



# STRATEGIC PLAN



PHOTO CREDIT: MICHAEL ANDREW JUST

2026-2031



PHOTO CREDIT: WADE WIXOM

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To meet growing regional needs, Zion Forever Project will expand philanthropy, advocacy, and diversified revenue strategies.





# A CALL FOR ACTION

**For more than a century, America’s national parks have been entrusted to federal stewardship, yet the resources available to manage them have not kept pace with their needs.**

Essential education programs, critical infrastructure, and long-planned improvements often remain unfunded, creating growing pressure on parks like Zion, where deferred maintenance alone now exceeds \$80 million.

At the same time, record visitation underscores the need for additional staffing, stronger visitor services, and investments that protect both the resource and the visitor experience.

Protecting Zion means protecting the communities that depend on it and ensuring the park can welcome visitors safely and sustainably for generations to come.

As Americans, we are all stewards of our national parks, sharing a responsibility that has been passed down to us to take care of Zion and the special places like it for future generations. Supporting our national parks takes all of us.

**There is only one Zion— and now it’s our turn to care for it.**



**OUR VISION**

**Zion...  
Today  
Tomorrow  
Forever.**

# WHY ZION FOREVER?

**Across the country, official “park partners” have become an essential force in helping national parks secure the resources they need to care for these treasured places and the people who travel from around the world to experience their wonder.**

**The Zion Forever Project (ZFP) serves as the official philanthropic and operational partner for Zion National Park, Cedar Breaks and Pipe Spring National Monuments, and the Dixie National Forest** through the U.S. Forest Service—a constellation of iconic public lands that form the heart of the greater Zion region.

Our partnerships become especially vital during times of uncertainty. Government shutdowns expose the fragility of federally funded park operations: fee revenue halts, services strain under visitor demand, and local communities feel the immediate economic impact.

**During the most recent shutdown, Zion Forever stepped in to support rangers, maintain core visitor services, and keep essential programs and youth education opportunities alive.**

But our role does not begin or end with crisis response. Even in normal years, persistent federal funding shortfalls mean the park depends on Zion Forever to keep critical projects moving and to help ensure a safe, high-quality visitor experience.

To support the greater Zion region, Zion Forever also serves as a trusted, apolitical convener that brings diverse viewpoints together to build shared solutions and unified strategies rooted in the long-term interests of the region. The Zion Forever team is composed of skilled professionals who understand how to work effectively across governments, land management agencies, nonprofits, businesses, gateway communities, and individual residents and visitors to pursue common goals.

**OUR MISSION**

**To conserve and enhance  
public lands in the Zion region  
for current and future generations  
by engaging communities,  
visitors, and partners.**



# OUR PRINCIPLES

The following principles guide ZFP's strategies, decisions, and day-to-day work:

## PRINCIPLE #1

**We exist solely and entirely to support Zion National Park, Cedar Breaks, Pipe Spring National Monuments (“the Parks”), and the Dixie National Forest (“the Forest”), and to advocate for their needs.**

**As such, our mission and priorities are fully aligned with theirs.**



## PRINCIPLE #2

**Our work and impact rests entirely on our trust-based partnership with the National Park Service, the U.S. Forest Service, and other stakeholders.**



**PRINCIPLE #3**

**We are an honest broker who can be relied upon to create productive, apolitical spaces with diverse stakeholders.**

**In these spaces, we work together to solve problems with the long-term interest of the Parks and the Forest in mind.**



**PRINCIPLE #4**

**Together with the National Park Service and U.S. Forest Service, we seek to create a memorable, authentic, high-quality experience for all visitors.**

**PRINCIPLE #5**

**We connect people and the Parks.**

**We believe that everyone should be able to access, enjoy, and feel welcome in Zion National Park and the other public lands we serve.**



ZFP STRATEGIC PLAN 2026-2031



**At the same time, we recognize that all visitors are responsible for being good stewards of the land—their land, and supporters and advocates after they leave.**

**IN 2024**

**99,663**

**VISITORS ENGAGED THROUGH EDUCATION**



# HOW WE WORK



**ADVOCATE** ZFP champions the stewardship and sustainability of the greater Zion region, advancing strong agency partnerships, funding for critical projects and operations, an accessible and high-quality visitor experience, and proactive planning for emerging threats.



**EDUCATE** The Zion Forever Project engages and informs key audiences about the region's history, ecology, and stewardship needs—and what is required to protect and sustain these landscapes for future generations.



**CONVENE** As a trusted external partner, ZFP brings diverse voices together to address the complex issues facing the greater Zion region, fostering shared understanding and collaborative problem-solving.



**MOBILIZE RESOURCES** Working in close alignment with the National Park Service and other land management agencies, ZFP identifies and secures essential funding for regional projects, programs, and operations across the greater Zion landscape.



**TAKE ACTION** As a private nonprofit partner aligned with Zion's mission, ZFP has the flexibility to undertake priority projects that federal partners cannot fund or staff, often delivering them more quickly and efficiently.

# 5-YEAR ORGANIZATIONAL GOALS



PHOTO CREDIT: ANDY PORTER

## GOAL #1

# Address deferred maintenance needs by providing **\$35 million in funding by 2031**

Zion Forever Project will raise **\$35 million over five years** to help address critical deferred maintenance needs, including roads, trails, utilities, campgrounds, and habitat restoration. These investments are essential to protecting natural and cultural resources while ensuring a safe, high-quality experience for the millions who visit Zion each year.



WE'LL RAISE  
**\$35  
MIL**  
BY 2031



## GOAL #2

# Secure sufficient housing for Park and ZFP staff

Zion Forever Project will work with public land partners to expand affordable workforce housing, recognizing that a stable, nearby workforce is critical to park operations, visitor safety, and resource protection. **By 2031, the goal is to add 100 housing units to support park and ZFP staff** amid rising costs and limited availability in the region.

PHOTO CREDIT: ANNA WASKOSKY



## GOAL #3

# Safeguard and enhance the visitor experience

Zion Forever Project will invest in visitor education, innovative access solutions, and regional collaboration to ensure Zion remains welcoming, accessible, and well-managed as visitation continues to grow.

These efforts will protect park resources while delivering an exceptional and sustainable visitor experience for generations to come.





#### GOAL #4

## Support long-term stewardship of lands essential to Zion's landscape

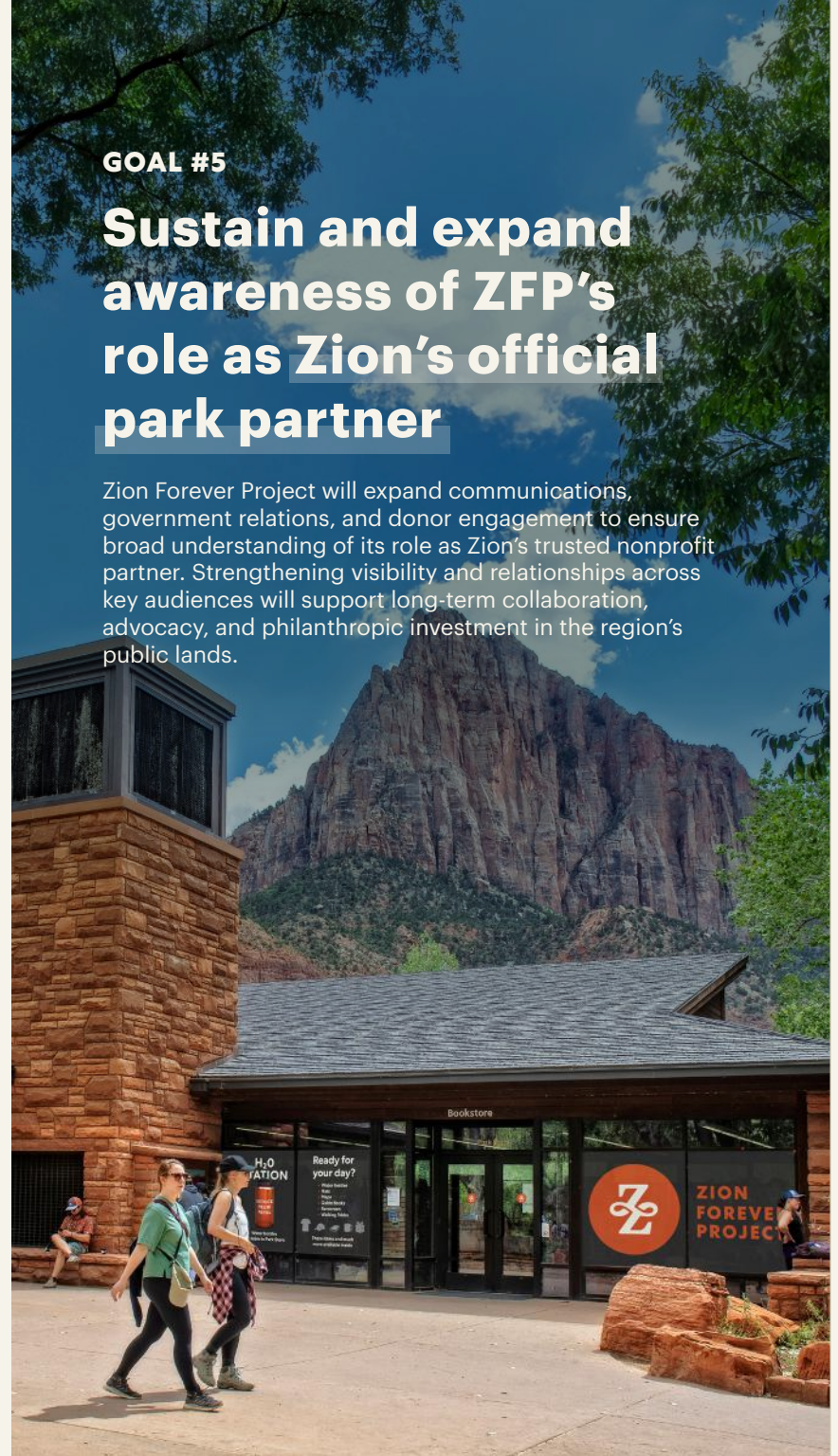
Zion Forever Project will strengthen its ability to support the long-term stewardship of priority lands that are essential to Zion's landscape, including those that sustain wildlife movement, watershed health, and overall landscape connectivity. This work focuses on ensuring these lands continue to function in ways that support existing public lands, surrounding communities, and visitor experience.

To do this, ZFP will **establish a \$15 million flexible strike fund** to respond quickly to time-sensitive opportunities where coordination, partnership, or targeted action can help sustain these values. ZFP will also take the steps necessary to **become an accredited land trust by 2029**, ensuring the credibility, accountability, and long-term stewardship tools needed when land protection is the most appropriate solution.

#### GOAL #5

## Sustain and expand awareness of ZFP's role as Zion's official park partner

Zion Forever Project will expand communications, government relations, and donor engagement to ensure broad understanding of its role as Zion's trusted nonprofit partner. Strengthening visibility and relationships across key audiences will support long-term collaboration, advocacy, and philanthropic investment in the region's public lands.



# NEAR TERM PRIORITIES

(18 MONTHS)

**PRIORITY #1**

# Lay the groundwork for a five-year, \$65 million capital campaign to address priority needs in the greater Zion region

This includes **maintenance backlog, infrastructure improvement, workforce housing, and land stewardship.** Activities to include project identification, campaign design, communications planning, and donor research.

Read Zion Forever Project's "5-Year Organizational Goals" on page 12 for greater detail.



**PRIORITY #2**

# Align internal capacity to reflect projected growth and to support capital campaign

Priority areas include internal communication, systems and policies, physical infrastructure, staff development, and talent acquisition (e.g. government relations, land conservation).

# FUNDING THE FUTURE



**DOUBLE**  
ZFP'S REVENUE  
BY 2031

## Growing Revenue

**To achieve its organizational goals and near-term priorities, ZFP plans to double its current revenue by 2031.**

The organization expects all categories of revenue to increase, particularly **major gifts** and **corporate giving**. Corporate presence in the region is growing (the County is the fastest-growing metropolitan area in the nation), and with it, interest in **brand-aligned partnerships** with Zion.

ZFP believes that a more intentional and strategic approach to engaging large businesses will enable it to seize on this opportunity.

Similarly, the organization intends to intensify its focus on securing **major gifts**, including the establishment of a robust **planned giving** program. Success will require ZFP to expand its development efforts to Las Vegas, California, the East Coast, and other markets beyond Utah.

At the same time, ZFP will **fortify its state and federal advocacy efforts** to preserve and secure critical funding for Park projects—especially deferred maintenance. This effort will be aided by the increase in **private contributions**, a funding source that often provides essential matching funds for public grants.

**ZFP is confident that the growth of investment into development efforts will enable considerable diversification of revenue sources outside of its traditional retail-based model. This shift will allow the organization to be more resilient and sustainable over time.**



**ZFP works to ensure that everyone in the organization, regardless of the role, sees themselves as supporting the mission and helping reach our shared goals.**

## Encouraging Company Culture

To enhance development efforts, ZFP will continue to embrace philanthropy as an organization-wide enterprise and make significant investments in organizational capacity and growth

### SUPPORTING A CULTURE OF PHILANTHROPY

- All employees are encouraged to be part of the employee giving program
- Annual staff training and regular program updates, which emphasize the goals and tactics being done to increase revenue, and reinforce skill building and connection to the mission

### LIVING OUR VALUES

- Diversity, Stewardship, Passion, Empowerment, Connection, and Empathy are the core values of our staff
- Professional development and investment in our staff and their retention in our organization

### BOARD LEADERSHIP

- Affirming the fiscal support of all board members annually
- Annual board training to support fundraising activities, and the fiduciary responsibilities of the duty of care, duty of obedience, and duty of loyalty

# WAYS TO GIVE

## SUPPORT OUR WORK

To support our mission or to learn more about specific ongoing projects, visit [www.zionpark.org](http://www.zionpark.org).

## SIGNIFICANT SUPPORT

If you would like to make a gift of \$10,000 or more, please reach out to us. We can provide you with a custom giving schedule or offer additional ways to give, such as check, online donation, electronic transfer, or gifts of securities.

## CORPORATE PARTNERS AND SPONSORSHIP

Join our dedicated businesses and community partners in helping address the highest needs in our public lands. Your support allows us to provide your staff with annual training, business-specific collateral, and more. Please reach out to learn more.

We extend our sincere thanks to the many stakeholders, organizations, elected officials at all levels of government, nonprofits, businesses, and gateway communities who contributed their time, insight, and support to the development of this Strategic Plan. Your shared commitment to public lands and thoughtful participation throughout the process helped transform ideas into a clear, actionable vision for the future. This plan is a direct reflection of collaboration, partnership, and a collective belief in the value of our public lands. We are grateful for your leadership and engagement in making this plan a reality.

## ESTATE PLANNING

Interested in leaving a legacy? As you plan your estate, you can make bequests and donations to Zion Forever Project through your will or living trust. Contact us for more information, or visit [www.freewill.com/zionnpforever](http://www.freewill.com/zionnpforever) to make your lasting gift today.

## EMPLOYER MATCHING GIFTS

Ask your employer if they will match your charitable contribution to Zion Forever Project. Many employers sponsor matching gift programs and can provide you with a form to submit online or by mail. It's an easy way to help your gift go twice as far.

## GIFTS IN MEMORY

The legacy of our public lands is forever. You can make an impact in our parks with a gift made in memory of your loved one by visiting [www.zionpark.org](http://www.zionpark.org)

## GIFTS OF SECURITIES

Gifts of stock and other appreciated securities are an easy way to give back, while also receiving a number of tax benefits. Please contact us if you would like to set up a transfer.

## SOCIAL MEDIA

In addition to raising funds, you can make a difference by simply liking the Zion Forever Instagram page and following us on Facebook. We offer engaging information through our social media channels which you can share with others to bring attention to our mission of stewardship. #zionforever, @zionforeverproject



## Make your impact today!

Visit [zionpark.org](http://zionpark.org) or scan the QR code with your phone to make a donation.

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