

CELEBRATING PARTNERSHIP

GRAND TETON NATIONAL PARK FOUNDATION

Long-Range Plan 2023-2029





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EXECUTIVE SUMMARY

Grand Teton National Park is a treasure among our nation's revered national park system.

Amidst the awe-inspiring diversity of the Greater Yellowstone Ecosystem, in the presence of the majestic Teton Range, surrounded by a passionate and committed community, Grand Teton National Park thrives in large part because of its partnership with Grand Teton National Park Foundation. The unique relationship between the Foundation and the park, now in its third decade, continues to flourish. Private philanthropy generates a long and lasting impact in every aspect of the park's mission. This vital partnership is essential to continue building capacity, capitalizing on opportunities, and confronting challenges over the coming years; all with the aim of protecting and preserving this extraordinary landscape.

Working collaboratively with leadership and staff in Grand Teton, the Foundation has identified a variety of projects and programs for the next six years that meet the park's most pressing priorities and significantly raise the bar with long-term support for engaging youth, enhancing visitor experiences, and conserving natural and cultural resources.

In light of increasing visitation, the promise of this partnership provides an unrivaled opportunity to connect millions of people each year with the value of protecting national parks and preserving public lands. Inspired visitors can become empowered advocates. Empowered advocates become stewards.

This six-year plan follows the Foundation's twenty-fifth anniversary; it concludes with the centennial celebration for Grand Teton National Park. The next century of preservation and enjoyment of this treasured place begins here.

INTRODUCTION

Grand Teton National Park's towering peaks, shimmering waters, and diverse habitats

provide opportunities for epic adventures, quiet reflection, and an unparalleled classroom to immerse oneself in nature's ingenuity and world-class ecological research. Whether skiing with a friend, enjoying a lakeshore picnic with family, or observing the remarkable relationship between a Clark's nutcracker and the whitebark pine, a thriving park offers something for all to share. Grand Teton National Park is able to deliver exceptional visitor experiences, an uncompromised landscape for wildlife, and extraordinary place-based educational opportunities with the help of philanthropic resources provided by Grand Teton National Park Foundation. The bedrock of this twenty-five-year partnership provides the stability, trust, and alignment to continue this legacy of innovation and impact. Strong partnerships create the conditions from which a powerful and shared vision come to fruition.

Grand Teton National Park Foundation, the official philanthropic partner of Grand Teton National Park, funds and supports projects and programs the park would be challenged to accomplish on its own. Since its founding in 1997, the Foundation has raised more than \$100 million from over 6,600 donors in support of:

Multi-year major projects including:

- **Establishing the Craig Thomas Discovery & Visitor Center**
- **Renewing Jenny Lake trails**
- **Improving Snake River access points**
- **Preserving the Mormon Row Historic District**
- **Conserving and protecting the Antelope Flats state lands parcel**

Special and ongoing programs and initiatives such as:

- **Wildlife and natural resource conservation and research**
- **Land acquisition for habitat protection**
- **Youth education and outreach**



As the Foundation concludes its twenty-fifth year, Grand Teton National Park looks toward its 100th anniversary in 2029. We are confident the innovative partnership developed during the past quarter century will continue to achieve important and inspiring successes over the next twenty-five years.



PROGRESS SINCE 2016

This six-year plan (2023-2029) builds on the major achievements and accomplishments of the previous long-range plan, which commenced in 2016. Our past success is firmly rooted in the strength of the partnership between the Foundation and the park. As a direct result of sound planning and strong collaboration, between 2016 and 2022, the Foundation:

- Led an aspirational effort to acquire the 640-acre Antelope Flats parcel on behalf of Grand Teton National Park
- Completed the Jenny Lake Trail Renewal Project
- Purchased the last privately-owned inholding (Moulton Ranch Cabins) in the iconic Mormon Row Historic District and transferred it to the park for workforce housing
- Completed restoration of Pacific Creek and Jackson Lake Dam landings on the Snake River
- Funded ongoing wildlife research and conservation
- Launched and sustained volunteer programs to assist park staff (e.g. String Lakers, Wildlife Brigade)
- Improved the Teton Crest Trail at Hurricane Pass and Paintbrush Divide
- Funded five ongoing youth outreach and education programs
- Installed over 315 bear boxes
- Preserved structures on Mormon Row
- Stabilized structures at the Historic Bar BC Dude Ranch and Lucas Fabian Homestead
- Enabled consistent winter Nordic ski trail grooming and launched a volunteer ski ambassador program



PARTNERSHIP INNOVATION

The partnership between Grand Teton National Park Foundation and Grand Teton National Park serves as a national model for the 424 park units across the United States.

While many parks have philanthropic partners, few are able to raise the level of funding needed to address the scope and scale of projects and programs like those in Grand Teton. Of the more than 270 friends groups, Grand Teton National Park Foundation is one of only fifteen that provide more than \$5 million to its local park partner on an annual basis.

A critical element to every project or program supported by the Foundation is that the park must also have a financial stake—creating true partnership initiatives. As a result of this relationship, philanthropic funds provided by the Foundation open opportunities for the park to access additional federal funding because the commonly required private matching funds are in place. The Foundation's philanthropic support positions the park to successfully compete for federal funds that otherwise would not be available to Grand Teton.

Partnership initiatives also elevate the vision and quality of projects. Philanthropic funding enables the park to address more challenges, design solutions that are more creative and inspirational, and complete projects on time and without compromise from economic pressures. This margin of excellence helps to conserve Grand Teton's iconic resources and transform the visitor experience, providing memories, learning, and inspiration that stay with visitors long after they leave the park. The level of funding and the thought-leadership brought together in this partnership will continue to enable Grand Teton to adapt and meet the challenges of the twenty-first century.



STRATEGIC PLANNING PROCESS

In February 2022, a professionally-facilitated strategic planning process commenced,

engaging representatives from the Foundation's board, resource council, staff, and others in close collaboration with leadership from the park. Strategic committees coalesced around four distinct themes, each with direct connection and deep impact in Grand Teton:

- **Natural resources**
- **Cultural resources**
- **Youth engagement**
- **Visitor experiences**

Two additional committees were organized: one to explore emerging opportunities that have the prospect of coming into clearer focus within the period of this plan; the other to identify opportunities to improve the Foundation's internal capacity and effectiveness. Over the course of a year, seventeen committee meetings were held, field trips were organized, and countless conversations, correspondence, and volunteer hours were invested to help formulate this long-range plan.

At the outset of its work, the Long-Range Planning Committee reviewed the Foundation's mission statement in place since 2016:

Grand Teton National Park Foundation is a private, nonprofit organization that funds projects that enhance Grand Teton National Park's cultural, historic, and natural resources and helps others learn about and protect all that is special in the park.



The committee recognized that the partnership between the Foundation and the park has evolved over time, and that the park relies on the Foundation as a strategic thought partner in addition to its fundraising expertise. To better reflect this, the board of directors has revised the Foundation's mission statement to:

Grand Teton National Park Foundation partners with Grand Teton National Park to steward, protect, and enhance all that is special in the park.

The Foundation relies on selection criteria that were created in 2007 to evaluate ideas presented by Grand Teton for consideration. Projects supported by the Foundation are required to:

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- **Have significant public benefit**
- **Achieve a level of quality that exceeds what the park could do on its own**
- **Add value to the park rather than offset federal responsibility**
- **Have value that can be seen, felt, and/or understood**
- **Have the backing and support of the park superintendent**
- **Have the ability to be assessed and evaluated, providing accountability to donors**

Throughout the planning process, each committee discussed dozens of concepts and opportunities. Ultimately, a diverse set of more than forty projects and programs were identified as priorities to be included in this six-year plan.

We believe these priorities are ambitious, worthwhile, and achievable.



This Long-Range Plan 2023-2029 provides the basis for the Foundation and park to launch their next era of partnership and sets the stage for the celebration of the 100th anniversary of the establishment of Grand Teton National Park in 2029.



THE PLAN: 2023-2029

VISION

Grand Teton National Park Foundation will be an innovator and a model in national park partnership, raising the bar for conservation, philanthropy, and visitor experiences while connecting youth and diverse populations to Grand Teton National Park.

Grand Teton National Park will be a model national park attracting both public investment and private philanthropy to serve as an example of partnership innovation within the National Park Service.

In addition to implementing this six-year plan, Grand Teton National Park Foundation will participate with leading peer organizations to share information and practices that showcase and amplify sustainable models of support for public lands across the United States.

CROSS-CUTTING ISSUES

This long-range plan is organized around specific priority areas of Grand Teton. Though some portions of the plan are well defined, the plan, by design, remains dynamic and serves as a roadmap for ensuring park priorities always remain at the forefront of decision making. In addition to areas identified by specific subcommittees, a number of underlying issues emerged. These issues underscore the interconnectedness between the distinct project areas and the indistinguishable connection between the Foundation and Grand Teton. They are:

- **Strategic communications**—The ability for the park and the Foundation to effectively educate, inspire, and inform their audiences to become park stewards, i.e., park visitors, youth, donors, employees, community members, and other stakeholders. Opportunities abound for coordinating and leveraging communications for maximum impact.
- **Workforce housing**—The work of the park and the Foundation requires most staff to work locally versus working remotely. Limitations on housing availability pose substantial challenges on the partnership's ability to meet its goals.
- **Climate change**—From the alpine glaciers to the river bottoms in the park, the impacts of climate change on natural and cultural resources, visitation, and park management are evident. A focus on climate resiliency is critical to the long-term protection and stewardship of Grand Teton.



- **Park capacity**—Shortages in workforce housing combined with once-in-a-generation Congressional appropriations to address major deferred maintenance projects has the potential to create an unsustainable workload for park personnel.
- **Centers of gravity**—Increasing visitation means large numbers of people concentrate at the most well-known areas within Grand Teton. The park has adopted a long-range strategy of taking the steps necessary to encourage people to visit a greater number of locations as a means of dispersing visitors across the landscape.
- **Diversity of visitors and employees**—Creating more pathways to engage and welcome all people, both visitors and employees, to Grand Teton. Grand Teton National Park Foundation shares this aim to increase diversity among its staff, board, and resource council. The Foundation recognizes that in order to achieve its mission, it needs to cultivate an organizational culture that is inclusive, welcoming, and supportive.

NATURAL RESOURCES

Goals

Support Grand Teton's highest priorities for wildlife and natural resources stewardship by funding needs that:

- **Allow the park to raise its sights and develop comprehensive, long-term programs**
- **Identify opportunities that will sustain Grand Teton's treasured wildlife and natural resources amidst existing pressures and in advance of new threats**

The park emphasizes work in this category that promotes sustainable ecological processes in the context of the Greater Yellowstone Ecosystem and resources shared across administrative boundaries. Five interrelated themes help organize natural resource projects, programs, and initiatives:

1. **Wildlife conservation**
2. **Snake River health**
3. **Conservation of key vegetation**
4. **Climate change response**
5. **Communication and education pertinent to natural resources**

RATIONALE: Climate change, invasive species, habitat loss and fragmentation, and pressures from increasing visitation concern park managers. Rigorous research and long-term monitoring of impacts and changes on natural resources provides essential information that facilitates sound management and strategic decision making by Grand Teton's leadership. Enhanced educational programs, formal and informal, improve the park's ability to communicate effectively as well.

CURRENTLY IDENTIFIED PRIORITIES:

WILDLIFE CONSERVATION

Habitat protection

- Prioritize the acquisition of the last Wyoming school trust lands within Grand Teton's boundaries, which are part of an essential wildlife migration corridor that is currently at risk of development

Protect bears

- Implement Bear Wise program and sustain Wildlife Brigade (volunteer program)
- Research impacts of outdoor recreation on grizzly bears in the Greater Yellowstone Ecosystem



Ungulate populations

- Establish nutritional carrying capacity for bighorn sheep
- Monitor spread of chronic wasting disease (CWD) in cervid populations
- Monitor ungulate populations of concern

Support sustainable wolf populations

- Research and monitor gray wolves

Monitor avian production and survivorship

- Research songbirds

Monitor pikas in a changing climate

- Understand population changes and adaptive strategies

SNAKE RIVER HEALTH

- Track Snake River health and climate change impacts on water quantity and quality
- Restore and protect fish and fish habitat

CONSERVATION OF KEY VEGETATION

- Restore wildlife habitat in sagebrush grasslands
- Monitor whitebark pine trees

CLIMATE CHANGE RESPONSE

- Monitor glaciers and water resources
- Measure landscape changes

COMMUNICATION AND EDUCATION

- Support volunteer programs that interact with Grand Teton visitors (e.g. Wildlife Brigade)
- Ensure the park takes advantage of opportunities to engage and educate visitors about the importance of natural resource protection





CULTURAL RESOURCES

Goals

Fund priority cultural resource projects that:

- **Reflect local and park history, including accurately reflecting humans as part of the landscape**
- **Have high visitor engagement value**

The park prioritizes the preservation of important cultural resources that ensure the human history of Grand Teton is available for interpretation for present and future generations. In recognition that people have been a part of this ecosystem for nearly 30,000 years, Grand Teton will increase its collaboration with tribal governments and organizations representing Indigenous people to conserve cultural connections and strive to appropriately inform and educate the public about their history and culture. The park and Foundation will work collaboratively to incorporate tribal history and culture, where appropriate, as components of projects and programs.



For relatively recent Euro-American history, Grand Teton focuses on preserving historic structures that have urgent stabilization needs and require enhancements to improve the visitor experience. The Mormon Row Historic District remains the single largest cultural resource preservation project in the park's history. This multi-year initiative is creating a center of gravity within Grand Teton that offers visitors a glimpse of Anglo settlement history with the iconic backdrop of the Tetons. Beyond preserving and interpreting this important heritage area, the park will reclaim use of the Roy Chambers Homestead for seasonal staff housing, helping to alleviate employee housing challenges.

Though not currently scheduled to commence within the time frame of this plan, Cunningham Cabin and the Maud Noble Cabin are slated for renewal with the advent of Grand Teton's 100th anniversary. Both require preservation treatment, enhanced accessibility, and interpretation to continue their role in conveying the compelling stories of the park.

RATIONALE: Grand Teton National Park protects 508 documented archeological sites, 736 historic structures and landscapes, and over one million museum and archival objects. These structures, landscapes, artworks, collections, and buildings document the stories of the people who shaped the place we know as Grand Teton today. Preserving these special resources ensures a tangible connection from present and future generations to those of the past. When cultural resources deteriorate, they cannot be replaced.

CURRENTLY IDENTIFIED PRIORITIES:

- Incorporate tribal culture into interpretive elements of appropriate projects
- Preserve Mormon Row Historic District and enhance visitor experiences
- Protect existing investments in cultural resources

LAUNCHING WITH GRAND TETON NATIONAL PARK'S 100TH ANNIVERSARY:

- Stabilize Cunningham Cabin and enhance visitor experiences
- Preserve Maud Noble Cabin and enhance visitor experiences



YOUTH ENGAGEMENT

Goals

Introduce the next generation of park stewards and leaders to the importance of conservation through outdoor experiences and career opportunities in Grand Teton with programs that:

- **Engage youth, including those from underserved communities locally, regionally, and nationally**
- **Create opportunities and experiences for youth that build self-esteem and self-reliance, fostering growth as individuals and as citizens.**
- **Ensure that youth outreach efforts supported by Grand Teton National Park Foundation can continue in perpetuity and allow the park to respond to opportunities as they arise by providing both annual program support and endowment funding**

Grand Teton National Park is a model within the National Park Service for its suite of innovative, often replicated, and highly acclaimed youth programs. This broad range of initiatives provides access to enriching, educational, and life-changing experiences for young people. These programs connect youth to nature while fostering meaningful and lasting relationships with park service mentors. Many of the youth who participate have limited or no access to these kinds of opportunities without the Foundation's support.

These programs serve to inspire and engage the next generation of park stewards and ambassadors for public lands while accomplishing important on-the-ground conservation work. Beyond the benefits to the park, these initiatives will challenge participants and allow them to grow and mature. Fostering their self-reliance will pay future dividends in engaged citizenship. These experiences would not be possible without philanthropic support.

RATIONALE: A top priority for the National Park Service is to build lasting relationships with and provide a welcoming experience for people from a diversity of backgrounds, aiming to increase representation of all people in park visitation and employment. Funding made possible by the Foundation, particularly around youth focused programs and initiatives, is important to achieving this aim.

The Foundation has raised more than \$6.7 million for youth engagement in Grand Teton during the last eighteen years. Today, the initiative has grown from one program to five annually, requiring the Foundation to grant close to \$1 million to the park each year to support these impactful efforts.

Inspiring the next generation of park stewards and leaders will remain a top priority for both the National Park Service and Grand Teton National Park Foundation. As an important and timely component to this plan, the Foundation will launch and complete a major youth capital campaign that raises funds for both annual programming and an endowment to ensure the Youth Engagement Initiative continues in perpetuity.





CURRENTLY IDENTIFIED PRIORITIES:

- Strengthening the reach and impact of a broad range of youth education initiatives
- Establishing multiple sources of funding, including a permanent endowment, to support the park's youth-centered activities and provide flexibility to launch and lead new initiatives
- Providing funds that allow the park to address programmatic needs and opportunities as they arise

GRAND TETON NATIONAL PARK FOUNDATION CURRENTLY PROVIDES PHILANTHROPIC SUPPORT FOR:

- **Pura Vida**—introduces local Latinx youth and families to recreational and career opportunities in Grand Teton
- **Tribal Youth Engagement**—provides hands-on opportunities for regional Indigenous youth to connect with cultural landscapes and environments through immersive programs in Grand Teton
- **Youth Conservation Program**—employs sixteen to nineteen-year-olds on Grand Teton's trail crew to accomplish much-needed work while participants learn about park resources and develop conservation ethics
- **NPS Academy**—engages diverse college students from across the country through summer internships, mentorships, and specialized training within the national park system
- **Mountains to Main Street**—offers ongoing career development and mentoring to young professionals who launch park-focused programming in their home cities

VISITOR EXPERIENCE

Goals

Provide exceptional visitor experiences in Grand Teton by:

- **Creating well-designed and universally accessible facilities**
- **Sharing inspiring educational messages**
- **Enabling volunteer and ranger support programs**
- **Supporting citizen stewardship**

The National Park Service is mission driven to preserve resources and values for enjoyment, education, and inspiration. A primary way this is achieved is by enlisting citizens as active stewards through increasing levels of engagement: (1) the baseline goal is to help visitors understand how to recreate responsibly; (2) then, responding to visitor curiosity, help them learn more about the park; and (3) offer deeper engagement through volunteer programs in the park.

In response to anticipated changing visitation over the next six years, Grand Teton aims to continue dispersing people throughout the park and creating more citizen stewards. To accomplish these two goals, important destinations will be upgraded and modernized, which will help engage people more effectively by establishing centers of gravity. This includes enhancing access to the park and, where possible, expanding universal accessibility, updating visitor services, and reconfiguring hiker and automobile flow to accommodate increased visitation. A continued area of emphasis will be supporting volunteer teams to educate and orient visitors, which will create more citizen stewards.

RATIONALE: People visit Grand Teton to experience nature, history, and adventure in a breathtaking mountain landscape. Trailheads and trails, river launches, roadway pull-outs, picnic areas, overlooks, marinas, campgrounds, and other facilities serve as portals to visitors' experiences in the park and are destinations in and of themselves. The places people visit are varied: some are wild and others are civilized, requiring different levels of commitment, time, and ability to access. Each one carries with it different stewardship challenges. Universal accessibility, educational exhibits, sustainable design, and upgraded facilities to reflect the highest standard of National Park Service stewardship are rich areas for partnership work, with considerable potential to create positive experiences for visitors.

PRIORITIES:

- **Renew Taggart Lake Trailhead and trails**
- **Enhance Lupine Meadows Trailhead to the highest standards of stewardship and accessibility**
- **Continue to provide winter recreation opportunities by grooming the Teton Park Road and supporting a ski ambassador volunteer program**
- **Support trail renewal throughout Grand Teton**
- **Complete Snake River access enhancements at three major launches and expand partnership work at additional river locations**
- **Support Snake River Ambassadors volunteer program**
- **Host webcams for the benefit of virtual park visitors**
- **Provide park rangers with specialized training, equipment, and mental health resources**





FOUNDATION CAPACITY

Goals

- **Build upon position of strength to ensure the capacity of the Foundation can continue to meet the needs of upcoming projects and programs with supported staff, aspirational fundraising goals, appropriate ratio of donors to staff, a high functioning board and resource council, and long-term financial sustainability**
- **Define and institutionalize specific structures and mechanisms that will ensure the continued success of today's innovative partnership model**

Optimizing the Foundation's capacity to support the park is essential as Grand Teton contends with pressure from increasing visitation, climate change, federal fiscal constraints, and more. As part of the planning process, the Foundation analyzed its current strengths, weaknesses, opportunities, and threats with an eye toward addressing new ways of meeting its mission. While maintaining a strong track record of impactful work with a dedicated staff, the Foundation recognizes there are opportunities to achieve greater impact by optimizing staff capacity; recruiting to increase diversity among staff and board; establishing strategic and appropriate endowments; enhancing communications; and growing the donor base.

RATIONALE: An efficient, diverse, and motivated staff, board, and resource council will expand the Foundation's reach, engage new donors, and maintain a high level of donor stewardship with the aim of increasing the number of supporters and, with it, philanthropic funding.

PRIORITIES:

- **Increase diversity, equity, and inclusion internally at the Foundation, including the board of directors, and externally for participants in programs and projects the Foundation funds**
- **Recognize that securing housing options is essential to recruiting and retaining Foundation staff**
- **Leverage the park's external communications by funding a strategic park-wide communications audit**
- **Grow the Foundation's planned giving program**
- **Develop internship and job opportunities for young professionals with an eye toward increasing representation from diverse backgrounds**
- **Establish strategic and appropriate program endowments**
- **Evaluate role and functions of board and resource council through a formal assessment in 2023**
- **Strategically consider increasing staff to meet goals of this plan (e.g., fundraising, operational support)**

EMERGING OPPORTUNITIES AND CHALLENGES

Goals

- Understand and consider existing and emerging technologies that could advance the Foundation and park's collective missions
- Explore new and expand existing volunteer programs and the use of volunteers as a way to further the Foundation and the park's collective missions
- Identify and articulate a spectrum of possible ways that the Foundation could support Grand Teton in achieving its goals to house all of its employees today and into the future, including projects that could simultaneously provide mutually beneficial housing opportunities for both park and Foundation staff
- Articulate and consider a spectrum of ways that the Foundation can support the park in creating, growing, and sustaining citizen stewards who will act in the best interest of Grand Teton's natural and cultural resources
- Create new pathways to partner with tribal communities

Given the rapidity and magnitude of external forces impacting the park, including changing visitation (numbers and patterns), housing availability in Jackson Hole, and more, the Foundation convened a committee focused on identifying emerging opportunities and defining challenges. Many of the areas that this committee explored are issues that cut across the discussion topics of the other planning committees and include:

EMERGING TECHNOLOGIES

Park visitors utilize technology before, during, and after their time in Grand Teton. The ability to meet visitors where they are carries with it the opportunity to extend and enrich the visitor experience. The park and Foundation share the goal of harnessing appropriate technology to advance their respective missions.

RECOMMENDATION: Mobilize a joint Foundation-park technology task force to provide a forum to vet emergent technology ideas that serve to support Grand Teton's highest priorities and coordinate with national scale initiatives of the National Park Service.

PARK AND FOUNDATION WORKFORCE HOUSING OPPORTUNITIES

Analyze the range of housing options available to the park and Foundation and identify the appropriate role for the Foundation in assisting the park to ensure housing for all of its employees into the foreseeable future. Grand Teton is currently challenged to meet an employee housing shortfall of approximately thirty-five permanent and seventeen seasonal housing units.

RECOMMENDATION: The Foundation Housing Task Force, formed after the previous strategic planning process, will remain active and continue to explore housing opportunities. High priority options to consider will be those that provide mutual benefits for the park and the Foundation. The Foundation will support project planning and design, as appropriate.

STRATEGIC COMMUNICATIONS

The park communicates to millions of visitors both on-the-ground and virtually using a broad range of methods including: in-person, web-based, social media, films, mobile apps, signage, print, maps, and more.

RECOMMENDATION: The Foundation will support the park with funds to conduct a strategic communications audit to assess the quality of messaging, effectiveness, reach, and impact. The audit will provide direction aimed at improving and innovating the way that both organizations reach their distinct audiences and those that overlap.

PARK SERVICE CAPACITY

In recent years, the Great American Outdoors Act, Bipartisan Infrastructure Act, and the Inflation Reduction Act have provided major funding to support important infrastructure projects within the National Park Service, including Grand Teton, and is seen as a once-in-a-generation investment of public dollars. This creates both an unprecedented opportunity and a challenge for the park to meet project compliance requirements and project management responsibilities.

RECOMMENDATION: Explore existing and new ways in which the Foundation can partner with and assist the park to bolster its project management capacity. Consider, where appropriate, the Foundation contracting project management services on behalf of the park to add needed capacity toward accomplishing partnership projects.

CLIMATE CHANGE

Scientific evidence is clear that human-caused climate change is a reality and is profoundly affecting Earth's ecosystems. Grand Teton is not immune from these detrimental impacts. More days during the summer rise above 90° Fahrenheit than ever before. As a result, risks increase to wildlife from habitat deterioration. Water resources are changing, resulting in impacts to river systems, fisheries, vegetation, and recreation. Park visitation patterns will likely evolve as a result of these ecological changes, such as earlier access to trails in the spring, more consistent smoke in the valley, and fluctuations in lake levels and river flows in summer.

RECOMMENDATION: National parks offer uniquely unspoiled places to investigate, study, measure, and mitigate against the consequences of climate change. The Foundation will work closely with the park to identify projects and programs where philanthropy can help address the worst impacts of this serious threat.







CONCLUSION

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This long-range plan 2023-2029 provides the basis for the Foundation and park to launch

their next era of partnership and sets the stage for the celebration of the 100th anniversary of the establishment of Grand Teton National Park in 2029. While it represents best estimates of projects, programs, timeframes, and financial goals, any idea-driven organization remains open to unexpected but worthy projects that may arise. The Foundation and park will rigorously evaluate such opportunities together and ensure that a measure of flexibility remains to seize opportunities that are currently unknown. Most importantly, this plan celebrates and commits to the partnership innovation that has grown to be the legacy of Grand Teton National Park and Grand Teton National Park Foundation.

This is a special moment in time—a moment like that which inspired the community leader gathering at Maud Noble's cabin to protect this valley, and the one that inspired local supporters to build a landmark visitor center. Grand Teton National Park is the beneficiary of a legacy of philanthropy first envisioned by John D. Rockefeller, Jr. that continues today. The convergence of passionate people, a creative mindset, and the right resources has created an opportunity for the partnership between Grand Teton National Park Foundation and Grand Teton National Park to prosper and thrive.

ORIGIN STORIES

GRAND TETON NATIONAL PARK

Precisely 100 years ago in 1923, a small group of concerned citizens gathered at Maud Noble's cabin

on the banks of the Snake River to dream aloud of protecting the larger valley we know as Jackson Hole. In the years that followed, the idea of Grand Teton National Park was forged into reality. An extraordinary effort undertaken by John D. Rockefeller, Jr. through the guise of the Snake River Land Company led to the acquisition of 35,000 acres of private land, which he conferred to the federal government with the intention of conserving it in perpetuity. In 1929, Congress responded to decades of advocacy and established Grand Teton National Park. This visionary act preserved the spectacular scenery of the Teton Range and several lakes below. Preservation efforts by Rockefeller resulted in adding large portions of the Jackson Hole valley to the park to protect a landscape that supports diverse native plants and animals; encompasses an ecologically important stretch of the Snake River; preserves the area's associated human history; conserves wildlands and wildlife habitat that is part of the Greater Yellowstone Ecosystem; and provides opportunities for enjoyment, education, inspiration, and scientific investigation for this and future generations.

While dedicated park staff, volunteers, and partners bring to life these goals every day, they do so while welcoming an increasing number of park visitors every year. Especially during times of national crisis, citizens flock to their public lands for respite, reprieve, and refuge. Visitation in 2021 exceeded the 2018 record by eleven-percent. Of the nation's 424 national parks, in 2021 Grand Teton National Park ranked seventh most visited. Many of these visitors also spent time in adjacent and regional public lands given Grand Teton's position in the Greater Yellowstone Ecosystem, one of the largest remaining intact temperate ecosystems on earth.

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Infrastructure, such as water and telecommunications systems, has been updated to meet the needs of the park's increasing and changing visitation. Volunteer brigades and interpretive ranger staff have been deployed at key locations to ensure visitors have a safe and enjoyable experience while minimizing impacts to resources. Specialists guard against the spread of invasive species and restore native habitat affected by human use. Researchers collect social science and visitor data to inform future decisions on how best to design and deliver an exceptional experience.

In a national response to the needs and growing prominence of public lands, Congress passed the Great American Outdoors Act in 2020, authorizing up to \$1.6 billion annually for five years to fund backlogged maintenance projects on public lands. In addition, the Bipartisan Infrastructure Act and the Inflation Reduction Act will provide significant funding over the next six years to help address climate change and increasing visitation. This influx of specially designated funding provides a once-in-a-generation opportunity for private philanthropy to leverage these dollars and achieve a margin of excellence on projects that the park could not accomplish on its own. This creates an unprecedented opportunity—within the timeframe of this plan—for the partnership between the Foundation and the park to realize a bold and encompassing vision for Grand Teton. Over the next three years, Congress will consider whether to re-authorize the Great American Outdoors Act for another five years. Their deliberations will be informed by the success they see on-the-ground from prior investments. The Foundation's work will help create a positive view by demonstrating how federal investment can be leveraged with private philanthropy to deliver tangible improvements and results in Grand Teton.

GRAND TETON NATIONAL PARK FOUNDATION

As the creation of Grand Teton National Park commenced with a small group of dedicated and

influential leaders, so too begins the story of Grand Teton National Park Foundation. Conceived in 1997, a small group of individuals, led by Jerry Halpin, shared deep convictions about the importance of protecting and enhancing the park and established Grand Teton National Park Foundation. The organization's first effort centered on a vision to replace the park's outdated visitor center with one equal to the grandeur of the Tetons and the capacity to welcome the growing number of annual park visitors. This goal was realized in 2007 with the opening of the \$25 million Craig Thomas Discovery & Visitor Center. Showcasing the significance of this undertaking, then interior secretary, Dirk Kempthorne, recognized the power of the public-private partnership exemplified between the Foundation and the park, pointing to it as a model to be adopted across the National Park Service.

Twenty-five years later, philanthropic funding from Grand Teton National Park Foundation and federal investments from Grand Teton have combined to complete a number of major capital improvement projects, including the Jenny Lake Renewal initiative (\$20 million), Snake River Gateways (\$12.8 million), and the acquisition of the 640-acre Antelope Flats parcel for inclusion in the park (\$46 million).

In addition to capital projects, the Foundation raises philanthropic support on an annual basis to meet evolving priorities that enable the park to lead and manage a host of ongoing programs and projects. Among these areas:

- **Natural resource science and conservation** to direct research toward wolf and bear populations, ungulate migration, climate change monitoring and mitigation, fisheries management, and habitat restoration.
- **Youth education** with a focus on increasing diversity and representation in the National Park Service's workforce and visitors (e.g. youth conservation programs, tribal youth initiatives, employment academies, and internships).
- **Visitor services programs** that provide opportunities for people to explore and enjoy the park (e.g. Nordic grooming, trail improvements).
- **Cultural resource preservation** to ensure the human history of Grand Teton is available for interpretation for future generations (e.g. Mormon Row Historic District and the historic Bar BC Dude Ranch).

Today, the Foundation operates with thirteen full-time employees, twenty-five board members, thirty-one resource council members, and an annual budget of just over \$2 million. The Foundation and park work together in a highly sophisticated model that leverages all available partnership tools. In addition to success and innovation to generate funding, the board and staff at the Foundation serve as thought leaders and community ambassadors to extend the reach of Grand Teton National Park.



GRAND TETON NATIONAL PARK IN NUMBERS

CULTURAL AND NATURAL RESOURCES

Documented archeological sites	508
Historic structures and landscapes	736
Geothermal features	100+
Named glaciers	10
Museum and archival objects	1.1 million
Miles of wild & scenic river	56
Total acres in managed wilderness	164,954
Native bird species	250+
Native fish species	12
Native mammal species	70
Native plant species	1200+
Native reptiles & amphibians	8

VISITORS

Total number of park visits	3.9 million
Annual spending in local communities by park visitors	\$774 million
Number of jobs created in local communities from visitor spending	10,500
Number of visitor centers and contact stations	6
Number of volunteer hours donated	40,855
Number of recorded wildlife jams managed	711
Number of ambulance runs	286
Number of search and rescue missions	82



ADMINISTRATION

Operating budget in 2021	\$13.8 million
Annual entrance fee revenue	\$6.8 million
Annual concession franchise fee revenue	\$4.95 million
Total NPS employees at peak summer season	313
Total year-round NPS employees	163

COMMERCIAL SERVICES

Total revenue of park concessioners	\$86.6 million
Number of overnight lodging units	895
Annual overnight lodging visitors	232,152
Number of campground sites	1,389
Annual camping visitors	357,550
Number of concession contracts	27

ASSET PORTFOLIO

Total acres, including JDR Parkway	333,701
Total number of facility assets	1,325
Deferred maintenance backlog	\$149 million
Miles of paved roads	153
Miles of unpaved roads	67
Miles of trails	361
Number of water & wastewater systems	48

This information is from 2021

CONTINUING THE CONSERVATION LEGACY OF GRAND TETON
THROUGH PARTNERSHIP AND PHILANTHROPY



*The official nonprofit fundraising partner of
Grand Teton National Park*

GRAND TETON NATIONAL PARK
FOUNDATION

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Photos: Cover Tetons, Big Horn Sheep, Jenny Lake, Jackson Lake, Elk, Pika, Mormon Row, Grizzly Bears, Bison—Adobe Stock | Taggart Lake—Ed Riddell | Wolf, Deer—Brad Schwarm/Alpenglowtours
Pronghorn, Bear Cub, Mormon Row Cabins, Moose—Diana Stratton | Cross-Country Skier—David Swift | Other images provided by—NPS and Ryan Sheets