



The Charture Institute helps communities located in beautiful settings sustain their essential qualities. Charture's work has three facets: data-driven research; sustainability-related actions (such as today's "22 in 21" forum); and funding sustainability projects through our 1% for the Tetons program. As a 501(c)3 non-profit, Charture gratefully accepts tax-deductible donations.

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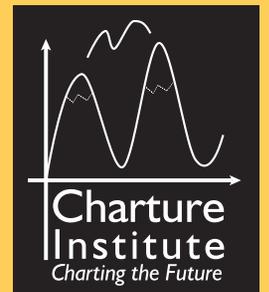
**22 IN 21:**

**Jackson Hole's Economy in the 21st Century**

Presented by the Charture Institute

SPRING CREEK RANCH

JANUARY 19, 2012



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*We who live in the Tetons region enjoy an embarrassment of riches.  
Simply put, no other place in the world shares our extraordinary  
combination of human, financial, and environmental resources.*

Today, we also enjoy a once-in-generations opportunity; an opportunity which, paradoxically, has arisen from the recession.

The 2008 recession marked an inflection point in the local economy. For two generations, the Tetons region enjoyed a thriving real estate and development industry. In return, the building trades formed the bedrock of the region's middle class, supporting the community as the community supported it.

The building trades have been the biggest casualties of the recession, though, and it's unlikely they'll ever regain their long-held prominence.

This reality begs the question of "What next?" Going forward, what – if anything – will fill the void left by the collapse of the building trades and, with it, the core of the region's middle class?

This question has no easy answers. But therein lies the opportunity, for it has been at least two generations since Tetons residents have had a meaningful chance to think about what they would like their economic future to look like, or how they might bring that future about.

Hence "22 in 21: Jackson Hole's Economy in the 21st Century." Today's forum gives residents of the Tetons region – not just Jackson Hole, but the larger community found in two states and three counties – the chance to consider and begin answering a question fundamental to the region's future: "Can we identify and begin to craft a 21st century economy which complements Teton County's values, character, and resources?"

The key word here is "begin." Like communities, economies are always evolving, always engaged in an ever-changing process which is never complete. But the recession presents the Tetons region the opportunity to begin asking what kind of economy we want in the 21st century. By extension, we can also begin asking what steps we can take – both today and over the longer run – to start creating an economy which complements the region's extraordinary human, financial, and environmental resources.

This is the purpose of 22 in 21. On behalf of the Charture Institute's board of directors, we welcome you to this first annual event. Thank you for coming; we're thrilled you're here.



Jonathan Schechter  
Executive Director  
Charture Institute

## AGENDA

### I. Registration; Buffet Lunch; Welcoming Remarks

- Kevin Olson, *Jackson Hole News&Guide*
- Gary Trauner, Charture Institute

### II. Speakers

- Overview and Context (Jackson Hole's Economy as a System)  
Jonathan Schechter – Charture Institute
- Jackson Hole from a National Perspective  
Jim Ryan – Wells Fargo Bank
- Jackson Hole's Taxable Economy – Tourism  
Jerry Blann – Jackson Hole Mountain Resort
- Jackson Hole's Taxable Economy – Development & Real Estate  
John Resor – Shooting Star
- Jackson Hole's Non-Taxable Economy – Non-Profits  
Karen Coleman – Community Foundation of Jackson Hole
- Jackson Hole's Non-Taxable Economy – Professional Services  
Liza Millet – Jackson Hole Small Business Development Network
- Jackson Hole's Future Economy – A Point of Economic Inflection  
Jeff Fuechsel – Bank of Jackson Hole
- Jackson Hole's Future Economy – The Creative Economy  
Gary and Veronica Silberberg – Center of Wonder
- Panel – All speakers

### III. Break

### IV. Breakout groups

- Facilitated by Frances VanHouton – Rainmaker Coaching

### V. Breakout group reports

### VI. Closing Remarks

- Jonathan Schechter – Charture Institute

### VII. Social hour