



*Leveraging outdoor recreation for conservation gains, via SHIFT and related programming*

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I. The Center for Jackson Hole, a 501(c)3 organization established to execute SHIFT in compliance with The Jackson Hole Travel and Tourism Board's (the "TTB") mandate for the event, respectfully requests that the TTB renew the SHIFT license per "Article 2. Term and Termination" of the 2016 SHIFT License agreement, to wit:

*"The term of this License shall commence on the Effective Date of this License and shall expire on December 31, 2016. This License shall automatically renew for two (2) additional one (1) year terms."*

II. The Center for Jackson Hole respectfully requests that the TTB maintain its investment in SHIFT through 2018 at the 2016 level of \$100,000 per year.

As foundation for this request:

**1. The Center for Jackson Hole met the Event Promoter Conditions included in the December 10, 2015, "SHIFT Funding Agreement for Special Events FY' 2017," per the following:**

*a). Event Promoter must demonstrate measurable improvement year to year to be considered for funding for 2017 SHIFT.*

*b). Event Promoter must demonstrate significant growth in out-of-town visitors from 2015 SHIFT event to 2016 SHIFT event.*

2016 SHIFT results:

- Out-of-Town Visitors: 513 (v. 254 in 2015)
- Room Nights: 1,928 (v. 711 in 2015)
- Economic Impact: \$407,039.36 - \$490,059 (v. \$172,157-\$189,030 in 2015)
- Return on Investment: 4.07-4.9 (v. 1.47-1.66 in 2015)
- Additional Sales Tax Revenue Generated by Event Accrued to Teton County: \$24,422-\$29,403 (v. \$10,329-\$11,341 in 2015)
- Additional Lodging Tax Revenue Generated by Event: \$8,140-\$9,801 (v. \$3,443-\$3,780 in 2015)

*c). Event Promoter will seek to replace TTB funding with other sponsorship funding for a 2017 SHIFT event. If Event Promoter replaces TTB funding by 100%, Event Promoter may apply for additional funding for expansions, improvements, new ideas, etc.*

In 2016, The Center for Jackson Hole raised more than \$110,000 from individuals, foundations and businesses, including support from national-level sponsors such as Klean Kanteen, Stio, Trout Unlimited, The Wilderness Society, The Sierra Club, and the US Fish and Wildlife Service's National Conservation Training Center.

**2. SHIFT is more than just a Jackson Hole legacy event.** It was commissioned by, and continues to be owned by, the TTB. As such, the capital invested to date carries with it responsibility to secure the event's long-term viability. This is compatible with the TTB's original objectives for the event, the TTB's vision ("*As a world leader in responsible tourism, to develop a healthy and vibrant fall, winter and spring economy that preserves our natural capital and enhances the well being of our community*") and the value proposition that SHIFT has created for the Jackson Hole community.



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The Jackson Hole Travel and Tourism Board commissioned the creation of SHIFT in 2013 to mitigate the seasonal decline in visitation to the area in October, and to apply the Lodging Tax in a way that benefited the local economy and the Jackson Hole community while also bringing value to the environment—a measurement of success known as the “triple bottom line.”

It was communicated that if the event were successful in achieving these goals, material benefit would accrue to both the Jackson Hole “brand” and Jackson Hole’s reputation as the epicenter of conservation innovation.

In 2016, under the direction of The Center for Jackson Hole, SHIFT continued to advance the TTB’s original goals, providing economic returns to the TTB’s investment, along with social and environmental returns.

- SHIFT’s growing renown attracted participation by political leaders, including four governors, along with influential drivers in the conservation, land-management, and recreation industries. This allowed the event to advance cutting-edge ideas on cultural relevancy that are revitalizing the American conservation movement.
- Wyoming Governor Matt Mead used his opening to announce the launch of a state office of outdoor recreation, which was communicated nationally as well as on the front page of the *Jackson Hole News & Guide*.
- The 2016 event’s focus on the future of our public lands was relevant to Jackson Hole, 96% of which is public, as well as to the nation. Jackson Hole enhanced its reputation for leadership in this field.

Consistent with the TTB’s objectives, SHIFT has grown and amplified Jackson Hole’s conservation legacy and its brand by combining the protection of America’s public lands with business, responsible recreation, and cultural relevancy. By positioning the Jackson Hole community at the epicenter of this revitalization, SHIFT has also strengthened the TTB’s ability to execute its mission. The SHIFT brand is today a nationally recognized leader in innovative conservation.

With support, SHIFT will grow this value proposition to American conservation and the Jackson Hole community. Such investment will pay dividends beyond the “holy grail” of the triple bottom line.

We believe SHIFT presents a singular opportunity for the TTB to honor our valley’s conservation/recreation legacy while simultaneously multiplying the value and benefits to our community. The automatic renewal of the license stipulated in the 2016 license agreement underscores the confidence of the TTB in The Center for Jackson Hole’s ability to carry forward its original vision, to support its mission and to contribute to Jackson’s core values.

On behalf of all of us at The Center for Jackson Hole, we thank the TTB for this confidence and for the ongoing support that makes it possible.

Respectfully,

Christian Beckwith  
Executive Director