program continued its efforts to revitalize American conservation by investing in its future. The 32 Emerging Leaders were culturally, ideologically and regionally diverse, which in turn created a demographical mirror of America. At this year’s SHIFT, urban millennials and people of color—the demographics identified by land managers, the outdoor rec industry and conservation advocates as the keys to the next generation of stewards—worked alongside their rural and Caucasian counterparts to lead the Festival’s conversations.

Participants in this year's Emerging Leaders Programs represented the following organizations:
The Emerging Leaders Program was made possible by generous grants from Christy Walton, Conservation Legacy, Vermont Community Foundation/The Doug Fund, Clif Bar Family Foundation, as well as individual contributions made via an Indiegogo crowdfunding campaign.
On November 1, at The SHIFT Summit, the Emerging Leaders helped explore three major topics, each with a core discussion question.

- **Closing the Nature Gap**: How does access to public lands in urban areas support economic prosperity, healthy citizens and the next generation of stewards?
- **Community Futures**: How do we use investments in outdoor recreation and conservation of public lands to create vibrant, resilient communities in rural America?
- **The Economic Case**: How do we use the economic power of outdoor rec and public lands to influence federal, state and local decisions?

Keynote speakers, panel discussions and breakout groups were developed around these three focal points, which in turn helped advance the broader objectives of the 2017 SHIFT Festival:

- **Networking**: Create a hub for natural allies who do not ordinarily interact to discuss challenges and opportunities, exchange information and share experiences. This in turn facilitated networking and strengthened coalitions among groups working to protect our public lands, waters and wildlife
- **Showcase of best practices**: Highlight the most innovative, impactful and replicable work at the intersection of conservation and outdoor recreation by developing the programming around representatives of the 2017 SHIFT Award Official Selections
Workshops

On Wednesday, November 1, The 2017 SHIFT Festival kicked off with the State Offices Of Outdoor Recreation Workshop. This workshop, designed to create a toolkit for the creation of state offices of outdoor recreation, built on last year’s program, which participants from North Carolina credited with taking “a year and a half” off the process of launching their office.

Rather than focusing on existing state offices in Colorado, Utah and Washington, as SHIFT had the past two years, this year’s workshop featured principals behind the drive for offices in Oregon, North Carolina, Vermont and Wyoming, as well as the country’s newest Director of a state office of outdoor recreation, Montana’s Rachel VandeVoort. Assistance was provided from Brad Petersen, America’s first Director, and Janette Heung, Colorado’s Deputy Director (the first such deputy director in the country).

On Friday, November 3, the Business Alliances Workshop featured representatives of alliances from around the country that are successfully harnessing industry voices to advance public land issues. Such alliances offer a powerful tool that is greatly underleveraged in contemporary conservation: coalitions of business interests that advocate on behalf of public lands.

A playbook that captures high-level takeaways from both workshops is currently under development.

The SHIFT Awards

Each year, SHIFT researchers identify individuals, organizations or initiatives from around the United States that leverage outdoor rec for conservation gains, and then evaluate them using three criteria: Impact, Innovation and Replicability. The work determined to be most impactful, innovative and replicable is then nominated for The SHIFT Awards. Over the past three years, the SHIFT team has communicated directly with more than 1,000 organizations as part of this research.

In 2017, as part of our research, we surveyed more than 300 organizations and communicated directly (i.e., via phone calls) with more than 120 others. Representatives of nominated work were invited to share their efforts with our participants at this year’s SHIFT, and were integrated into the proceedings as panelists, moderators and keynote speakers—part of our objective of showcasing best practices from around the country.
As part of the kick-off to The 2017 SHIFT Festival, we worked with 1% for the Planet, Silicon Couloir, George B. Storer Foundation and Blue Sky Funders Forum to create SHIFT for the Planet, a spotlight for some of the most innovative, impactful and replicable examples of outdoor recreation and conservation work in the country. The event was also designed to amplify and enhance the shared impact of funders by convening representations of foundations and funders’ groups to discuss ways to increase the effectiveness of their efforts.

At the event, held before a capacity audience at Snow King Resort, eight SHIFT Award finalists, most of whom were also 1% for the Planet nonprofit partners, were invited to present their work to an audience that included 1% for the Planet business members, private and corporate funders, individual donors, and peers. The five-minute presentations featured the work’s focus, its impact, and a central challenge facing its ongoing success.

A jury comprised of Emerging Leaders judged the presentations and determined the $2500 Jury’s Choice Award, which went to Hispanic Access Foundation, for their Latino Conservation Week.

The $2,500 People’ Choice Award, determined by the audience, was presented to Utah Diné Bikéyah, for the creation of Bears Ears National Monument.
Wednesday, November 1: Bears Ears

The 2017 Festival’s opening night began with a presentation of all 32 Emerging Leaders, who took the stage and introduced themselves to a sold-out audience at The Center for the Arts.

Following their introduction, Jonah Yellowman, Eric Descheenie and Cynthia Wilson from Utah Diné Bikéyah made the case for the protection of Bears Ears National Monument and tribal sovereignty in an event called “Bears Ears: 10,000 Years of Public Land”. Combining ages-old tales shared amongst the Diné (Navajo) people, intellectual musings on tribal knowledge, and powerful anecdotes of Diné womanhood, the speakers set the stage for a SHIFT that incorporated tribal knowledge frequently throughout the events that followed.

The presentation, which was livestreamed via Patagonia’s Facebook page, also featured Native American Emerging Leaders Len Necefer, Zintkala Eiring and Marshall Masayeva, who introduced the Utah Diné Bikéyah speakers.

Thursday, November 2: Common Ground Film Festival

Preceding the film program, Christian Beckwith presented the **2017 SHIFT Awards**. Award categories and winners were as follows:

- **Non-Profit Leadership**: Elliotsville Plantation, Inc., for the creation of Maine’s Katahdin Woods and Waters National Monument
- **Adventure Athlete**: Miho Aida, for her work with her endeavor If She Can Do It, You Can Too
- **Youth Engagement**: WILDCOAST, for their Youth Engagement Programs
- **Technology**: Powderhook
- **Public Land Management Innovation**: Colorado Parks and Wildlife, for their Executive Summit Coalition
- **Business Leadership**: Patagonia, for its campaign, This Is Bears Ears

Additionally, two $2,500 awards, for the SHIFT For the Planet Jury’s Choice and People’s Choice, were also presented:

- **SHIFT For the Planet Jury’s Choice** ($2,500 Prize): Hispanic Access Foundation, for their Latino Conservation Week
- **SHIFT For the Planet People’s Choice** ($2,500 Prize): Utah Diné Bikéyah, for the creation of Bears Ears National Monument

Friday, November 3:

**The People’s Banquet**

The 2017 SHIFT Festival concluded at The Center for the Arts with The People’s Banquet, a *celebration of the local food system*. The evening began with locally sourced cocktails and apps, followed by a presentation by Brad Mead—a fourth-generation Jackson Hole cattle rancher, attorney, and the founder and CEO of Wyoming Whiskey—who told the story of the Jackson Hole National Monument, a 221,000-acre parcel comprised of mostly national forest land that was designated, over strong local protest, by President Roosevelt in 1943.

Mead then introduced Lucas St. Clair, who led a twelve-year effort to establish the Katahdin Woods and Waters National Monument in Maine. St. Clair brought a different style to the debate over a national park, meeting with locals over kitchen tables and on forest trails.

Following the presentations, attendees moved to the Center lobby for a phenomenal array of small plates and drinks coordinated by **Slow Food in the Tetons** and a dozen local food producers and chefs.
Lunches And Happy Hours

Over the three days of the Festival, six lunchtime and two happy hour discussions featured the work of Official Selections in all Award categories. The discussions were designed to facilitate networking, a discussion of common challenges and a showcase of the ways SHIFT Award category representatives are addressing them with their work.

On Wednesday, Nov. 1, from 12-1:30 p.m., the Public Land Management Innovation lunchtime discussion was held at Pizzeria Caldera in downtown Jackson, WY. The Coalition for Outdoor Access, Colorado Parks and Wildlife, Heart of the Continent Partnership and Mammoth Lake Trails and Public Access Foundation were all featured.

Thursday’s lunchtime discussions included the following:

• The Technology lunchtime discussion was held from 12:15-2:00 p.m. at Pizzeria Caldera and featured representatives from the American Conservation Experience’s’ WildSNAP, Powderhook, and NIC’s YourPassNow.
• The Youth Engagement lunchtime discussion, which took place from 12:15-1:30 p.m. at Lotus, brought together representatives from Environmental Learning for Kids’ Urban Rangers, Grand Teton National Park Foundation’s Youth Engagement Initiative, Outdoor Outreach, The Experimental Station’s Blackstone Bicycle Works, Brothers of Climbing, and City Kids Wilderness Project.
• The Female Leadership lunchtime discussion was held...
from 12:15-1:30 p.m. at Hatch Taqueria and Tequilas. The event explored how efforts like Artemis, Wylder and the No Man’s Land Film Festival are positioning women to lead the conservation conversation.

On Friday, two more lunches were held:

• The Business Leadership lunchtime discussion was held from 12:15-1:30 p.m. at Pizzeria Caldera and featured representatives from Patagonia’s This is Bears Ears, REI’s Opt Outside, and Wylder Goods.

• The Non-Profit Leadership lunchtime discussion featured representatives from 16 SHIFT Award Official Selections from 12:15-2:00 p.m. at Hand Fire Pizza.

Two happy hours rounded out the ancillary programming for the 2017 Festival.

• On Wednesday, from 5:15-6:45 at Hand Fire Pizza, the panel discussion, The Modern-Day Activist, featured Official Selections from The 2017 SHIFT Awards in the Adventure Athlete and Non-Profit Leadership category in a conversation about what it means to be both a professional and recreational athlete in an increasingly fragile world.

• On Thursday, from 5:15-6:45 at Hatch Taqueria and Tequilas, the happy hour discussion You Gotta See It to Be It explored how social media is changing the face of who’s outside.

“Of all the events I attend and manage during the year, SHIFT is the best for inspiration and expansion of my network in the conservation and resource management communities.”

KENJI HAROUTUNIAN, Access Fund Board President, Industry Consultant
Over the past two years, SHIFT has worked with STOKE Certified to become the pioneer event for their sustainable event certification. In December 2017, these efforts were rewarded when we became the first STOKE Certified event in the country.

STOKE enables operators to implement innovative sustainable practices to overcome the environmental, socio-cultural, and economic challenges of the future. Sustainability efforts that took place at SHIFT 2017 included:

- Sourcing 100% renewable energy for the event through the Lower Valley Energy Green Power Program
- Through a partnership with Westbank Sanitation and Teton County Integrated Waste and Recycling, SHIFT recycled and composted all of its waste to become a zero-waste event
- SHIFT’s carbon footprint (122.42 metric tons of CO2) included 5.65 tons of avoided CO2 emissions thanks to carpool strategies, zero waste efforts, and the Green Power program
- Reforestation project through the National Forest Foundation offset emissions of attendee travel
- The People’s Banquet sourced food from all local farms in Wyoming and Idaho thanks to a creative fermented approach to the menu from Slow Foods in the Tetons due to the time of year
- Paperless ticketing, communication, raffling, and networking resources are all provided through the Whova App
- Klean Kanteen provided aluminum pint cups to every SHIFT All-Festival and All-Summit pass holder, which were used throughout the 2017 SHIFT Festival
- Attendees were encouraged to bring their own travel mugs for coffee and drinks throughout the Festival
“Christian Beckwith - Building a Conservation Coalition”
Mountain and Prairie, Feb 14, 2017

“A Call to Activism for Outdoor Apparel Makers”

“Powderhook named 2017 SHIFT Awards Official Selection”
The Outdoor Wire, August 1, 2017

“Caroline Gleich’s Tips on Supporting The Causes that Matter Most”
REI Co-Op, August 5, 2017

“Third Annual SHIFT Festival Makes Business Case for Public Lands”
Outdoor Industry Association, Aug. 20, 2017

“Jackson Hole’s Shift Festival Will Promote Public Lands”
SGB Media, Aug 23, 2017

“Changes to National Monuments Could Negatively Impact Local Economies”
Outdoor Industry Association, Sept. 11, 2017

“Natives Outdoors’ Founder Len Necefer Brings Much-needed Cultural Diversity to the Outdoor Community”
Take Me Outdoors, September 18, 2017

“Support the Emerging Leaders Program”
Hipcamp Journal, September 20, 2017

“National Monument Changes Could Adversely Affect Local Economies”
Outdoor Industry Association, Sept 21, 2017

“SHIFT for the Planet Debuts to Connect Innovative Non-Profits and B-Corps”
Take Me Outdoors, Oct 4, 2017

“These 20-Somethings are Out to Save Conservation’s Soul”
Outside Magazine, October 13, 2017

“Sierra Club Military Outdoors Leader Honored as 2017 Emerging Leader”
Sierra Club, October 31, 2017

“SHIFT Founder Christian Beckwith Explains the Festivals History and Importance for Our Futures”
Take Me Outdoors, October 31, 2017

“SHIFT Links Businesses With Public Lands”
Jackson Hole News and Guide, Nov 1, 2017

“Native Leaders Defend Bears Ears National Monument”
Quad Cities NPR, November 3, 2017

“Growing Wyoming’s Outdoor Recreation Economy”
Wyoming Public Media, November 3, 2017

“Wyoming Expected to Create Office of Outdoor Recreation”
Casper Star-Tribune, November 3, 2017

“SHIFT: The Joyful Transfer of Power”
Joy Trip Project, November 4, 2017

“On Winning a SHIFT Award”
Powderhook, November 4, 2017

“Tackling SHIFT”
Powderhook, November 4, 2017

“State Looks for Ways to Expand Outdoor Recreation Industry”
Jackson Hole News and Guide, November 6, 2017

“SHIFT 2017 focused on making a case for public lands”
Buckrail, November 9, 2017

“Members of Haub School Visit Jackson”
Branding Iron (University of Wyoming Student Newspaper, November 10, 2017

“SHIFTing Our Perspective”
Teton Science, November 10, 2017

“Wie einst im Wilden Westen (Battle for Land Rights in the US: Once Upon a Time in the Wild West)”
Swiss Public Radio, December 11, 2017
“There is a kind of gospel to shift and we need to insure the messages are spread far and wide....”

Post-ELP survey response from 2017 Emerging Leader (anonymous)