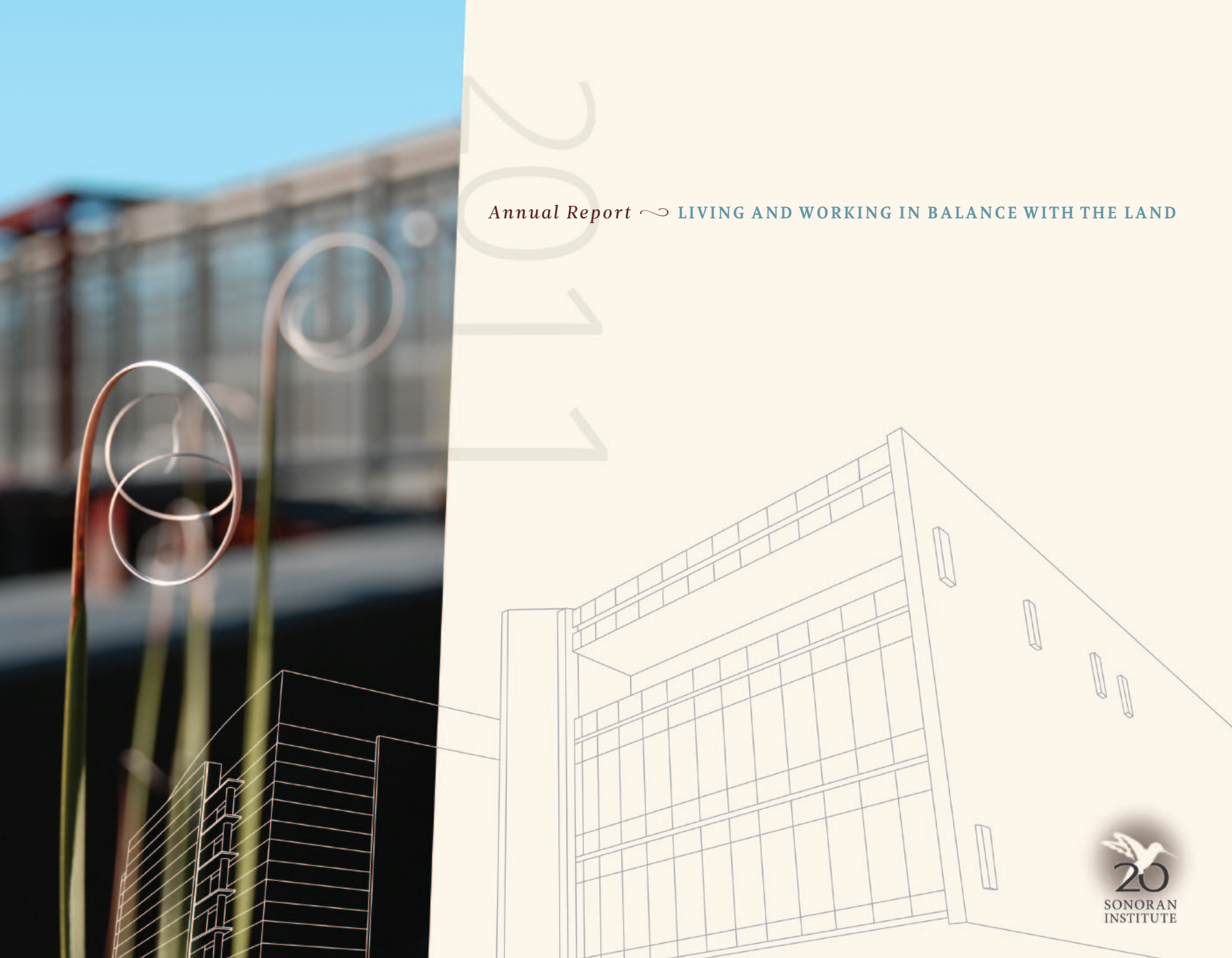
2016

Annual Report ~ LIVING AND WORKING IN BALANCE WITH THE LAND



20
SONORAN
INSTITUTE

NEW THINKING FOR THE NEW ECONOMIC REALITY

Friends,

Over 20 years ago, we established the Sonoran Institute with the conviction that meaningful change most often happens at the local level, and that conservation is a key component not only of our local quality of life, but also of local prosperity.

Our collaborative and inclusive approach to conservation has never been more relevant.

The country's prolonged recession is unlike any we have experienced since World War II. We see growing evidence that our economy has fundamentally shifted to a period of slower growth, lower wages, and uncomfortably high unemployment. An increasingly polarized federal government diminishes the opportunity for national leadership at a time when we need it the most.

In the West, many communities continue to suffer from the fallout of the housing bust. There is a growing realization that the housing industry—the prime mover of the region's economy for the past several decades—is stalled and may not recover anytime soon and, when it does recover, may look very different. Overbuilt, saddled with debt, and facing the prospect of reduced tax revenues for years to come, local governments are facing a new economic reality that calls for a new way of thinking.

The Sonoran Institute is uniquely positioned to help.

One of the qualities distinguishing the Institute is our capacity to provide research and an understanding of fiscal realities and conservation economics—hard numbers that give local leaders insight into the fiscal and economic impacts of their planning, development, and conservation decisions. As you will see in this annual report, the Institute is building the "business case" for conservation and smart growth from Montana to Mexico. We are working to protect our public lands, manage water supplies, conserve working ranches and wildlife habitat, and demonstrate the benefits of downtown development over the long-term liabilities of sprawl.

Efforts to preserve the natural resources and values that define communities can inspire local leaders to make decisions that make their communities great places to live, work, and visit.

Our new economic reality calls for new thinking. Any hope of progress will have to come from leadership at the state and local levels.

Thank you for continuing to support us in this important work.

Sincerely,

Luther Propst

Luther Propst
Executive Director

"Moving our offices to downtown Tucson celebrates the core mission of our organization, which promotes Main Street and urban revitalization as vital conservation objectives."

LUTHER PROPST | Sonoran Institute Executive Director

In November 2011, the Sonoran Institute celebrated the relocation of its offices to downtown Tucson, Arizona. The Institute renovated a floor of a former federal courthouse building to use as its new Westwide headquarters. The Institute is deeply grateful to Fletcher McCusker, owner of the building and CEO of Providence Service Corporation of Tucson, for making the downtown move possible.

"I am delighted to play a role in enticing the Sonoran Institute to join the downtown Tucson business community. The nonprofit Sonoran Institute adds new diversity to the growing number of businesses opting to move to the city center."

FLETCHER McCUSKER
CEO of Providence Service Corporation

44 east broadway

© Brian Forbes Powell

Staff Profile

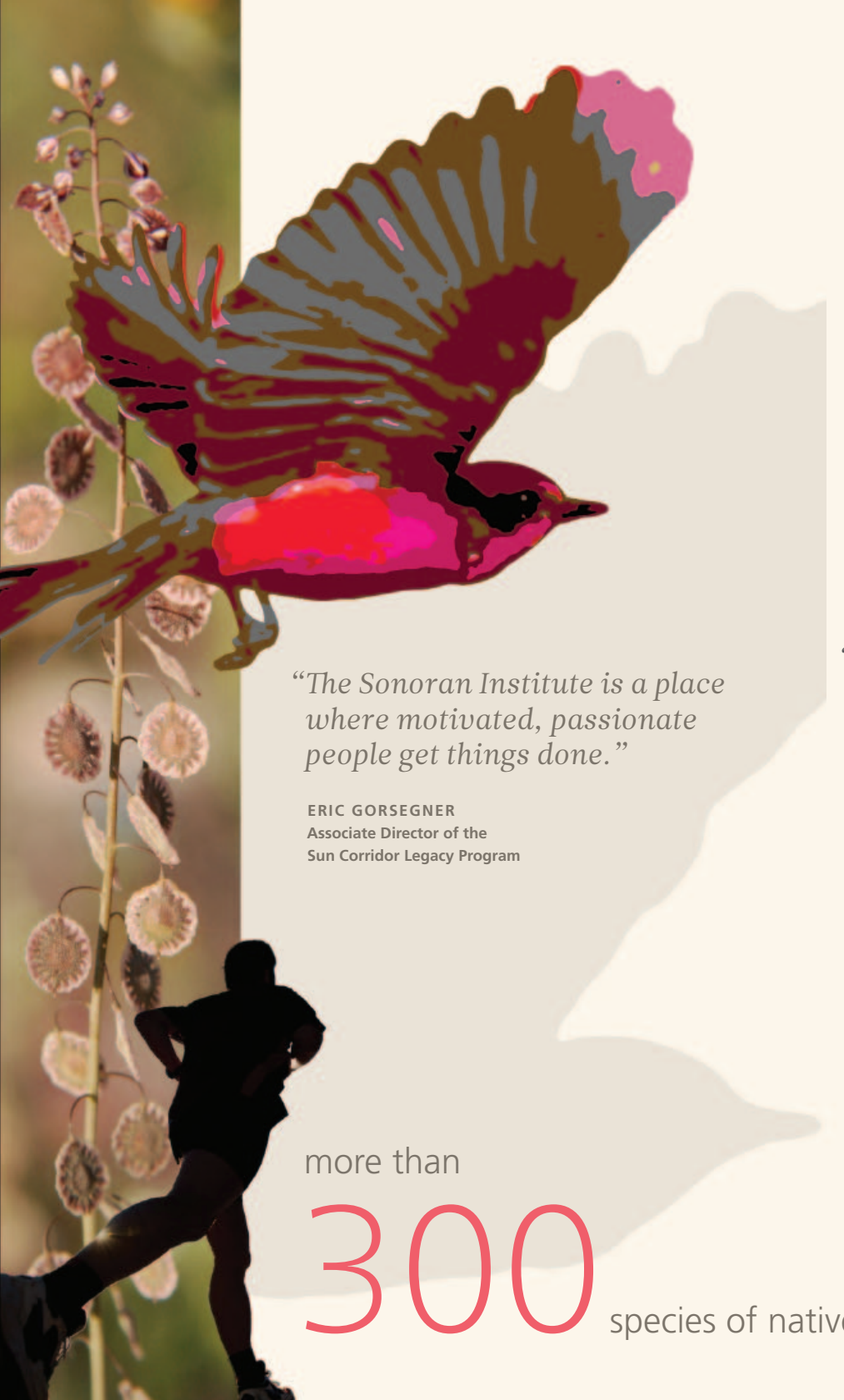
ERIC GORSEGNER

Associate Director
Sun Corridor Legacy Program
Phoenix, Arizona

If there is one word to describe Eric Gorsegner, it is "kinetic." When not with his two daughters and fiancé, he is diving headlong into triathlons, mountain biking, and "anything that goes fast." Bringing this same "defy gravity" ethic to his passion for land conservation, Eric finds the Sonoran Institute a perfect fit. "It is a place where motivated, passionate people get things done," he says. "From our board, to our funders, to our employees, the Institute is made of truly dedicated people who see the vision and are committed to it."

After earning a B.A. from the University of Wisconsin at Eau Claire and an MPA from Arizona State University, Eric held several government relations and public policy positions in Phoenix before getting the call from the Institute in 2006. It was a call, he says, that "had me at hello."

Now in the thick of efforts to help Arizona reboot its economy through investments in renewable energy and to preserve Western Maricopa County's unique beauty and natural resources through the Sonoran Desert Heritage Proposal (see story on page 5), Eric sees proof that the Institute's model of collaboration and constructive engagement works. "During all my years in public policy, I rarely have seen another 'outside' organization like the Sonoran Institute consistently invited to the table and having such impact."



"The Sonoran Institute is a place where motivated, passionate people get things done."

ERIC GORSEGNER
Associate Director of the Sun Corridor Legacy Program

more than

300

species of native birds

SONORAN DESERT HERITAGE PROPOSAL: BALANCING GROWTH AND QUALITY OF LIFE

Using conservation to drive economic growth is a basic tenet of the Sonoran Institute. In May, the Institute joined a broad coalition of community and business leaders, developers, environmentalists, and military interests to unveil a proposal asking Congress to permanently protect some of Arizona's most iconic landscapes just a short drive from Greater Phoenix.

The Sonoran Desert Heritage Proposal encompasses a large crescent-shaped swath of Sonoran Desert managed by the U.S. Bureau of Land Management (BLM). The spectacular scenery and rugged terrain is home to a wealth of wildlife, including bighorn sheep, desert tortoise, Gila monster, bobcat, and more than 300 species of native birds. Throughout history this part of western Maricopa County has served as a cultural crossroads. Today, it offers open space and recreation opportunities close to the West Valley's growing urban center. The proposal also protects areas adjacent to Luke Air Force Base and the Barry M. Goldwater Training Range, both major economic drivers of the Arizona economy.

"Communities will be better equipped to develop economic strategies that take advantage of their proximity to scenic beauty, outdoor fun, and cultural education on these public lands," says Dave Richins, director of the Institute's Sun Corridor Legacy Program. "Managing the landscape as a coordinated whole will help protect wildlife that migrate through many different BLM and military lands, as well as the rich historical and archaeological sites these lands contain."

RETURNING WATER—AND LIFE—TO THE COLORADO RIVER DELTA

For the past 14 years, the Sonoran Institute and our conservation partners have been working to restore one of North America's most valuable ecosystems: the Colorado River Delta. Years of massive upstream water diversions from the Colorado River have reduced what was once two million acres of wetlands to less than 10 percent of its original size. Today, the river no longer reaches the Upper Gulf of California, negatively impacting the once incredibly productive fisheries in the Upper Gulf. Still, the Delta has proven to be surprisingly resilient; with even a small amount of water and meaningful community involvement, the Delta can be revived.

The Institute's work in the Delta has gathered significant momentum over the past year. Doubling its program staff and moving into larger office space, the Mexicali office is now one of the Institute's largest. With experience gained over the last several years from small-scale restoration and monitoring projects, the Institute secured funding to scale up restoration efforts and lead a binational study to determine the economic benefits of returning water to the Delta.

Along with our conservation partners, the Institute recently announced a bold vision to change the course of the Delta's future by protecting and restoring 160,000 acres of habitat and acquiring enough water to ultimately reconnect the Colorado River with the sea. "If you add water to the Delta, the habitat will come back," says Francisco Zamora, program director for the Institute's Colorado River Delta Legacy Program.

A Partnership with Patagonia

The Institute's attempts to secure more water for the Delta received a major boost this year when outdoor clothing and equipment retailer, Patagonia, joined the effort. Respected for the exceptional quality of its products, Patagonia is also renowned for its commitment to the environment, and actively uses its brand and customer base to promote and advance environmental causes.

Last fall, Patagonia included the Institute's work in its "Our Common Waters" environmental campaign, which spotlights the need to balance human water consumption with plant and animal life. Through its publications and websites, and

by directing visitors to ours, Patagonia urged friends, partners, and customers to join the Delta restoration effort by (1) pushing political leaders in both the U.S. and Mexico to formally dedicate more water to the Delta, and (2) buying water through contributions to the Sonoran Institute and the Colorado River Delta Water Trust.

The collaboration resulted not only in increased visibility but also tangible action. In the first three days following Patagonia's email blast, visits to the Institute's website increased by about 12 times the normal 200 hits a day, and resulted in close to 2,000 letters sent to U.S. Department of the Interior Secretary Ken Salazar.

"Water is the key element in restoration in the Colorado River Delta. What we have been doing is purchasing water rights and dedicating those water rights for the river."

OSVEL HINOJOSA | Director of Water and Wetlands Programs for Pronatura Noroeste, the Sonoran Institute's Mexico-based partner

120 acres of marsh wetlands established

2011 RESTORATION SUCCESSES

- *Planted over 21,000 native trees in 20 acres that reached an average height of 2 meters after one growing season and had a 95% survival rate*
- *Established 120 acres of marsh wetland habitat at the Las Arenitas Wastewater Treatment Wetland, resulting in improved water quality of the Rio Hardy*
- *Began implementation of our restoration strategy in the Upper Gulf estuary to reconnect the Colorado River with the sea*

A GIFT TO HONOR A FATHER'S LIFE

Rowene Aguirre-Medina's favorite memory of her father, Pedro Joab Aguirre, was of him scooping up the soil of the Mexicali/Imperial Valley in his hands, holding it, checking on it, connecting with it. "You could just see his love of the land," she says. "It's the only place he really wanted to be."

Pedro "Pete" Aguirre was born in Tucson and was an American citizen. But his home was on both sides of the border, in the Mexicali Valley in Baja, California, Mexico and the Imperial Valley of California. As a successful grower of asparagus, cantaloupe, and onions, Aguirre nurtured the soil to produce not only crops but also jobs. "He wanted to provide work for people," says Rowene.

Fed by the Colorado River, the valley that Aguirre loved sustained life on many levels. When Rowene heard about the Sonoran Institute's work to restore the depleted Colorado River Delta, she decided to support the project with a gift in his name.

"My father had such respect and appreciation for the land," she says. "To see that beautiful area coming back to life, and to see how the desert can flourish when treated properly—I just felt that this project was the right place to honor his life."

As a child, Rowene remembers a Delta that thrived both ecologically and economically, with hunting and fishing industries that supported the local population as well as a vibrant tourism industry. While touring the Delta project areas with the Institute, Rowene saw her father's spirit exemplified everywhere—through the jobs and training that the project is providing, through the cross-border cooperation of its partners, and through the enthusiasm and excitement of the people working on the restoration initiatives.

"By restoring the Delta, this project is also restoring the pride of the people living here, and bringing responsible commercial opportunities that will help them," Rowene says. "These days, we are so busy building fences and walls along the border. With this project, we are building hope."

"Beyond his purely human value, he was a major force in the development of the Mexicali Valley."

COMMENTS ON PEDRO JOAB AGUIRRE, BY GASTON LUKEN | Businessman, Baja, California

2000 letters sent to U.S. Department of the Interior Secretary Ken Salazar, urging him to dedicate more water to the Delta

KATHY BORGEN

Vail, Colorado

Kathy Borgen (left) with Louise Glasser, SI board member from Tucson, Arizona

Both her parents were geologists, and her father was a charter member of the first chapter of the Nature Conservancy. It is no surprise that a deep love and respect for the Earth are woven into Kathy Borgen's DNA. "I was born in the rocks," she laughs. And in the Rockies, she found her calling. Passionate about environmental education and the intersection of religion and environmental philosophy, Kathy is devoted to championing causes that help protect, care for, and nurture a love of our planet.

Originally from New Jersey, Kathy graduated from Smith College and met her Norwegian-born husband, Bjorn Erik, on the ski slopes. After their marriage and his graduation from Harvard Business School, they followed their skis to Colorado in 1966, eventually settling in Vail. There they are still heavily involved in the ski world and live within driving distance of their three children and eight grandchildren.

Kathy is secretary treasurer of the Borgen Family Foundation and is active on the boards of several other conservation organizations. In the Sonoran Institute, she found an organization whose goals and mission align with her own. After completing nine years on the board, she continues to be an enthusiastic supporter.

"There is a deep, profound respect for the people and the land of the West that is embedded in the Institute," she says. "I am attracted to institutions that are able to incorporate a middle ground into how they operate out in the world. With its consistent, place-based approach to land use issues—working on the ground with the people who have the most at stake—the Institute is able to build trust. It takes time, but they are able to find the place where people on different sides of an issue can agree and work together to move forward."

PLANNING FOR PEOPLE AND WILDLIFE IN MONTANA

How do you protect wildlife and its habitat but also accommodate future growth? In Montana, this is a billion-dollar question that the Sonoran Institute helped answer last summer.

Wildlife is big business in Montana, contributing more than $1 billion annually to the state's economy through wildlife-related tourism, hunting, and fishing. The challenge that Montana and other Northern Rocky states face is to find ways to avoid impacting natural wildlife activity and habitat while rural communities grow and develop.

On June 7th and 8th, 2011, the Sonoran Institute and Montana Fish, Wildlife & Parks jointly sponsored a workshop in Helena, Montana, to provide wildlife managers, elected officials, planners, rural landowners, the conservation community and other citizens, with the information and planning tools they need.

"Conservation of wildlife and its habitat is critical to state revenues, promoting economic prosperity, and maintaining a high quality of life for Montana residents," says Diane Snyder, director of the Sonoran Institute's Northern Rockies Program. "Our work with local leaders to develop custom strategies that can be implemented in their communities will help to ensure future economic gain while addressing Montana's wildlife conservation needs. This workshop was a vital step in the process."

Great Northern Loon, found in northern states like Montana

THE BENEFITS OF INVESTING IN DOWNTOWN

Research sponsored by the Sonoran Institute in 2011 demonstrates the economic benefits of walkable, mixed-use development and the value and importance of investing in downtown. This pioneering work challenges common assumptions about where the best opportunities lie for economic development.

After seeing a study showing how the city of Asheville, North Carolina, has benefitted from investing in downtown development over big-box suburban sprawl, the Institute commissioned the author to apply his research to several communities we are working with in the West.

Joe Minicozzi is vice president of Asheville's Downtown Association and new projects director for Public Interest Projects, Inc., a for-profit real estate developer in downtown Asheville. His research focuses on "true cost accounting" with respect to taxation. Studying the property tax receipts of Driggs, Idaho; Laramie, Cheyenne, and Sheridan, Wyoming; Bozeman and Billings, Montana; and Rifle, Grand Junction and Glenwood Springs, Colorado, Minicozzi analyzed the tax revenue generated per acre on selective properties in each community.

His conclusion: investment in downtown buildings brings the greatest tax benefits to local government. Minicozzi shared these findings with local leaders during presentations in each of these communities.

The key is comparing tax revenues on a per-acre basis rather than looking at the total lump sum of tax revenues. It's like judging a car's value based on miles per gallon versus miles per tank, Minicozzi says. "Many communities have tended to look at real estate on a miles-per-tank basis. But if you look at it on a miles-per-gallon basis, all of a sudden the data on that vehicle changes."

As an example, he used 2010 Garfield County property taxes to compare yield from the Denver Centre, a mixed-use building in downtown Glenwood Springs, to the Glenwood Meadows retail development outside of the city. On less than an acre (0.06 acres), the Denver Centre generates $44,000 in local taxes, or nearly $700,000 per acre. In contrast, Glenwood Meadows brings in $6.23 million in total local taxes, but the 43-acre property generates only $145,000 per acre. In other words, Glenwood Springs would need only nine acres of mixed-use buildings such as the Denver Centre in its downtown to match the total tax income of the commercial-scale development, with much less environmental impact.

"It really turns on its head some of the conventions we have in looking at the fiscal impacts of development," says Clark Anderson, the Institute's Western Colorado Legacy Program director, based in Glenwood Springs. "In the past, communities assumed that big-box development brings in the big tax revenue potential. What Minicozzi's work demonstrates is that compact downtown areas and mixed-use neighborhoods bring in much more value than they get credit for."

STAFF PROFILE

ALISON BERRY

Energy and Economics Specialist | Bozeman, Montana

Outside the office, Alison Berry often seeks adventure in the mountains and rivers of the Northern Rockies. At work, her explorations involve the economic side of environmental issues—quieter, maybe, but just as exciting. These days, she is busy researching the issues of renewable energy generation and transmission, as well as the economic impacts of different development patterns.

"We are sponsoring research comparing the economic contribution to county tax revenues of downtowns versus more remote areas like subdivisions, strip malls, or big-box stores," she says. "In every case, we find that on a per-acre basis, downtown properties pay many times more than properties on the outskirts—a great reason to promote investment in our downtowns."

This kind of research, coupled with its community-based approach to conservation, is what drew Alison to the Institute. Previously, she was a research fellow at PERC—the Property and Environment Research Center. She also worked for the USDA Forest Service in Montana and Utah, and the Trustees of Reservations in Massachusetts. She holds a master's degree in forestry from the University of Montana and a bachelor's degree in biology from the University of Vermont. She has lived in Montana for almost 15 years and has two young daughters.

79 percent average increase in tax dollars per acre generated
from mixed-use properties compared to single-use commercial properties, based on data from nine cities in MT, ID, WY, and CO

"Minicozzi's studies consistently demonstrate that downtowns bring tremendous economic benefits to the taxpayer while retaining their value as community icons, cultural centers, meeting places, and places to shop and dine."

RANDY CARPENTER | Associate Director of the Sonoran Institute's Northern Rockies Program | Bozeman, Montana

DOWNTOWN TUCSON, ARIZONA

Some $200 million in public sector projects aimed at making downtown Tucson, Arizona, more attractive and accessible (such as the Fourth Avenue Underpass, shown above), has sparked a surge of private investment and job creation in the area since mid-2008.

124 million in private investment in downtown Tucson created more than **900** jobs in the last few years

Source: www.tucsonaz.gov

WORKING LANDSCAPES: A PIONEERING APPROACH TO CONSERVATION

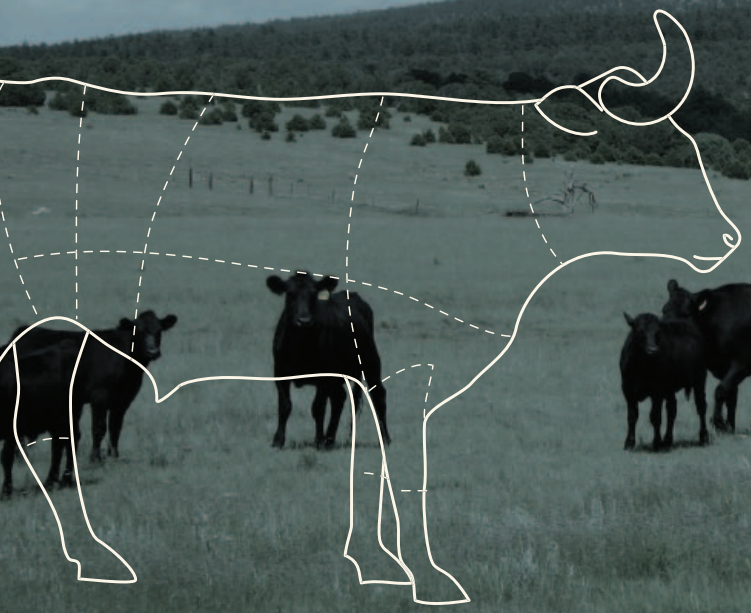
Conservation comes in many shapes and sizes. Sometimes it means buying and preserving land, acquiring conservation easements, or designating public areas like national parks. At the Sonoran Institute, we also see important conservation opportunities in working landscapes.

"Farms and ranches are integral parts of the history, culture, and landscape of the West," says Diane Snyder, director of the Institute's Northern Rockies Program. "But less obvious is the conservation role they play by sustaining resources like clean water, healthy soils, and native plants and wildlife."

As farmers and ranchers find it increasingly difficult to make a living off the land, these resources are threatened. Every time a farm or ranch is lost, the West also loses a vital piece of its natural and cultural heritage.

To help sustain the ranching way of life and the landscapes that support it, and to connect land stewards throughout the West, the Sonoran Institute is reinvigorating its Working Landscapes Program. "Through this program, the Institute provides ranchers and farmers throughout the West with information, resources, and technical assistance to help them creatively integrate traditional economic goals for working lands with conservation goals for healthy landscapes," says Katie Meiklejohn, project manager for the Working Landscapes Program.

Through the program's demonstration project at the Fort Union Ranch in New Mexico, the Institute is hoping to show that working lands can be financially viable while simultaneously sustaining the natural, human, and wild aspects of whole landscapes.



© Ned Ames

© Katie Meiklejohn

18.9 percent of Arizona's prime agricultural land has been converted to developed land over the past 25 years (1982-2007)

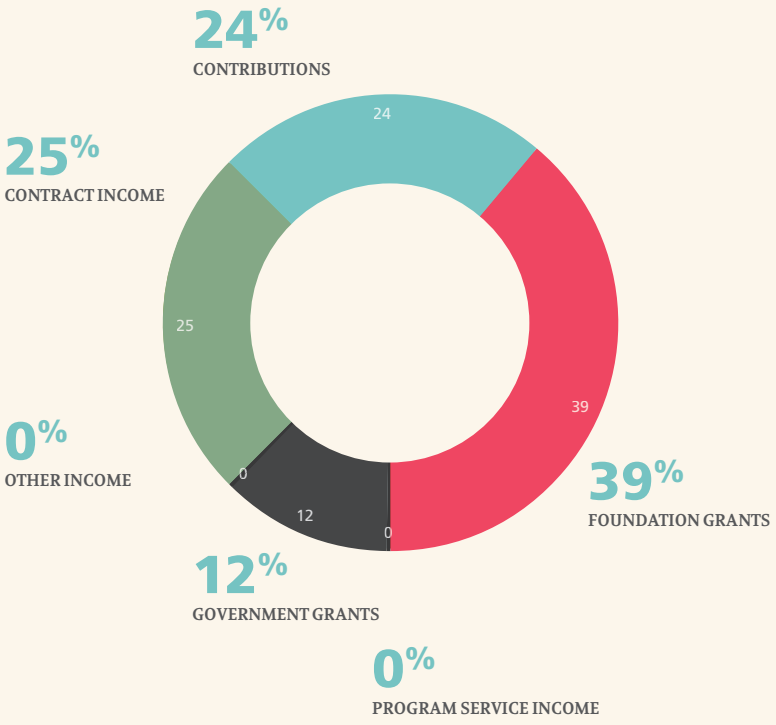
Source: American Farmland Trust

FINANCIAL SUMMARY

FY 2011: July 1, 2010–June 30, 2011

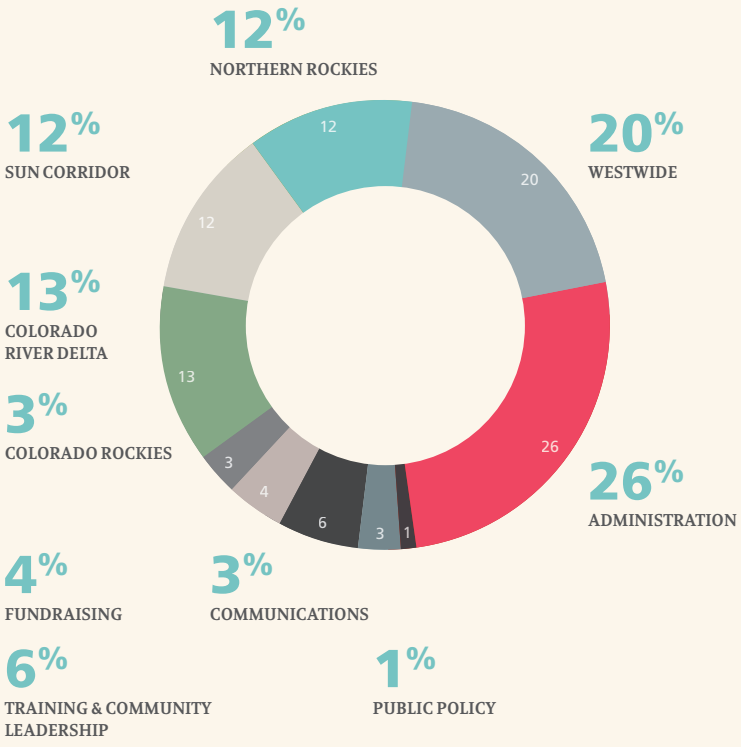
Revenue

Contributions	$1,451,200	24%
Foundation Grants	$2,374,528	39%
Government Grants	$719,518	12%
Contract Income	$1,499,071	25%
Program Service Income	$16,720	0%
Other Income	$10,521	0%
	$6,071,558 *	100%



Expenses

Colorado River Delta	$575,835	13%
Nothern Rockies	$552,699	12%
Westwide	$935,195	20%
Sun Corridor	$568,635	12%
Communications	$129,790	3%
Training & Community Leadership	$255,696	6%
Colorado Rockies	$140,791	3%
Administration	$1,208,305	26%
Public Policy	$47,802	1%
Fundraising	$178,682	4%
	$4,593,430	100%



The Sonoran Institute is audited annually by Keegan, Linscott & Kenon, PC.

** In addition, resources for FY'11 include net assets of $601,366 carried forward from previous years and restricted for use in this and future fiscal years.*

THANK YOU FOR YOUR SUPPORT } January 1, 2011–December 31, 2011

** Hummingbird Circle members are identified with an asterisk.*

INDIVIDUALS

$50,000 and Up

Anonymous • Anonymous* • Bryan & Axson Morgan* • Gilman & Marge Ordway* • Lollie Benz Plank**

$10,000–$49,999

Katherine & B.K. Borgen • Susan & Bill Casner • Andrew & Beth Downs* • Louise & Jim Glasser* • Patsy Ishiyama* • Nyda Jones-Church* • Jay Kenney* • John & Laurie McBride* • Derek McLane • Ann Hunter-Welborn & David Welborn* • Kathleen & Michael Zavatsky*

$1,000–$9,999

Rowene Aguirre-Medina & Roy Medina • Anonymous • Anonymous* • Henri & Pam Bisson* • Fred & Kay Bosselman* • Lydia Breunig & Brian Stark* • Linda Campbell* • Fredericka Carney* • Kitty Collins* • Charis Denison & Scott Hummel* • Elizabeth Denison* • Mac & Billie Donaldson* • David Dube & Ruth Rettig • Samuel & Bea Ellis* • Susan Heyneman • James & Rowe Kaple* • Jane & Ronald Lerner* • Megan Davis Lightman & Steven Lightman* • Don & Charlotte Martin* • Dennis & Marty Minano* • Dwight & Minxie Minton* • Alan & Nancy Nicholson* • Laurinda Oswald* • Luther Propst & Liz Storer* • William & Alice Roe* • Robert Sanderson* • Curtis Scaife* • S. Leonard Scheff* • Gary & Veronica Silberberg* • Georgie Stanley* • Bob & Hope Stevens* • Antonia Stolper & Bob Fertik* • Andrew & Cammie Watson* • Ian Wilson & Alison Banks* • Peter & Marla Wold* • William B. Wiener, Jr.* • Marty & Linda Yenawine**

$500–$999

William Adler • William & Terry Ankeny • Anonymous • Patsy Batchelder • Emily Martin Brott & Chris Martin • Liz & Kent Campbell • Patricia & John Case • Dino DeConcini & Elizabeth Murfee DeConcini • Michael & Kathy Hard • Patrick & Loraine Martin • Bill Mitchell & Mia McEldowney • Farwell Smith & Linda McMullen • Walter & Helen Norton • Anne Pendergast • Lindsey Quesinberry & Nancy Bower • Bayard Rea • William & Priscilla Robinson • William & Carol Smallwood • Jason Tankersley • Karen Wade • John Wieland

$250–$499

Anonymous • Anonymous • Anonymous • Peter Boerma • Carolyn Cooper & John Sharawara • Franklin & Gisela Crosby • Beth Frantz & Lori Shaw • Elizabeth & Johnnie Hanes • Margaret Hart • Scott & Deborah Livingston • Shari Pearson & Judy Weisbard • Audrey & Sean Spillane • Margaret Thomas • Nina Trasoff & Rodney Jilg • Steve & Amy Unfried

$100–$249

Priscilla & Jarold Anderson • Peter & Margie Ankeny • Holly Annala • Anonymous • Anonymous • William Auberle • Blanton & Betty Belk • Hermann Bleibtreu & Kathy Wreden • Michelle Bonito • Bill & Pam Bryan • Grace and C. Rudy Engholm • Dorothea & Doug Farris • Susan & Philip Gerard • Thomas Gougeon • Paul Hansen & Kay Stratman • Marie Jones & Marvin Glotfelty • Robert & Linda Keiter • Charles Ketterman & Ruth Kopec • William Klenn • Roger & Sue Lang • Robert Loudon • W.K. & Mary Love • Pamela Maher & David Schubert • Felicia Sanders & Warren Lee May • Michael Milczarek • Nancy & Lawrence Morgan • Chuck & Meredith Ogilby • Susan Passovoy • Duncan & Eva Patten • John Peters • Leslie Petersen & Henry Phibbs • Anna Hill Price • Barbara Rusmore • Tam & Sue Scott • William & Darcy Shaw • John Shepard & Carol Evans • Thomas Sheridan & Christine Szuter • Worth & Liz Smith • Alice Stowell • Pamela Thaut • Karen Vyner-Brooks • H. William & Judy Walter • Lisa Warneke • John Wise & Evelyn Wachtel

Up to $99

Conrad Anker & Jennifer Lowe • Anonymous • Anonymous • Anonymous • Anonymous • Anonymous • Anonymous • Jim & Anne Banks • Mary Benisek • Sheila & Harvey Bjornlie • Lindy & Steve Brigham • Cynthia Buettgen • Carla & Jon Carpentier • Robert Clements • Linda Colburn • Catherine Cooper • Patricia Crawford • G. Christian Crosby • Diana Dralle • Lynne & Walt Drogosz • Elisabeth Dudley • John & Juanita Enkoji • Diane Fordney • Guillermo Higuera Franco • Susan & Richard Goldsmith • Bruce Granger • Pam Hahn • Pam & Glen Hait • John Hall • Stephen Halper • George Hansen • Judith Hutchins • Charles & Karen Jonaitis • Edgar & Alice Kendrick • Penelope Koines • Dyann Kutob • Sandra Laursen • Richard & Lillian Lund • George & Nina Masek • Brian McCarthy & Judith Gray • Jacqueline McNulty • Dwight & Susan Merriam • Karly Mitchell • Richard & Mary Ann Miya • William Pass • Kenneth & Sunny Pippin • Paula Randolph • Deborah Roth • Jean Rudd & Lionel Bolin • Amy Schlossberg • Paula Schlusberg • Betsy & Arthur Sickler • Diane Sipe • Don Snow & Dorothy O'Brien • Edward Esty Stowell, Jr. • J. Stacey Sullivan • David Swain • James Thayer III • Patricia & Herbert Trossman • Florence Weinberg • Jennifer Werlin • Rachel Winer • Gerry & Vicki Wolfe • Claire Zugmeyer

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Anonymous • Anonymous • Anonymous • Argosy Foundation • Casner Family Fund* • Clarks Fork Foundation* • Cross Charitable Foundation • CW and Modene Neely Charitable Foundation • Denison Family Foundation* • Environment Foundation • Evim Foundation • Evo-Ora DeConcini and Thu Family Foundation • First Interstate BancSystem Foundation • Foundation for Community Vitality • George B. Storer Foundation* • High Stakes Foundation* • Homer A. & Mildred S. Scott Foundation • Ishiyama Foundation* • Jade Tree Foundation* • Kenney Brothers Foundation* • Lincoln Institute of Land Policy • LOR Foundation • LP Brown Foundation* • Macy's Foundation • Norcross Wildlife Foundation • Norwell Fund • Orton Family Foundation • Riverbend Fund* • Save the Colorado River Campaign • Southwestern Foundation for Education and Historic Preservation • Steven C. Leuthold Family Foundation* • StoneRiver Foundation Fund of the Community Foundation of Jackson Hole* • The Bullitt Foundation* • The Fanwood Foundation* • The HW Fund at the San Diego Foundation* • The James Huntington Foundation* • The Kendeda Fund* • The Linda D.Campbell Fund* • The Ocean Foundation • The Prudential Foundation Matching Gifts* • The Stanley Family Fund of the Community Foundation of New Jersey* • The Tinker Foundation Inc • The William and Flora Hewlett Foundation • The Wyss Foundation* • William B. Wiener, Jr. Foundation* • Willow Springs Foundation* • Wyoming Community Foundation • Zuckerman Family Foundation**

37,000 visitors spent time on www.sonoraninstitute.org in 2011

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GOVERNMENT AND NON-PROFIT

American Public Land Exchange Company · Colorado State Board of Land Commissioners · Environmental Fund for Arizona · Friends of Madera Canyon · Garfield County Building & Planning Department · Madison County Planning Office · National Park Service–CESU · State of Baja California · The Trust for Public Lands · Tisbest Philanthropy · U.S. Bureau of Land Management · United Way of Tucson & Southern Arizona · University of Arizona – Geosciences Department*

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Mr. and Mrs. John Benisek · Fred Bosselman · Robert Breunig · Emily Brott · David and Ben Dralle · Suzanne Lewis · Sunny L. Pippin · Lollie Plank · Diane Snyder · Jutta Stengel

GIFTS WERE MADE IN MEMORY OF

Pedro Aguirre · Bob Kasmer · Mr. Jake Kittle · Jim McNulty · John and Marjorie Wieland · Patti Yung

SONORAN INSTITUTE LEADERSHIP

Luther Propst, Executive Director
Lydia Breunig, Chief Development Officer
Beth Frantz, Chief Finance and Administrative Officer

Clark Anderson, Director—Western Colorado Legacy Program
Jim Holway, Director—Western Lands and Communities
Kathryn Jenish—Special Assistant to the Executive Director
Dave Richins, Director—Sun Corridor Legacy Program
John Shepard—Senior Adviser
Diane Snyder, Director—Northern Rockies Program
Ian Wilson, Director—Communications
Francisco Zamora, Director—Colorado River Delta Legacy Program

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Patsy Batchelder | Old Snowmass, Colorado
Henri Bisson | Tucson, Arizona
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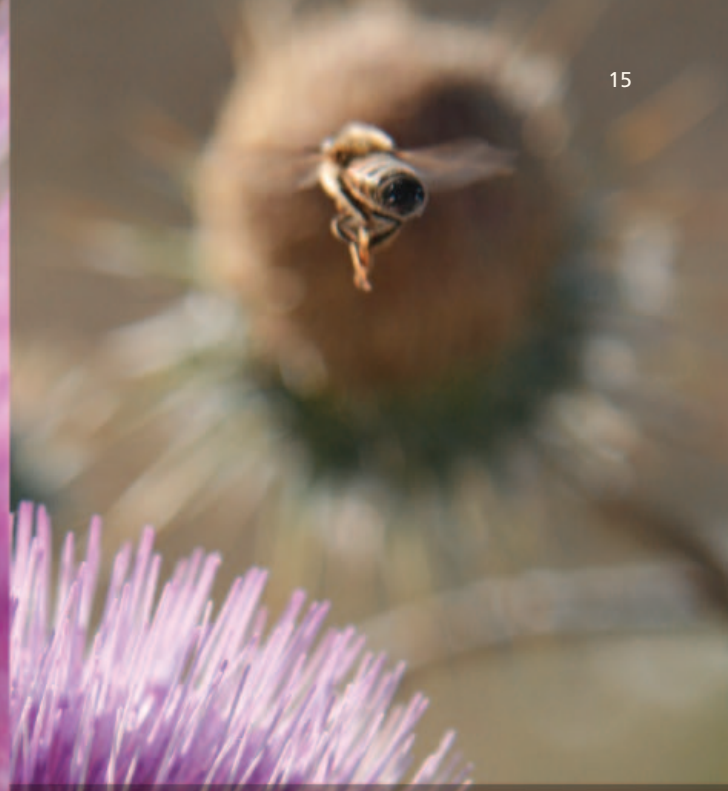

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PHOTOGRAPHY

Cover ~ **Terry Moody** (beargrass)

Pages 2–3 ~ **Ian G. Wilson** (Opening Celebration)

Page 4 ~ **Brian Forbes Powell** (boulders, Sonoran Desert)

Page 5 ~ **Terry Moody** (lace pod mustard);
The Arizona Wilderness Coalition (hikers looking over valley);
Mark Skalney (pink sunset)

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Page 8 ~ **Rowene Aguirre-Medina** (portrait of Pedro Joab Aguirre)

Page 9 ~ **Ian G. Wilson** (all photos except bull elk)

Page 11 ~ **Terry Moody** (montage of 4th Avenue Underpass, Tucson, Arizona)

Page 12 ~ **Ned Ames** (cattle); **Katie Meiklejohn** (horse rider)

Page 15 ~ **Terry Moody** (New Mexico thistle)

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The Sonoran Institute inspires and enables community decisions and public policies that respect the land and people of western North America. Facing rapid change, communities in the West value their natural and cultural resources, which support resilient environmental and economic systems.

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