

A year of caring for land, water, and people

2025 IMPACT REPORT

STEWARDSHIP IN ACTION



ASTORIA
PARK CONSERVANCY

**POLLINATOR GARDEN
TAKES ROOT**

LAND STEWARDSHIP

WELLNESS PROGRAM GROWTH

STRATEGIC PLAN IN PLACE



**ASTORIA
HOT SPRINGS
CELEBRATES
FIVE YEARS**



MISSION: TO PROVIDE EQUITABLE ACCESS TO
NATURAL RESOURCES FOR THE EDUCATION,
WELL-BEING, AND SENSE OF BELONGING FOR ALL.



ASTORIA TEAM

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CONTINUITY OF CARE

Dear Friends of Astoria,

It is an honor to step into the role of executive director at Astoria Park Conservancy. I do so with profound respect for the history of this place and for the care that has brought it back to life.

Since its earliest days, Astoria Hot Springs has met essential human needs – connection, well-being, and belonging.

It offered a place to learn, to relax, and to gather; a setting where water, community, and landscape came together to restore both body and spirit.

In conserving and reopening Astoria for today's community, we continue that legacy. At a time when many feel disconnected from nature and from one another, Astoria remains a place to reset, reconnect, and simply be. Protecting this landscape ensures that its benefits endure far into the future.

My commitment is to carry this stewardship forward with care and intention – preserving what makes Astoria special while thoughtfully expanding its impact.

As we advance plans for new park amenities and enrich our programming, I look forward to

strengthening access, deepening community partnerships, and ensuring that Astoria continues to serve generations to come.

Thank you for welcoming me into this role. It is a privilege to join you in caring for this remarkable place.

With appreciation,

Quinn McColly, Ph.D.
Executive Director



BEST CERTIFICATION

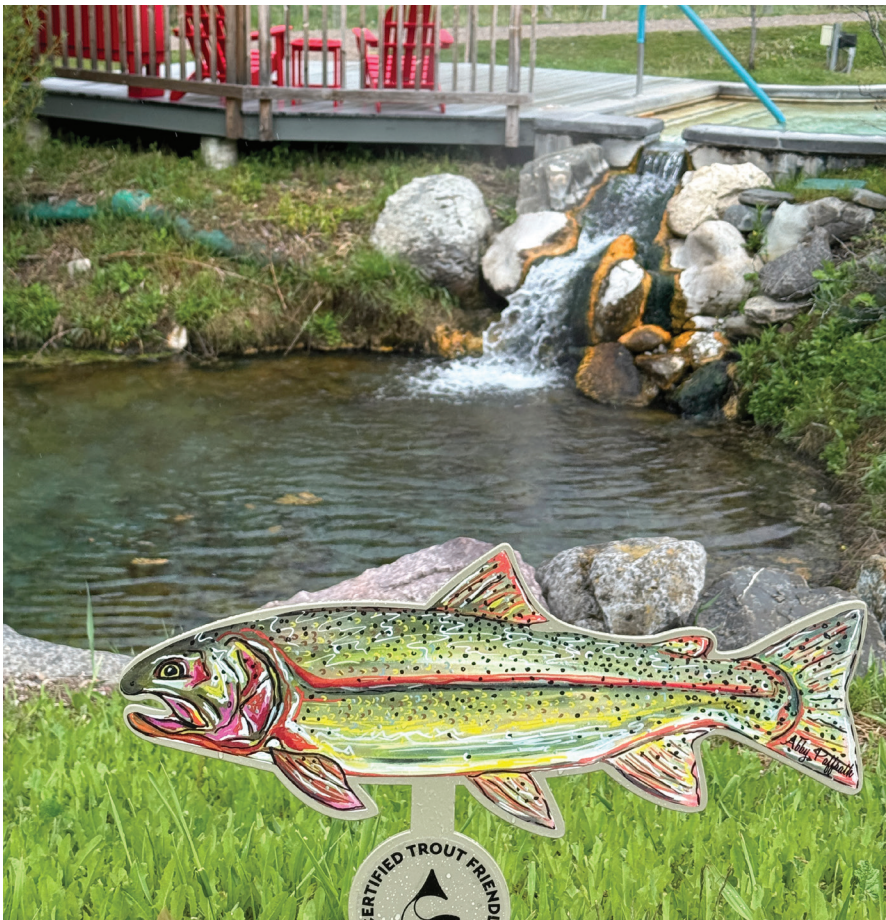
In 2025, Astoria Park Conservancy earned the Business Emerald Sustainability Tier (BEST) Certification, a distinction held by only a small cohort of organizations meeting some of the most rigorous environmental, social, and economic sustainability standards in the world.

The Teton Resilience Network, formerly Riverwind Climate Action Network, administers the BEST Certification. More than a one-time achievement, the certification requires participation in a demanding, collaborative leadership program, during which organizations develop and commit to a comprehensive sustainability management plan. The standards set a high bar, challenging participants to rethink systems, operations, and long-term impact – not simply check boxes.

For Astoria, this work goes far beyond compliance. Our sustainability management plan actively guides decisions across the organization – from responsible energy and wastewater management to climate action, natural resource protection, and meaningful community investment. Rather than existing as standalone initiatives, these principles now shape daily operations, planning, and programming.

Equally important, maintaining BEST Certification requires ongoing accountability. The Teton Resilience Network conducts annual reviews to assess progress, address challenges, and identify opportunities for continuous improvement. This process ensures that our sustainability efforts evolve alongside emerging best practices and environmental needs.

According to Educational Programming Manager Bari Bulcholz, "earning and upholding BEST Certification reinforces Astoria Park Conservancy's role as a leader in environmental stewardship. It reflects our commitment to operating a place of healing and connection while protecting the land, water, and ecosystems that support this community resource. Sustainability at Astoria is not a finish line; it is a standard we continue to build into nearly everything we do."



BEST PRACTICES

At Astoria Park Conservancy, we're proud to maintain our BEST Certification by making intentional choices every day – for the good of our organization, our community, and this special place we call home. Here are select examples from the 100+ certification list.

- ◆ Stewarding and maintaining property and facilities
- ◆ Meeting permit and testing requirements
- ◆ Restoring and protecting habitat
- ◆ Prioritizing environmentally responsible purchasing and operations
- ◆ Monitoring waste diversion and sorting recycling weekly
- ◆ Supporting local, sustainable businesses
- ◆ Using Green Power, Renewable Energy Certified electricity
- ◆ Maintaining Trout-Friendly Lawn Certification
- ◆ Holding zero-waste events with reusable dishes, cutlery, drink tokens, and drinkware
- ◆ Composting food waste
- ◆ Printing on recycled paper and using double-sided printing
- ◆ Reducing overall printing copies of reports and promotional materials



WELLNESS NUMBERS

12

Complimentary partner programs

16

Complimentary Frontline Resilience wellness programs

30

Wellness programs

495

Community Building Passes

\$150K

Astoria distributed \$150,000 through the Access Fund



VIEW WELLNESS PROGRAMS HERE



WELLNESS GROWS VIA ACCESS FUND

Wellness as a Pathway to Connection and Resilience

Recent findings from the Teton Behavioral Health Alliance’s community-wide survey reveal sobering trends: more residents are experiencing poor mental health and loneliness than before the pandemic, with young adults and other groups facing disproportionate challenges. Accessing care has become more difficult, and many in our community continue to struggle with stress, anxiety, and isolation.

At Astoria, we know we cannot solve these system-wide challenges alone. But we can play a meaningful role.

Through wellness programs – from meditation and yoga to contrast therapy and resilience-building classes – we create opportunities for people to experience “glimmers”: fleeting but powerful moments of peace, awe, and connection that remind us we are not alone.

These experiences are not a substitute for therapy, but they can be vital tools for well-being and sometimes, they are the first step toward healing.

In 2025, alongside our community wellness offerings and Frontline Resilience programs, Astoria piloted a new initiative: Provider Pause: Yoga, Sound & Soak, created specifically for local mental

health therapists. Designed as a space for caregivers to rest, restore, and receive the same support they so often provide for others, the program was met with overwhelming enthusiasm.

Participants shared reflections such as:

“Provider Pause was a wonderful way to ground myself and promote calmness for the week ahead. I also enjoyed meeting and connecting with other providers and deepening community.”

“This experience created an opportunity for connection with other mental health providers I would not have been able to create on my own. It was restorative and energizing both.”

“Lovely morning with the provider community!”

“This was a much-needed experience to recharge and self-nurture, helping me better support others during these stressful times.”

These responses affirm something we witness often at Astoria: healing happens not only through individual practice, but through shared experiences and community connection.

Expanding Access Through the Access Fund

Astoria Park Conservancy is committed



Images of Mindful Me Program



to ensuring all community members can benefit from nature, wellness, and belonging. While more than 50,000 people visit Astoria each year, many in Teton County and neighboring communities face financial, cultural, and systemic barriers to participation.

The Access Fund was created to remove those barriers and expand equitable access to Astoria's programs and spaces.

Through partnerships with nearly 30 local organizations – including Teton Youth and Family Services, Teton Adaptive, Camina Conmigo JH, Coombs Outdoors, and others – the Access Fund provides free and subsidized opportunities for individuals and families to engage in hot springs access, wellness programming, environmental education, and community-building experiences.

The Access Fund program includes three key areas:

Community Building Pass Program

Free hot springs passes distributed through trusted community partners expand access for underserved individuals and small groups.

Subsidized Programs & Services

Sliding-scale and free participation in swim lessons, camps, wellness programs, and behavioral health initiatives support youth, families, and frontline professionals through restorative experiences.

Takeover Sessions

Dedicated access for partner organizations creates safe, welcoming spaces for larger groups to connect, heal, and build community together.

In 2025, Astoria distributed \$150,000 through the Access Fund, deepening partnerships, increasing accessibility, and advancing healthier, more connected, and more resilient communities.

We are deeply grateful for your support. Your gifts to Astoria – and to the Access Fund – help ensure that individuals and families who might otherwise face barriers can continue accessing the wellness, educational, and community experiences that foster healing and belonging.

Together, we are creating a community where more people can pause, restore, and thrive.



Community Foundation
OF JACKSON HOLE

Thank you to the Community Foundation of Jackson Hole for behavioral health program funding.

**LETTER FROM
LAUREN GROSSMAN**



As Board Chair of Astoria Park Conservancy,

I often reflect on how meaningful my journey with this organization has been. I first became involved as a member of the Programming Committee, where I discovered a deep sense of purpose and energy in helping bring Astoria's engaging, inclusive programs and events to life. That work continues to bring me immense joy and fulfillment today. There is something truly special about witnessing Astoria come alive through our health and wellness programming that serves and celebrates our diverse community.

Time and again, I've seen firsthand the positive impact Astoria has on the well-being of so many — creating space for connection, recreation, and shared experiences. It is both inspiring and fulfilling to be part of that impact and community connection.

I am incredibly grateful to serve alongside such a dedicated and passionate leadership team at APC. The Staff and the Board have a deep commitment and vision which make everything we do possible. I am especially thrilled to welcome Quinn McColly as our new Executive Director, whose creative energy is already invigorating our work. His leadership signals an exciting new chapter for Astoria Park Conservancy - one filled with growth, innovation, and expanded opportunities to serve our community.

The future of Astoria is bright, and I am honored to be part of it.

CAMP ASTORIA HIGHLIGHT

Fifth graders from Munger Mountain Elementary (MMES) stepped beyond the classroom walls last spring to take on the roles of scientists, stewards, and explorers through Astoria's educational programming. Rooted in the belief that meaningful learning happens through experience, this approach combines hands-on, place-based education with service-learning and citizen science—giving students a real connection to the natural world right in their own backyard.

During their time at Camp Astoria, students didn't just study ecosystems – they actively cared for them. Equipped with gloves, shovels (aka root slayers!), and plenty of curiosity, they removed invasive species like mullein and houndstongue, protecting native habitats and supporting biodiversity.

Along the way, they asked questions, made observations, and developed a deeper understanding of how ecosystems function – and how human actions can shape them.

Moments like these turn abstract concepts into tangible impact. Lessons

about invasive species become real-world challenges. Conversations about conservation become shared responsibility. Science shifts from something in a book to something students can see, touch, and influence.

Just as importantly, these experiences create space for something many children are missing: time outdoors. In a world increasingly dominated by screens, Camp Astoria offers an alternative— one grounded in fresh air, discovery, and connection. Students leave not only with new knowledge, but with muddy boots, big smiles, and a growing sense of belonging in the natural world.

This impact extends far beyond a single day in the field. By fostering curiosity, giving students opportunities to gain confidence, and providing hands-on opportunities to practice stewardship, Astoria's educational programming aims to shape a generation of students who develop a connection to the natural world and feel empowered to protect it.



TINY BIRD NERDS FLOCK TO ASTORIA PARK WITH BINOCES

Armed with binoculars in hand, students from Jackson Elementary set out on a birding adventure through Astoria Park. They scanned the sky, practiced observation skills, identified local species, and discovered the rich birdlife that calls our park home.

What began as a simple walk became a hands-on lesson in curiosity, patience, and connection to nature.

Thanks to the Meg and Bert Raynes Wildlife Fund for funding our binoculars and the Birds Around Astoria guide!











WEED SLAYERS!

Fifth graders from Munger Mountain Elementary pulled 1,887 invasive mullein and houndstongue plants from Astoria Park – getting their hands dirty, helping restore the landscape, and building a lasting connection to nature beyond the screen.

Service Learning Stewardship Spotlight 2025

In the summer 2025, stewardship projects focused on conservation, invasive species removal, planting a native garden for pollinators, and birding.

Date	Partner	Total	Age Group	Project
6/26/2025	 HISTORY JACKSON HOLE	8	elementary	conservation
6/30/2025	 PARKS & RECREATION	25	elementary	pollinators
7/8/2025	 GAPJ	28	middle school	invasive species
7/10/2025	 GAPJ	15	middle school	invasive species
7/14/2025	 PARKS & RECREATION	21	elementary	habitat
7/28/2025	 PARKS & RECREATION	14	elementary	sustainability
7/30/2025	 Astoria Schools	20	elementary	native plants + invasive species
8/18/2025	 PARKS & RECREATION	16	elementary	birding

Source: Bari Bucholz | Astoria Park Conservancy • Created with Datawrapper

STEWARDSHIP STATS

7

Invasive Species Removal Projects

398

Giant garbage bags of knapweed removed in one project

256

Volunteers engaged

105

Pounds of seeds collected, preventing further spread

9778

Invasive plants removed in 2025

“OVERALL, I THINK THEY’VE REALIZED THAT COMMUNITY SERVICE AND STEWARDSHIP ARE IMPORTANT, HELP US FEEL CONNECTED, AND CAN BE FUN!”

—MMES FIFTH-GRADE TEACHER



A POLLINATOR GARDEN GROWS

Pollinators – including bees, butterflies, hummingbirds, and other beneficial insects – are essential to the health of natural ecosystems and human food systems. These species are responsible for the reproduction of more than 75% of flowering plants and nearly 35% of global crop production. Despite their importance, many pollinator populations are in decline due to habitat loss, pesticide use, and climate change.

To help address this, Astoria Park Conservancy has established a dedicated pollinator garden on site. This space is designed to provide critical foraging habitat and shelter for pollinators, while also enhancing soil health, supporting local biodiversity, and contributing to climate resilience.

The creation of the garden was a community effort. Kindergarten students from Jackson Elementary School (JES) contributed educational signage and helped build habitat structures called, 'bug snugs', incorporating creativity and environmental awareness at an early age. Volunteers from across the valley participated in the planting process, working together to establish a diverse array of native, pollinator-friendly species in newly amended soil enriched with compost.

The pollinator garden project came to life thanks to the generous support of our partners, including Agrostis Inc, Teton Botanical Garden, Center for Native Plants, Porcupine Nursery, and MountainScapes. We also extend our appreciation to our dedicated volunteers and to Bari Bucholz, Astoria's Manager of Educational Programming, for leading the coordination and implementation of the garden.

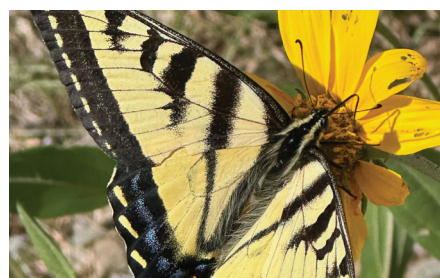
The native plant garden promotes biodiversity for Teton County's broader insect pollinators, including many bees, wasps, butterflies, and moths, numbering in the low to mid-thousands. Additionally, three hummingbird species often frequent Astoria.

We invite all visitors to explore the pollinator garden during their next trip to Astoria Hot Springs. It's located along the pathway to the pools and serves as both a vibrant natural space and an educational resource about the essential role of pollinators in our environment.

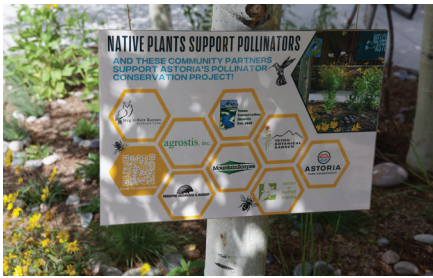
This project is made possible thanks to grant funding from the Meg and Bert Raynes Wildlife Fund and Teton Conservation District.



**SEE A VIDEO AT
ASTORIA BLOG**



Photos of the pollinator garden in late summer courtesy of the Meg and Bert Raynes Wildlife Fund



FIVE-YEAR ANNIVERSARY MILESTONES



DECEMBER 2025: Employee housing for four people nears completion, complete Phase 2.1.



NOVEMBER 2025: Welcomed over 200,000 visitors from around the world since reopening in 2020.



JUNE 2024: Groundbreaking for Phase 2 of Astoria Park and medicine wheel is placed.



JULY 2022: Added one cold plunge pool in 2022 alongside the five hot spring pools



SEPTEMBER 2020: Astoria Hot Springs reopens to the public completing Phase 1.

ASTORIA BY THE NUMBERS

\$482K



TOTAL DONATIONS

39



PARTNERS

200K+



VISITORS SINCE OPENING IN 2020

FINANCIAL FLOW

2025 was a year of both productivity and transition for Astoria. As the executive director transition began in the fall, I took time to immerse myself in the organization’s mission, vision, accomplishments, and financial foundation. I am pleased to report that Astoria closed 2025 in a strong financial position and delivered an exceptionally productive year of community impact.

Thanks to the generosity of donors, the partnership of grant funders, and the careful fiscal management of our hot springs operations, Astoria continues to thrive and serve as a force for good in the community. In 2025, Astoria provided more than \$150,000 in free programming and community-building passes, ensuring equitable access to the resources we steward.

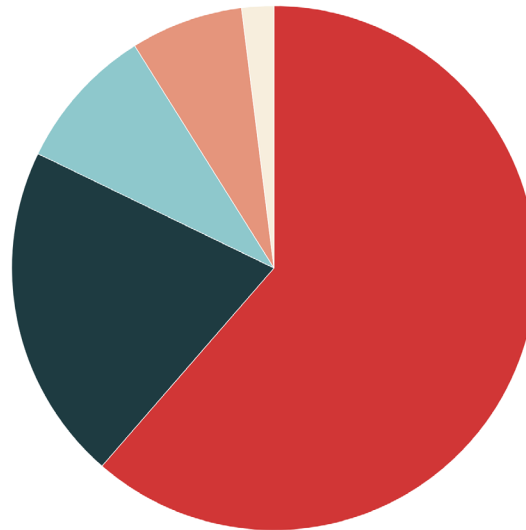
These funds supported over 30 partner organizations, creating opportunities for people from all backgrounds to experience and enjoy the park.

We are equally proud of our deepening work supporting behavioral and mental health across the region and our ongoing commitment to essential service providers. Phase II of the park advanced meaningfully in 2025, with significant progress on employee housing, laying a foundation for continued growth and expanded offerings in the years ahead.

Looking forward, we remain dedicated to building a place that inspires wellness, strengthens community, and welcomes all as we carry our mission into the next chapter of Astoria’s story.

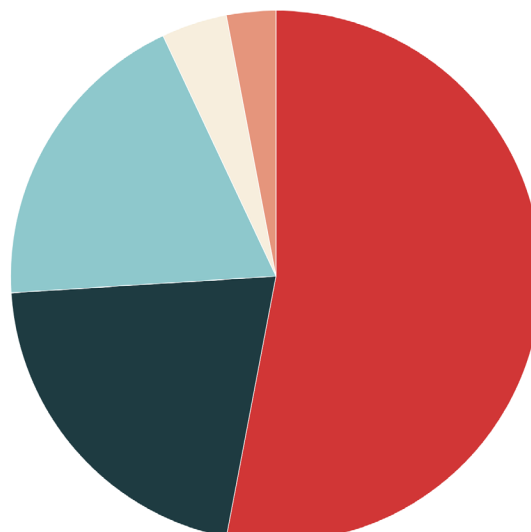
2025 Revenue

Programs (62%) Contributions (21%) Food & Beverage (9%) Memberships (7%) Rental Income (2%)



2025 Expenses

Program Expenses (53%) Property Expenses (21%) Admin & Marketing (19%) Fundraising (4%) Cost of Goods (3%)



NEW STRATEGIC PLAN (2025–2027): STEWARSHIP OF ASTORIA'S FUTURE

In 2025, Astoria Park Conservancy completed its three-year Strategic Plan and moved swiftly from vision to implementation. Developed in early 2025 with guidance from Lisa Christian of Align 2 Consulting, the plan established a clear framework for decision-making and action across the organization. Four members of the leadership team stewarded the process, each taking ownership of one of the four strategic levers that now guide Astoria's work.

Rather than sitting on a shelf, the Strategic Plan has become an active tool – used daily to evaluate opportunities, prioritize initiatives, and align programs with our mission. The four levers – Visitor Experiences, Education, Natural Resource Conservation, and Sustained Impact – provide shared clarity about what we do, why we do it, and how we measure success.

The plan also formalized Astoria's approach to strategic decision-making: intentionally choosing some initiatives over others, remaining flexible as conditions evolve, and using a pilot-based model to test, learn, and adapt. This mindset is activated across the entire organization, empowering staff at all levels to ask whether new ideas align with the strategic levers and key outcomes.

"HAVING A CLEAR STRATEGIC PLAN HAS FUNDAMENTALLY CHANGED HOW I APPROACH PROGRAM AND EVENT PLANNING," SAID CAROLYN WORTH, PROGRAM AND EVENTS DIRECTOR.

"IT GIVES ME CONFIDENCE IN DECIDING WHICH PROGRAMS TO MOVE FORWARD WITH AND WHICH TO PAUSE, KNOWING THEY'RE BEING EVALUATED AGAINST SHARED GOALS. THE PILOT-AND-LEARN APPROACH ALLOWS US TO TEST IDEAS THOUGHTFULLY, GATHER FEEDBACK, AND REFINE OFFERINGS SO WE'RE BUILDING EXPERIENCES THAT TRULY SUPPORT WELLNESS, CONNECTION, AND AWE."

By the end of 2025, Astoria was actively implementing initiatives across all four levers, tracking outcomes tied to community health, education, ecological stewardship, visitor experience, and financial sustainability. The Strategic Plan now serves as both a compass and a filter, ensuring that as Astoria grows, every program, partnership, and investment contributes to lasting impact for the community and the land we steward.



ASTORIA
PARK CONSERVANCY

STRATEGIC PLAN
2025–2027

STRATEGY LEVERS AND KEY INITIATIVES



VISITOR EXPERIENCES

- Behavioral health programming
- Physically restorative and healing
- Park and Hot Springs Integration
- Community Connection Events



EDUCATION

- Stewardship and Nature
- Direct delivery programming
- Educational collaborations
- Community outreach



NATURAL RESOURCE CONSERVATION

- Habitat protection
- Conservation partnerships
- Access and Use Stewardship
- Long-term scientific studies



SUSTAINED IMPACT

- Sustainable business model(s)
- Operational scale and efficiencies
- Innovative design and Technology

GRATITUDE



HOT SPRINGS MEDITATION

Settle into the warm water. Let your shoulders soften. Let the breath arrive naturally, like the river moving past this place.

Feel the pools beneath you – waters warmed deep within the earth. Offer gratitude to Mother Earth, who holds the ancient fire below and shares her warmth freely, patiently, without asking.

Thank the water for carrying heat, minerals, and healing. For surrounding the body. For reminding us that rest is also medicine.

Lift your awareness to the land around you. Give thanks to the mountains standing north to south, their ridgelines steady and enduring, watching seasons come and go. They teach us stillness, resilience, and time beyond our own.

Turn your attention to the sky. Offer thanks to the eagles and ospreys circling above, moving on unseen currents, keen-eyed and purposeful. May they remind us to see clearly, to rise when needed, and to return to what sustains us.

Listen for the Snake River, flowing nearby. Thank the water for its steady journey, for carving valleys, nourishing life, and teaching us how to move forward without force.

Now bring gratitude inward. Thank your body for bringing you here. Thank your breath for staying with you. Thank this moment for asking nothing except presence. Rest here. Held by water. Held by land, sky, and time.

When you are ready, carry this gratitude with you – beyond the pools and this place – as a way of walking gently on the Earth.

ASTORIA GLOW UP

Because of your support, 2025 marked meaningful progress in Astoria's continued renewal. During a temporary pool closure in early June, our staff and partners focused on essential work happening largely out of view, investments that strengthen both the visitor experience and the long-term health of the park. Thanks to your generosity, we completed several key improvements, including:

- Resurfacing the Leisure Pool to ensure a safer, more comfortable soak,
- Restoring garden beds to enhance the park's natural beauty,
- Deep cleaning and reorganizing the Welcome Center and Johnny Counts Cabin to better serve our community.

These efforts reflect a deeper layer of care – one that isn't always visible, but is critical to sustaining Astoria for years to come. They are made possible by a dedicated team committed to stewarding this place with intention and pride. We are deeply grateful for the community that makes this work possible.

Your investment supports not only what guests see and experience, but also the essential groundwork that ensures Astoria remains a welcoming space for wellness, connection, and healing.



Astoria Park Conservancy's mission is to provide equitable access to natural resources for the education, well-being, and sense of belonging for all.

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