

The Sonoran Institute



1996 Annual Report



Partners in Community Stewardship

The Sonoran Institute

promotes community-based strategies that preserve the ecological integrity of protected lands, and at the same time meet the economic aspirations of adjoining landowners and communities. Underlying the Institute's mission is the conviction that community-driven and inclusive approaches to conservation produce the most effective results.

Nearly six years ago, a group of environmentalists and far-sighted business leaders established the Sonoran Institute to promote a community-based approach to conservation too often missing in the United States. This approach assumes two things: that conservation works best when designed, implemented, and supported by local people, and that it must consider and advance the economic and social needs of people and communities.


Communities, we believe, can be good "stewards" of all their resources — their economy, people, and environment. As *Partners in Community Stewardship*, we help communities realize their potential to become responsible caretakers, so what they cherish and value is passed on to future generations.

values, even if they use different vocabularies. These values include a strong attachment to the land.

Fostering community stewardship takes time: every setting is unique and requires an individually tailored approach. But with more than five years of experience working with communities, we are confident that these initiatives offer the best hope for lasting and effective solutions to the challenges facing our landscapes and communities.



Frank Gregg, Chairman

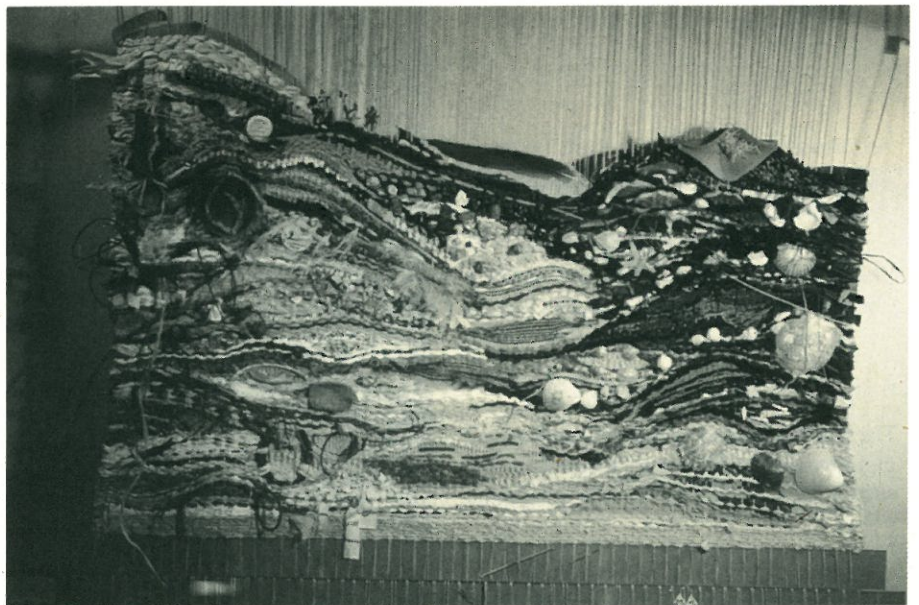


Luther Propst, Executive Director

In our experience, new residents, old-timers, and even urban environmentalists in many western communities actually share similar

At a 1995 ISDA conference in Caborca, Mexico, participants contributed objects that represented their home and way of life in the desert for artist, Ann Keuper, to weave together into this tapestry. This creation along with drawings of its individual pieces by artist, Matilda Essig, are symbolic of ISDA's work in the Sonoran Desert bioregion, striving to share and preserve the cultural and natural integrity of its diverse peoples.

Cover photo: A rare winter scene in the expansion area at Saguaro National Park. The Rincon Institute, an affiliate organization of the Sonoran Institute, spearheaded a coalition of organizations that convinced Congress to add nearly 4,000 acres to the park's eastern unit in 1991. Saguaro National Park



Matilda Essig

The Challenge: Managing Growth in the West

The West is undergoing rapid change. Urban sprawl is overwhelming rural landscapes. As working ranches and open spaces give way to "ranchettes," small towns lose their distinctive character to swelling numbers of retirees and city dwellers attracted by a sense of community that seemed forever lost to them.

Growth has emerged as the most serious environmental, economic, and social challenge confronting the West. Consider the factors at work, especially the demographics. Postwar "baby boomers," nearing retirement age, have increased the 45-55 age bracket by 50% in this decade alone. They also stand to inherit \$10 trillion in assets salted away by their parents, marking the largest-ever generational transfer of wealth. With money and time on their hands, baby boomers will boost demand for recreational homes and resort accommodations in attractive landscapes.

Add to this mix quality-of-life factors that are prompting more people to look for better living conditions — less crime, less traffic, lower taxes, better schools, a feeling of community, and lots of open space. Recent technological advances have given professionals, families, and businesses even more freedom to choose where they live, and they're moving to small towns in America's hinterlands.

As a result, many western regions are experiencing unprecedented growth, none more so than the Rocky Mountain West. Between 1990 and 1995, 39 of the 281 counties in the Rocky Mountain states grew by 20% to 65%. These counties represent the busiest real estate market in the country, catering to nearly one-third of the two million people who have moved to the Rockies since 1990.



The majestic saguaro cactus (Carnegiea gigantea) is rapidly losing ground to insensitive tract development in the Tucson basin.

Liz Rosan

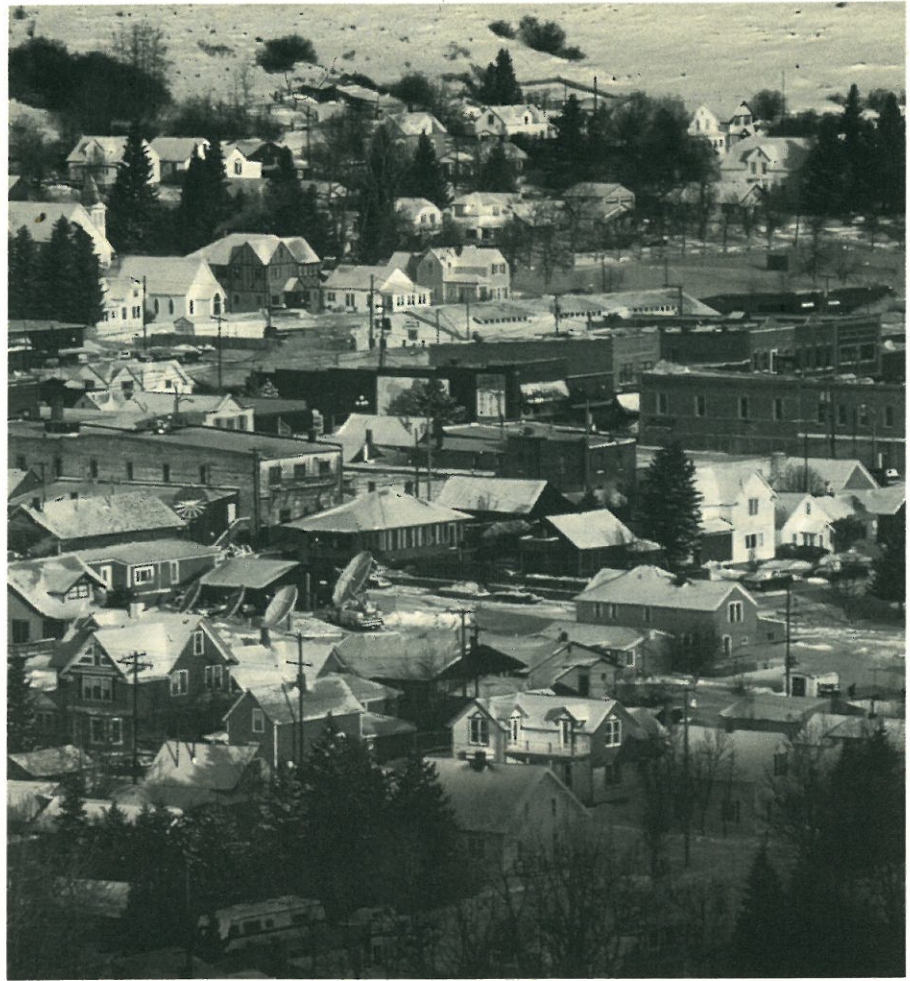
Growth has brought dramatic change to the West, from fragmented landscapes and loss of wildlife habitat to declining air and water quality. The rapid pace of land development is overwhelming local infrastructure and public finances, while escalating property values are raising taxes and forcing out long-time residents.

Thus, unplanned growth challenges the very fabric of communities, a fact that potentially unites old-timers and newcomers and provides an opportunity for meaningful dialogue and thoughtful action. The good news is that an increasing number of rural communities are seizing this opportunity to manage change and are meeting with success.

With the help of the Sonoran Institute, residents of Red Lodge, Montana, developed a vision for a compact, pedestrian-friendly community with a vibrant downtown and a surrounding landscape of working ranches and open space. Its vision turned to reality in 1995 when the city council unanimously adopted a new land-use plan reflecting these priorities.

From Red Lodge's experiences and those in other communities, the Institute has identified several factors that tend to distinguish successful community efforts.

First, they build local policies around a *vision* of what the community can be. People often have more in common than they realize, with disagreement not about goals but about how to reach them. Articulating shared goals can help bring together an otherwise polarized community.



Merv Coleman

Evening falls over Red Lodge, Montana, where a 1992 Sonoran Institute workshop catalyzed residents to initiate a number of projects to maintain the community's high quality of life.

Second, they are discriminating about growth and dedicated to *integrating land development* with other community and conservation goals. That means building alliances and forging solutions with business leaders, developers, local conservationists, and government officials.

Third, they have an effective and broad-based lobby for protecting their *quality of life*. Someone or some group has to promote in-

formed dialogue and implement the community's vision. Sometimes, existing organizations like a Chamber of Commerce or a senior citizens' group can take the lead. Other times, a new organization must be formed, like Red Lodge's Beartooth Front Community Forum.

The Sonoran Institute makes these keys to success central to our efforts to promote community stewardship.

Defining a Common Vision for Rural Communities

Community stewardship can't be imposed from above. Its success depends on the involvement and support of local people. The Sonoran Institute works to nurture this support by promoting dialogue that leads to a widely shared vision for a community's future.

Such a vision strives to integrate all community priorities, from preserving local character and neighborhoods to protecting wildlife and its habitat. In an era of special interest politics, initiatives that reconcile potentially competing values, rather than pit them against one another, are more likely to produce lasting results.

To assure broad-based support for their vision of the future, communities need to engage as many people as early as possible. By garnering widespread support from the

The Sonoran Institute succeeded in facilitating community meetings to discuss the problems of growth in Sonoita and helped us find practical solutions.

Kaia Barnhill, fifteen-year resident of Sonoita, AZ.

get-go, communities build the level of trust necessary to initiate a variety of projects. To stimulate public dialogue, we facilitate what we call *Successful Communities Workshops*. These forums allow residents to identify local values and reach agreement on a desired future.

Successful Communities Workshops are effective because they

place the responsibility for action in the hands of citizens. They force people to roll up their sleeves, listen to one another, and make an earnest attempt to find solutions that — while perhaps not anyone's ideal outcome — meet the needs and aspirations of the community.

Since 1991, we have assisted 16 rural communities in realizing local conservation and community goals through meaningful public dialogue. Once residents identify their values and agree on a vision, we help them launch specific projects to realize their objectives. Often these activities, which can range from planning initiatives to construction projects, are coordinated by local steering committees or new organizations dedicated to achieving the community's goals.

Profile: Sonoita, Arizona

Located in southeastern Arizona, 50 miles from Tucson, the town of Sonoita (pop. 1,000) stands literally at a crossroads. Like other rural westerners, Sonoitans have watched newcomers and retirees — who are attracted by Sonoita's small-town feel, moderate climate, and dramatic scenery — transform its open spaces and ranching lifestyle.

Concerned about the rapid pace of change, local residents invited the Sonoran Institute to organize a Successful Communities Workshop in March 1996. The event drew more than 200 participants, confirming the importance of this local effort. Participants voiced diverse views and opinions, ultimately agreeing upon a number of actions to guide and shape Sonoita's future.

As their top priority, residents are establishing a nongovernmental organization to address local quality-of-life issues. They are determined to plan for growth in ways that complement Sonoita's small-town character and scenic backdrop. They have started collecting information to create a land-use map that will

assist them in making sound growth management recommendations. In addition to helping incorporate the new organization, the Sonoran Institute is working with residents to explore the possibility of establishing a local land trust to preserve working ranch landscapes. Finally, residents have set up a community center at the local fairgrounds with an ongoing schedule of activities for families and children.



Sonoita residents — (left to right) Steve Johnson, Bill Cook, Karol McArthur, Bob Barnhill, (second row) Eileen Fisher and Fred Fisher — helped organize a community workshop where over 200 newcomers and old-timers discussed the importance of safeguarding the area's open space and ranching traditions.

Liz Rosan

Integrating Conservation and Land Development

As growing numbers of people relocate to communities adjacent to parks, wildlife refuges, and wilderness, private land development invariably threatens the ecological integrity of these protected areas. The inevitability of growth and development poses a challenge to conservationists and public land managers. How can we mitigate the environmental impact of land development? How can we plan for development so that it pays for local conservation activities?

The Sonoran Institute tests approaches to ensure that the land development process incorporates and finances conservation. So far,

What's unique about the Sonoran Institute? Its ability to come up with growth-management solutions that preserve park resources and allow for compatible development.

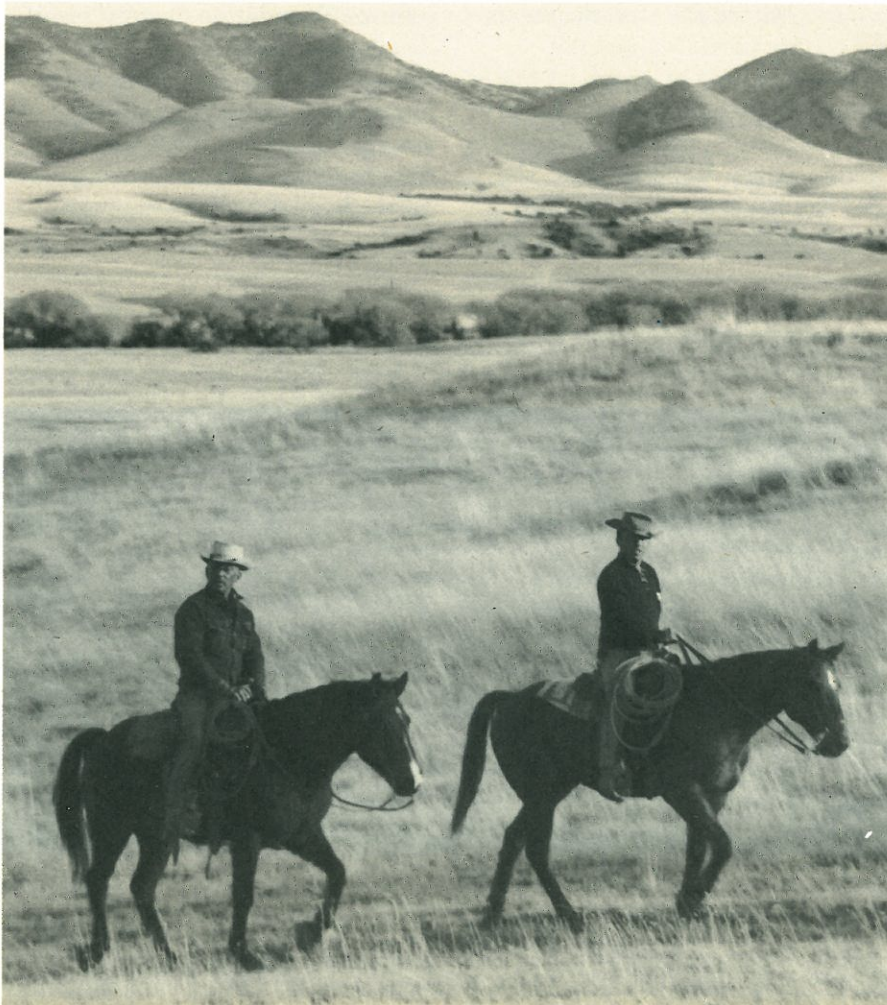
Doug Morris, Superintendent,
Saguaro National Park

we've helped establish three new nonprofit conservation organizations associated with development projects next to protected areas.

Each of these Community Stewardship Organizations (CSOs) is partly financed by permanent deed restrictions or other arrangements that guarantee lifelong funding for its activities.

In addition, we have promoted revenue-generating land conservation options among private landowners who are considering selling or developing their properties. For example, ranchers burdened with high estate taxes are often forced to sell their property to developers. We help them to place easements on all or a portion of their properties which minimizes inheritance taxes and preserves working ranches and open spaces. Since many ranchers are "dirt rich, but cash poor," we also work with them to generate income for their conservation efforts. We may arrange for a state game and fish agency to purchase an easement with land acquisition dollars or for an individual to acquire an easement as part of a limited development agreement.

At the same time, we should emphasize that efforts to integrate land conservation and development work best when they emerge from a broader community initiative to preserve local landscapes. While developing a land-use plan may be anathema to many rural communities, the absence of planning almost guarantees that those qualities most valued by communities will be lost.



Change comes even to a place like the San Rafael Valley where pressures to subdivide the valley's ranches led landowners to set up a land trust that is actively working to keep private lands in agricultural production.

Bob Sharp

Profile: Community Stewardship Organizations

In 1991, the Sonoran Institute established its first CSO, the Rincon Institute, as a condition of approval for a major residential development next to Saguaro National Park. Under the agreement forged by conservationists, developers, elected officials, and national park staff, the Rincon Institute directs a wide range of conservation activities that include habitat restoration, environmental education, and ecological research. A variety of fees tied to the development process funds these activities.

Over the past five years, the Rincon Institute has convinced Congress to add nearly 4,000 acres to Saguaro National Park and upgrade the park from its previous status as a national monument. It also set up a monitoring program and collected data on wildlife populations and their habitat to assess the impact of development near the park. In 1996, the Rincon Institute published a guidebook, *Riparian Ecosystem Recovery in Arid Lands: Strategies and References*, to help others rescue disappearing rivers and streams throughout the West. The Rincon Institute is also working with a local school district to use the park as an outdoor classroom.

The Rincon Institute's innovative blend of conservation and development won it the 1995 Partnership Leadership Award from the U.S. Department of Interior and National Park Foundation.

The success of the Rincon Institute has led to the founding of other

CSOs. At the invitation of both local officials and landowners, the Sonoran Institute helped create the Las Virgenes Institute to restore habitat and open space at the Ahmanson Ranch, a planned development bordering the Santa Monica Mountains National Recreation Area in southern California. In Washington's Methow Valley, gateway to North Cascades National Park and the Okanogan National Forest's Pasayten Wilderness Area, local residents and a resort development company requested our aid in finding a locally acceptable alternative to a proposed downhill ski resort. The answer was a cross-country ski center with an environmental center to restore wildlife habitat and offer education programs aimed at valley residents and visitors.

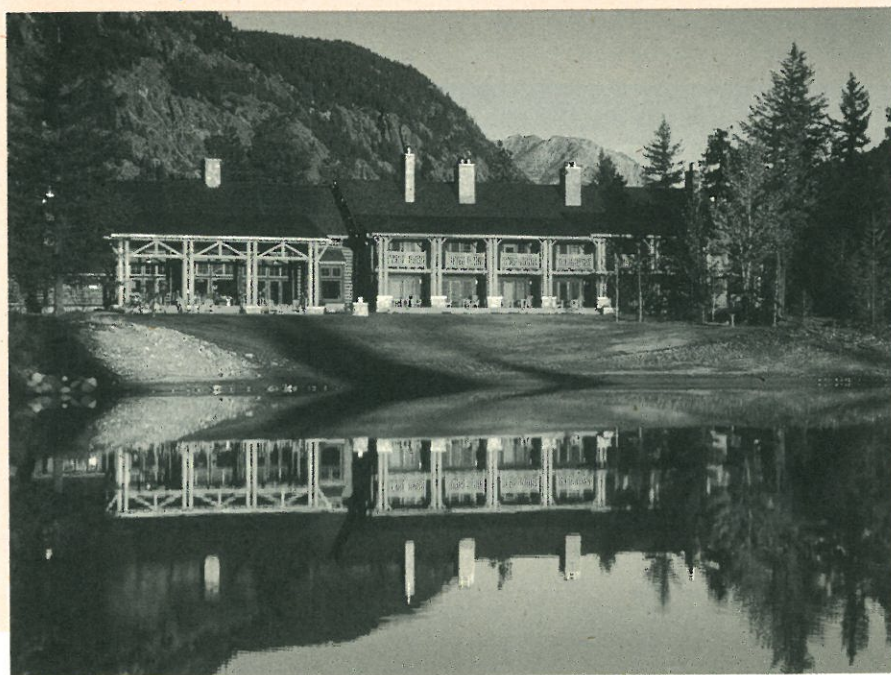
In 1996, federal land managers and county officials asked the Sonoran Institute to design a CSO as one option for a proposed U.S. Forest Service land exchange adjacent to Grand Canyon National Park. The CSO would ensure that development resulting from any of the land

exchange alternatives being considered meets park and community objectives outlined in the exchange agreement. If adopted, the proposal would represent the first time a land exchange included such safeguards. The proposal will be released for public review and comment in 1997.

The John D. and Catherine T. MacArthur Foundation also requested that we assess the possibility of establishing a CSO as part of a planned community being developed on foundation-owned land in south Florida. Our assessment is now being reviewed by the foundation and its partners in the development.

Building on experience establishing three CSOs, the Sonoran Institute will co-sponsor a conference in the spring of 1997 with the Urban Land Institute and the Johnson Foundation to enlist resort developers, land-use planners, conservationists, and public land managers in publicizing CSOs among their peers. If there is sufficient need, we may create a support network to help others establish CSOs.

Here in the Methow Valley of Washington, the Institute helped secure a one percent transfer fee on all real estate sales at Arrowleaf development to provide long-term funding for conservation programs of the Methow Valley Conservancy. Pictured is the Freestone Inn.



Low Development Resorts

Establishing Quality of Life Organizations

Community stewardship must not only unite an individual community but also reach beyond a single town or village to create new institutions dedicated to preserving quality of life in a wider geographic area. Our experience tells us that residents of rural communities generally do not see themselves as part of a broader landscape in which groups of communities share a common resource. Since a basic tenet of conservation recognizes the interdependency of human and natural communities, this perception (or lack thereof) presents a potentially significant obstacle to community stewardship.

To overcome this obstacle, the Sonoran Institute has helped create two regional institutions — the

The Sonoran Institute's achievements underscore the value of cooperative approaches that integrate conservation and sound economic development and respect the cultural values of the region's diverse peoples. I believe their efforts are a model for the entire U.S.-Mexico border.

Congressman Jim Kolbe, Representative for Arizona's Fifth Congressional District

International Sonoran Desert Alliance and the Corporation for the North-

ern Rockies. These citizen-run organizations grew out of several Successful Communities Workshops and now operate as independent organizations that transcend single-issue advocacy and reflect a variety of community concerns.

In 1996, we also assisted the Aspen Foundation and Aspen Ski Corporation in evaluating how these institutions could more effectively improve the quality of life of communities in the Roaring Fork Valley. Our report takes a broad landscape perspective on a variety of issues impacting the valley, urges greater cooperation among communities in the valley's upper and lower reaches, and suggests specific ways that the two institutions can help foster such cooperation.

Profile: International Sonoran Desert Alliance

Stretching from southeastern Arizona to the Colorado River delta, the Sonoran Desert is the largest, intact arid ecosystem in the world. Rich in natural and cultural resources, it has experienced a number of boom-bust cycles and seen most of its wealth exported from the region. The promise of NAFTA has bypassed much of the area, leaving the search for economic alternatives to local communities.

To help them find answers, the Sonoran Institute and local conservation leaders established the International Sonoran Desert Alliance (ISDA), a coalition of citizens, business owners, and government officials that aims to improve local quality of life by promoting dialogue, cooperation, and environmental education. Citizens of the United States, Mexico, and the Tohono O'odham and Cucupá nations sit on the board of directors that leads the alliance.

ISDA provides numerous forums for local residents to share their experiences and knowledge and to resolve issues of concern, from facilitating border crossings to preserving local cultural resources. Since 1992, ISDA has organized a series of regional conferences, developed environmental education curricula, initiated community youth projects, established a regional resource center, published a bilingual newsletter, and coordinated an exchange program among indigenous groups in the United States and Mexico.

In 1996, ISDA and the Sonoran Institute convened five townhall meetings where residents identified potential sustainable business opportunities, including ecotourism promotion, waste management and recycling, and marketing of native plants and crafts. In keeping with these priorities, the Institute has organized a regional ecotourism

working group to develop certification, training and marketing strategies, and explore the feasibility of establishing an ecotourism association to manage these programs. We are organizing similar working groups to consider other business opportunities in the region.

In the next year, ISDA plans to facilitate additional communication and cooperation among public managers and adjacent communities. Along with the Sonoran Institute, it is working with managers and community leaders on a regional cooperative agreement on natural resource management. We are also assisting ISDA in securing funds to link Organ Pipe Cactus National Monument in the United States and the Pinacate and Upper Gulf biosphere reserves in Mexico to community centers in the region via computer.

Communicating Success Stories and Strategies

To truly accomplish our mission, we must reach more communities than those with whom we work directly. On the basis of our efforts and the experiences of other rural communities, we have developed information and tools that can help others grappling with change.

Our experience indicates that many communities do not believe it

is possible to safeguard community values in the face of intensive growth, or do not know how to go about reconciling these "conflicting" goals. Our work can play an important role in convincing these communities that a collaborative, balanced, and integrative approach to growth management is both realistic and attainable.

The Sonoran Institute's outreach and education efforts target audiences that are most receptive to the message we deliver and most likely to take advantage of the information and tools we provide. As a result, we are currently focusing on public land managers, gateway community leaders, ranchers, land-use planners, and resort developers.

Profile: Gateway Partnerships

Public land managers and gateway communities share many goals but often find themselves at loggerheads. Because the health of national parks and other protected areas and the health of adjacent communities are inextricably linked, we have made it a priority to promote partnerships between the two.

Our efforts include a book and an audiovisual presentation that describes success stories and strategies that communities have used to address growth-related concerns. The book features case studies and outlines steps and procedures that communities should consider when planning for their future. It will be

published in the summer of 1997. We have made numerous presentations to public land managers and gateway communities, and our message has galvanized diverse places such as Moab, Utah; Flagstaff, Arizona; and the Kenai River watershed, Alaska, to move forward with various local planning initiatives.

The National Park Service also sees the importance of partnerships that extend beyond park boundaries, recognizing that being responsive to the aspirations of neighboring communities is critical to protecting broader ecosystems. Park Service officials asked the Sonoran Institute to conduct two training seminars for

senior managers on gateway partnerships. Workshop participants identified common elements of successful partnerships that will be described in a booklet to be distributed throughout the National Park Service and to park advocates. We plan to integrate the workshops' findings in an agency-wide training program offered by satellite link.

Our work with the National Park Service has generated interest among other federal land managers. In 1996, we delivered our gateway partnership message at two U.S. Fish and Wildlife Service workshops — one for refuge managers, the other for cooperating associations — and at an interagency wilderness manager's training program. We hope to organize similar workshops for Bureau of Land Management staff in the year to come.



Dan Dagget

Throughout the West, local residents are forging new partnerships with public land managers to address land stewardship issues. The Sonoran Institute believes that these partnerships are critical to resolving resource conflicts that have long plagued the West.

The Year Ahead

Two new program initiatives will figure prominently in 1997: one that tests business development as a community engagement strategy, and another that seeks to broaden the Sonoran Institute's role as a "missionary" for community stewardship.

Community leaders often describe a need to develop initiatives that clearly integrate conservation and economic development. While these leaders may have ideas for economic or business development, they may not have the resources or expertise to pursue them (the "human capital" dilemma).

To respond to this need, we have initiated an experimental approach to locate business development opportunities that affirmatively contribute to local priorities for conservation and development. We also want to assess whether business development can help build partnerships between public land managers and community leaders.

The ecotourism project in the western Sonoran Desert border region, described in the ISDA profile, represents one effort to integrate business development with conservation. It will soon be followed by another on sustainable harvesting and marketing of native plants as food, medicine, and cosmetics.

We also are exploring opportunities to integrate business development and conservation in communities adjacent to Bryce Canyon and

The kinds of resources the Sonoran Institute provides gives community leaders a more realistic chance of building harmonious relationships between human communities and the natural world.

Bill Hedden, County Commissioner,
Grand County, Utah

Capitol Reef national parks and the newly designated Grand Staircase-Escalante National Monument. Some of the more promising opportunities include diversifying ranching operations, creating value-added wood products, and capturing additional tourism revenue without increasing visitation to the area.

To advance these initiatives, we are assessing whether to leverage our role by creating a community stewardship investment fund, a revolving loan fund possibly managed

by a separate organization. Such an organization might make credit decisions through a volunteer committee of small business owners, lenders, and community representatives. We will be exploring this option in the year to come.

Finally, we intend to expand our communications efforts. In the past five years, the Sonoran Institute has built a credible reputation for providing community-based approaches to growth-related issues. We see a real opportunity for the Institute to play a leadership role in expanding the success of community strategies as a "missionary" of this emerging movement. Our challenge is to communicate how and why this approach works.

In the months to come, we will be working on a communications and outreach plan to craft a positive message about community stewardship, test it among targeted audiences, and develop a set of support services for groups and individuals energized by our message.

We have our work cut out for us in 1997, but it should be an exciting year.

During the summer months, many Tohono O'odham people continue the traditional harvesting and processing of saguaro cactus fruit known as bihithag. Marketing native products may be one key to creating sustainable economic opportunities in the Sonoran Desert.



Saguaro National Park

Successful Partnerships

Nineteen ninety-six represents the Sonoran Institute's fifth anniversary. Instead of a list of program accomplishments, we would like to highlight some of the communities with whom we have developed partnerships. In certain instances, our involvement stemmed from organizing a Successful Communities Workshop. In other instances, we helped communities grapple with a specific issue. Whatever our role, many of these communities have gone on to accomplish important stewardship goals. If you would like to receive more information about the communities highlighted below, please feel free to contact us.

Citizens of **Red Lodge, Montana** helped landowners preserve over 15,000 acres through conservation easements and secured a master plan to preserve the town's pedestrian-oriented and distinctive rural character.

Ranchers in **Arizona's San Rafael Valley** organized a local land trust to guard against subdivision. So far, 500 acres in the valley have been protected through conservation easements, with other landowners considering similar options.

In order to become more self-sufficient, Tarahumara Indians in **Sierra Madre, Mexico** have built 28 irrigated gardens and orchards on the northern rim of Mexico's Copper Canyon. The Tarahumara also have established a small nursery to help reforest logged areas.

Many communities are grappling with change, but few of them have the breadth of knowledge and experience to make wise choices. We need more groups like the Sonoran Institute to assist them.

Douglas P. Wheeler, Secretary of the California Resources Agency

In **Jackson Hole, Wyoming**, residents approved county and municipal land-use plans that strengthen local protection of sensitive lands, promote affordable housing, and seek a balance between tourism and resource conservation.

As a mountain-biking mecca, residents of **Moab, Utah** were able to get the City of Moab and Grand County to work together and come up with a plan to provide for facilities and infrastructure necessary to meet rising tourist demands.

The borough assembly of **Alaska's Kenai Peninsula** passed its first land-use ordinance in 1996, establishing a setback requirement on all waterfront properties. Residents also have agreed to create a broad-based watershed council.

Staff at Mexico's Pinacate Biosphere Reserve are helping residents of **Puerto Peñasco, Sonora** collect and identify local artifacts. In return, residents will help design and build a museum at the reserve that will house the collection. The goodwill engendered will allow staff and residents to work on common issues of concern.

Residents of **Methow Valley, Washington** and a development company agreed on a plan to construct a small-scale cross-country ski center rather than a downhill resort. The development supports the Methow Valley Conservancy's environmental education and land acquisition programs through a one percent transfer fee on real estate transactions.

In **Livingston, Montana**, a group of ranchers and environmentalists are working with the Corporation for the Northern Rockies on business and marketing strategies to promote more profitable "green" wool products. Their niche is "Predator Friendly" wool, made from sheep raised without lethal predator control.

To help generate income for ranchers to stay in business, citizens of **Gunnison, Colorado** have organized the Gunnison Ranching Legacy Project, which is purchasing conservation easements with a grant from Great Outdoors Colorado.

With the help of the International Sonoran Desert Alliance, local youth in **Ajo, Arizona** have become involved in a wide range of community improvement projects, establishing a recycling center, eradicating exotic plants, and organizing clean-up crews along the Sonoyta River and at a nearby O'odham cemetery. Similar youth programs are now being started across the border in Sonora, Mexico.

Special Thanks

Among the Sonoran Institute's partners are individuals, private foundations, public agencies, and corporations that offer funding for either institutional support or specific projects. We would like to acknowledge the following individuals and organizations for their contributions to our work in 1996:

- Acorn Foundation
- Anonymous (2)
- Aquarius Plateau Foundation
- Fred P. Bosselman
- Susan A. Charles
- Jane P. Church
- Arlan M. Colton
- Arthur Dubow
- Eileen and Frederick Fisher
- Ford Foundation
- Sidney H. Franklin
- Goldman-Kongsgaard Foundation
- Grand Canyon Conservation Fund
- The Greenville Foundation

- Frank Gregg
- Helen and Julian Hayden
- The William and Flora Hewlett Foundation
- Hewlett Packard Corporation
- James W. Howe
- Charles R. Hummel
- Ittleson Foundation
- W. Alton Jones Foundation
- W. K. Kellogg Foundation
- Henry P. Kendall Foundation
- Lenora O. Kirby
- Karol and Mickey McArthur
- Brian Laird
- Rex A. Licklider
- Los Charros del Desierto
- Nina and George A. Masek
- Richard King Mellon Foundation
- Davis U. Merwin
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- National Park Foundation
- Norwell Fund
- Gil Ordway
- Pablo Paraskevas
- Beverly Parker and Donald Weinstein

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- Cabot Sedgwick
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- U.S. Bureau of Land Management
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- U.S. Fish and Wildlife Service
- U.S. Man and the Biosphere Program
- U.S. National Park Service
- Jeffry Weinhuff
- The Westport Fund
- Dawn J. and Paul E. Willman
- George Yakobian

Because of the wide range of services the Sonoran Institute provides, we also lend our knowledge and experience to other institutions involved in community stewardship initiatives. Among those we have assisted in 1996 are:

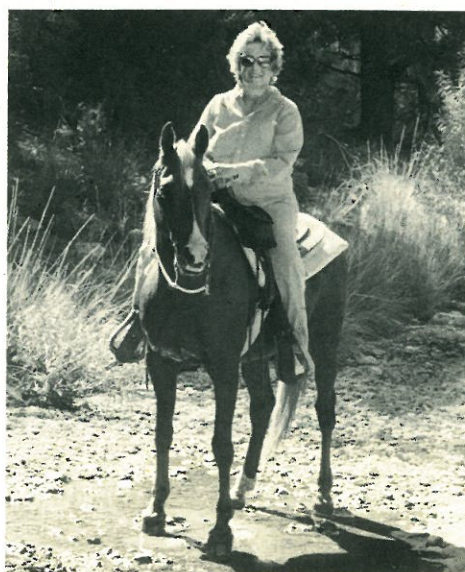
Ahmanson Land Company
Aspen Foundation

Coconino County
The John D. and Catherine T. MacArthur Foundation
The Nature Conservancy,
Alaska Field Office
U.S. Forest Service, Kaibab National Forest
U.S. National Park Service

Finally, a special thanks to the many partners that provide in-kind services or volunteer support for our efforts:

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Arizona Cooperative Extension Service
Arizona-Sonora Desert Museum
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Annie McGreevy
Michael McNulty, Esq.
Gary Nabhan
Carlos Nagel
Organ Pipe Cactus National Monument
David Peachin
San Rafael Valley Land Trust
Bob Sharp

The success of the Sonoran Institute ultimately depends on the dedication and hard work of local residents like Kaia Barnhill. We are grateful for their support and assistance and for deepening our understanding of community stewardship.



The Sonoran Institute

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Brooke Williams



Environmental Flying Services

For the past three years, the Sonoran Institute has provided administrative support to Environmental Flying Services — an aviation service that provides research flights to protect wildlife and save habitat in Mexico and the southwestern United States. We are pleased to announce that EFS will

incorporate as a separate tax-exempt non-profit organization in 1997. Environmental Flying Services thanks the following generous donors for their support in 1996:

Ahimsa Foundation
Ellouise and Marvin Beatty
Jenny Beatty
Crystal Channel Foundation

Fund for Wild Nature
Virginia S. Furrow
National Fish and Wildlife Foundation
The Norcross Wildlife Foundation
Share-It-Now Foundation
Summerlee Foundation
Unity Avenue Foundation
M.C. Wray Charitable Lead
Annuity Land Trust

*John Shepard - from Wilderness Society



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- Karen McNulty
- Coy
- Jacobson
- Baup

- ① Development Goals
- ② Endowments - the membership?
- ③ What kind of reputation ~~are~~ to have locally? nationally? Internat? would further like SI
- ④ What is the most challenging thing about working for SI?
costs & SE
- ⑤ long term