



Shaping the Future of the West

Connections

2013
Annual Report



CONNECTIONS

shaping the future of the west

Connecting.

It is the essence, the history, the heartbeat of the Sonoran Institute. It is what distinguishes our unique approach to conservation and community development. And after 24 years of engaging with communities from Mexico to Montana—across varied projects, diverse communities, and changing landscapes—we know that connecting, not directing, is an approach that brings results that work and success that lasts.

Our beloved West is confronting urgent challenges. An unrelenting drought and looming water crisis demand new ways of thinking about and planning around this vital resource. The next chapter of growth and change in the West also calls for fresh approaches. The future of our cities and towns, our working farms and ranches, and our cherished natural areas hang in the balance as communities make far-reaching decisions about how they will grow and respond to change.

The Sonoran Institute's mission is to help communities navigate these difficult decisions by providing the experience, skills, and knowledge needed to inspire

informed choices. We specialize in convening at the local level, bringing all sides together to agree on a community's best path forward and then working alongside them as they take action.

We've learned from the hard lessons of the past. We've seen what happens when people lose sight of how every aspect of nature is connected to the rest of the world—how water diversions can devastate a fishing industry downstream; how boom-time rural development can bust a community's economy; how fragmentation of our iconic frontier and agricultural lands can jeopardize the heritage and allure of the West, and undermine the very qualities that make living here so appealing.

That's why the Sonoran Institute believes that community prosperity is inextricably linked to the well-being of the natural world, and that the best outcomes result when a community's actions bridge the needs of its people and its natural resources.

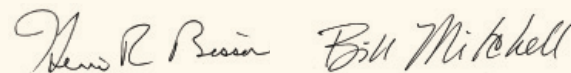
Thanks to your generous support, we are on the ground and helping attain these outcomes all across the West. Major achievements this year included

reaching a historic milestone in returning water to the Colorado River Delta, partnering on an innovative water conservation program that also helps restore groundwater supplies, and launching a comprehensive initiative designed to build communities that are livable, sustainable, and thriving. And that's just to start.

Connecting people and communities to each other, to the natural resources that define and sustain them, to the information they need and partners who can help, and to the values and vision they share for their community's future:

That's Sonoran Institute engagement, and it's working.

Sincerely,



Henri Bisson
Chairman, Board of Directors

Bill Mitchell
Immediate Past Chairman, Board of Directors

A local child in Mexico experiences water flowing in the Colorado River for first time in his life.

When one tugs at a single thing in nature, he feels it attached to the rest of the world.

JOHN MUIR | Scottish-American naturalist

A RIVER RUNS, ONCE AGAIN.

On March 23, 2014, the gates of the Morelos Dam situated just south of the U.S.-Mexico border opened to release some 105,000 acre-feet of water into the river corridor leading to the depleted Colorado River Delta. Part of a groundbreaking agreement between the United States and Mexico to allocate water to the Delta for environmental purposes, the “pulse flow” marked a major milestone in the Sonoran Institute’s longstanding efforts to bring water, life, and economic opportunities back to the Delta. While this two-month event represented less than one percent of annual Colorado River flows, the Sonoran Institute and partners hope it is just the beginning of long-term water commitments that will consistently reconnect the river with the sea.





connecting communities **TO THEIR VISION AND VOICE**

Local engagement, customized to each community's culture, heritage, challenges and opportunities, is the foundation of the Sonoran Institute's conservation and community development work. When invited, we help each community come together, unite on common goals, and grow leaders from within. This is an approach we know helps communities make their good ideas better, their good decisions stronger, and their good initiatives more enduring.

The Voices of the Valley organization in the Upper North Platte Valley in Carbon County, Wyoming, is a recent example of Sonoran Institute capacity building at its best. Residents of this quiet, rural county suddenly found themselves at the center of the country's wind energy and natural gas development activities. Facing an influx of thousands of workers, they knew they needed to get informed and engaged—fast—in order to have a say in the future of their valley. The Sonoran Institute nurtured what began as a loosely organized citizen's group into a full-fledged, independent organization with its own funding, its own board of directors and employees, and its own clear voice.

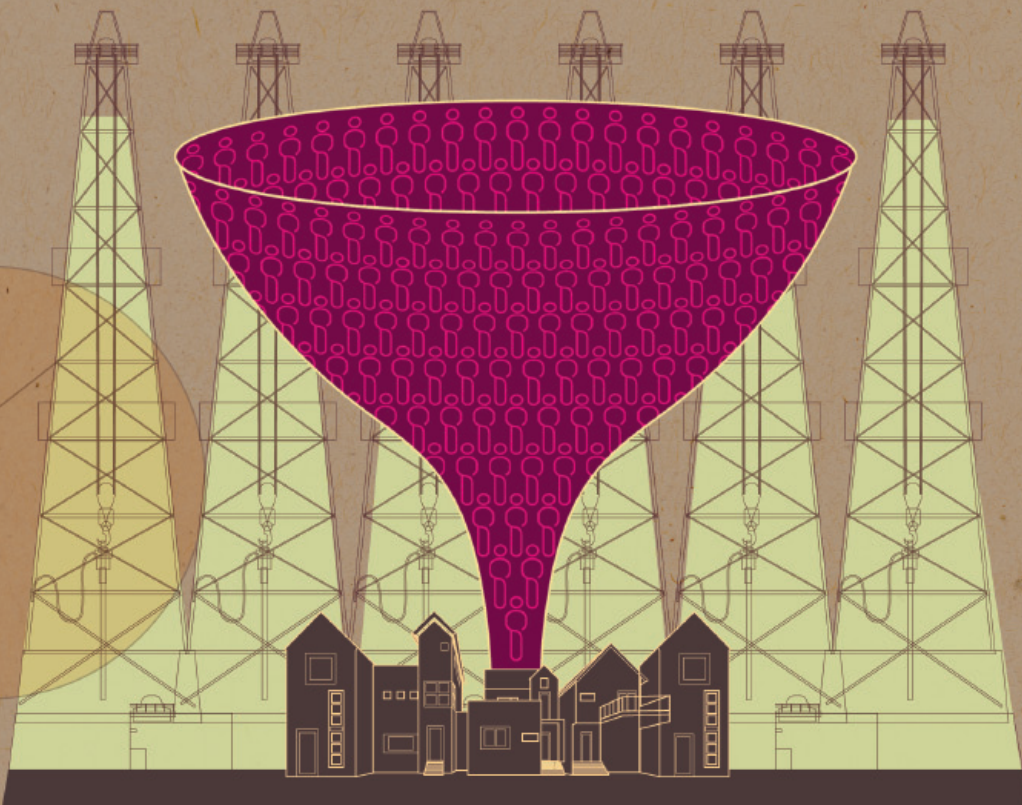
There is no power for change greater than a community discovering what it cares about.

MARGARET J. WHEATLEY | American Writer

Voices of the Valley reflects perfectly what the work of the Sonoran Institute is all about. Once an organization like this is in place, it endures and has the capacity to deal with any challenge that comes along.

RANDY CARPENTER | Director | Sonoran Institute Northern Rockies Program

VOICES OF THE VALLEY: With massive wind energy and natural gas projects planned in their county, Voices of the Valley is ensuring that community concerns are heard. The group spoke up when a federal study of the potential air quality impacts of a planned natural gas plant did not include their community. Voices of the Valley also commissioned a study showing that there is not enough housing in the area to accommodate new energy-related workers. Local government officials and energy project proponents are actively using the study results in crafting future growth plans for the valley and surrounding area.



The Sonoran Institute helped us realize that if you want to have an influence on outcomes, you have to take a balanced approach. Instead of being against all development, be in favor of guided development. Instead of having these new people distributed all throughout the valley, look for ways to direct them toward the town centers where they can better contribute to the local economy.

JIM STATES | Vice President | Voices of the Valley




THE RESILIENCY OF RIFLE: When Rifle, Colorado, decided to break free from boom-bust economic cycles, the Sonoran Institute was there to help the city shape its own future. By investing in downtown improvements, developing renewable energy, and diversifying its business base, Rifle has transformed itself into a more vibrant and resilient city.


The Sonoran Institute's approach to community building comes from a genuine care and concern for communities. It doesn't come in with a one-size-fits-all approach, but instead assesses what a community is attempting to accomplish and then applies its expertise and experience toward the goals of that community. It's surprising that this approach is unique, but it is.

MATT STURGEON | City Manager | Rifle, Colorado

THANK YOU FOR YOUR SUPPORT

January 1, 2013 – December 31, 2013

HUMMINGBIRD CIRCLE DONOR 

SUSTAINING DONOR 

GIFTS WERE MADE IN HONOR OF

MARIA BAIER
MR. AND MRS. JOHN BENISEK
EMILY BROTT
MICHAEL GASS
ERIC GORSENER
PAUL B. HALL
ERIK AND LYSSA HUNTSINGER
LUTHER PROPST
MIA STIER
ED AND GINNY SYLVESTER
JILL TIDMAN

GIFTS WERE MADE IN MEMORY OF

PEDRO JOAB AGUIRRE
SPENCER GIFFORDS
MIA MCELDOWNEY
MICHAEL J. SEWELL
CRAIG SMITH
KATHLEEN ZAVATSKY

CORPORATE





ALLSTATE GIVING CAMPAIGN
AMERICAN INTERNATIONAL GROUP MATCHING
GIFTS PROGRAM
ARCHER CONSTRUCTION
ARCHITECTURE 118 
ARTISAN LLP 
BOWDEN DEVELOPMENT
BRIDGER BREWING
C&H ENGINEERING AND SURVEYING
CHARLIER ASSOCIATES
CROWN CREATIONS CABINETMAKERS
DIAMOND VENTURES, INC. 
THE FAIRFAX COMPANIES
GREEN MOUNTAIN COFFEE ROASTERS
HARMONY DESIGN AND ENGINEERING
HUNTER INDUSTRIES 
JOHNSON PRODUCTS
LORMAN EDUCATION SERVICES
NATIONAL STORAGE AND ARCHIVES 

PATAGONIA


PIOJO RANCH, LLC
THE PROVIDENCE SERVICE CORPORATION 
THE UNION LAND AND GRAZING COMPANY
THREAD ROLLING INC.
TWIN WILLOWS RANCH
WHITMAN COLLEGE


INDIVIDUAL

\$50,000 and Up

ANONYMOUS 
JOE KALT AND JUDY GANS 
BRYAN AND AXSON MORGAN 
GILMAN AND MARGE ORDWAY 
LOLLIE BENZ PLANK 
ANN HUNTER-WELBORN AND
DAVID WELBORN 



\$5,000-\$49,999

KATHERINE AND B.K. BORDEN 

ANDREW AND ELIZABETH DOWNS 

ELISABETH DUDLEY 
ROBERT ECK AND KIMBERLY WEST ECK 
LOUISE AND JIM GLASSER 
NYDA JONES-CHURCH 
JANE AND RONALD LERNER 
GASTON LUKE-AGUILAR 
JOHN AND LAURIE MCBRIDE 
ROWENE AGUIRRE-MEDINA AND ROY MEDINA 
DENNIS AND MARTY MINANO 
ALAN AND NANCY NICHOLSON 
LAURINDA OSWALD 
ARBETH SACKETT 
CHARLES SMITH 
KARA AND RICH TEISING 
SARAH TERRY 

\$1,000-\$4,999

ANONYMOUS (2) 
MARIA BAIER 

HENRI AND PAM BISSON ✨
 HARRY BUBB ✨
 LIZ AND KENT CAMPBELL ✨
 LINDA CAMPBELL ✨
 JOHN AND PATRICIA CASE ✨
 ANN CLARK ✨
 KITTY COLLINS ✨
 JEFFREY COVILL ✨
 CHARIS DENISON AND SCOTT HUMMEL ✨
 ELIZABETH DENISON ✨
 PAUL AND DOWNING DENISON ✨
 SAMUEL AND BEA ELLIS ✨
 DIANE HALLER ✨
 SUSAN HEYNEMAN ✨
 PEGGY HITCHCOCK ✨
 WAYNE HOWARD ✨
 JIM AND ROWE KAPLE ✨
 SUZANNE LEWIS AND MICHAEL HURRELL ✨
 PETER LOORAM ✨
 PATRICK AND LORAINNE MARTIN ✨
 JOHN AND CINDY MCCAIN ✨
 DWIGHT MINTON ✨
 BILL MITCHELL ✨
 LUTHER PROPST AND LIZ STORER ✨
 BILL AND ALICE ROE ✨
 WILLIAM AND CAROL SMALLWOOD ✨
 ANTONIA STOLPER AND ROBERT FERTIK ✨

BARTON THOMPSON ✨
 MICHAEL TRAUSCHT ✨
 ROBERT WALICK AND JOAN FORD WALICK ✨
 IAN WILSON AND ALISON BANKS ✨
 MARTY AND LINDA YENAWINE ✨

\$250-\$999

ANONYMOUS (2) ✨
 PATSY BATCHELDER AND ANDY WIESSNER ✨
 THOMAS BRISBIN ✨
 EMILY BROTT AND CHRIS MARTIN ✨
 BETSY DE LEIRIS ✨
 DINO DECONCINI AND ELIZABETH MURFEE ✨
 DECONCINI ✨
 PAUL DEL ROSSI ✨
 DAVID DUBE AND RUTH RETTIG ✨
 ALAN FRONT ✨
 GLORIA GIFFORDS ✨
 TERRY GODDARD ✨
 ANDREW GORDON AND PATTI EVANS ✨
 JEREMY HANDLER ✨
 ELIZABETH AND JOHNNIE HANES ✨
 MARGARET HART ✨
 FRANCIS AND SARAH HORIEL ✨
 MARTHA HUNTER ✨
 DAVID AND JOAN LINCOLN ✨
 SCOTT AND DEBORAH LIVINGSTON ✨

ROBERT LOUDON ✨
 MICHAEL MILCZAREK ✨
 PAUL AND TOMI MORENO ✨
 WALTER AND HELEN NORTON ✨
 JOHN PETERS ✨
 CHRISTOPHER PETERSON ✨
 WILLIAM AND PRISCILLA ROBINSON ✨
 JEFFREY ROSENBLUM ✨
 JUDITH SMITH ✨
 AUDREY AND SEAN SPILLANE ✨
 JASON TANKERSLEY ✨
 MARGIE TAYLOR ✨
 STEVE AND AMY UNFRIED ✨
 KAREN WADE ✨
 ANDREW AND CAMMIE WATSON ✨
 WILL WORTHINGTON ✨

Up to \$250

CONRAD ANKER AND JENNIFER LOWE ✨
 ANONYMOUS (3) ✨
 JUAN ARREDONDO ✨

JIM AND ANNE BANKS ✨
 NADINE MATHIS BASHA ✨
 CHAD BECKER ✨
 MARY AND DON BENISEK ✨
 MR. AND MRS. RICHARD BENSON ✨
 HERMANN BLEIBTREU AND KATHY WREDEN ✨
 MICHELLE BONITO ✨
 FREDERICK BORCHERDT ✨
 RYAN BRISBIN ✨
 WILLIAM BRISBIN ✨
 ALAN AND MARY BRUTGER ✨
 THERESA AND LARRY BUCHER ✨
 CYNTHIA BUETTGEN ✨
 LORENE CALDER ✨
 RONALD CAMP ✨
 GUSTAVO CARVAJAL ✨
 LINDA COLBURN ✨
 ARLAN COLTON ✨
 WAYNE COMFORT ✨
 CATHERINE COSTAKIS ✨
 KAREN DAVIDSON ✨

The Sonoran Institute networks with communities, businesses and environmental groups to achieve smart growth. People trust us and think we're reasonable; therefore, we get results.

PATSY BATCHELDER | Wilderness Advocate Sonoran Institute Board | Snowmass, CO

PHILIP DAVIS
 SCOTT AND JACQUELINE DEHLENDORF
 J FISHER
 DIANE FORDNEY
 GUILLERMO HIGUERA FRANCO
 SUSAN AND PHILIP GERARD
 ERIC GORSENER
 THOMAS GOUGEON
 BRUCE GRANGER
 LYSISTRATA HALL
 CASEY HALL
 JAN HANCOCK
 RALPH HANSON
 RICHARD AND JANE HART
 JAY AND BARBARA HATTABAUGH
 DOUG HUNT
 JUDITH HUTCHINS
 CHARLES AND KAREN JONAITIS
 ROBERT AND LINDA KEITER
 JONATHAN AND JANET KEMPF
 EDGAR AND ALICE KENDRICK
 WILLIAM KLENN
 DYANN AND DAVID KUTOB
 DANIEL LEAVERTON
 KIM AND MARY KAY LOVE
 RICHARD AND LILLIAN LUND
 GORDON MADDOCK
 PAMELA MAHER AND DAVID SCHUBERT

GEORGE AND BEVERLY MATTSON
 JULIET MCKENNA AND PETER REINERS
 GARY MCVICKER
 DR. AND MRS. JOHN K. MEINERT
 RICHARD AND MARY ANN MIYA
 ROBERT MOLINE
 NANCY AND LAWRENCE MORGAN
 ROBERT AND AMY NEWTON
 CHARLES OGNIBENE
 BEVERLY PARKER AND DONALD WEINSTEIN
 BRUCE PLENK
 ANNA HILL PRICE
 CHARLES AND LINDA REDMAN
 LAURIE AND FRASER RICHARDS
 WILLIAM ROPER
 CAROL MARGUERITE ROSE
 DEBORAH ROTH
 ELIZABETH SCANLIN
 S. LEONARD SCHEFF
 WILLIAM SCHENCK
 KAREN SCHLATTER
 TAM AND SUE SCOTT
 JOHN SHEPARD AND CAROL EVANS
 BETSY AND ARTHUR SICKLER
 DIANE SIPE
 BRETT SMITH
 STEVEN SPENCE
 MIA STIER

EDWARD ESTY STOWELL, JR.
 ALICE STOWELL
 DANIEL SYLVESTER
 DICK AND SUZANNE THWEATT
 NINA TRASOFF
 JAMES VINT
 HENRY WARE
 LISA WARNEKE
 EDWARD AND JANE WASSON
 LUANN SEWELL WATERS
 MARGARET WEESNER
 JENNIFER WERLIN
 CARL WIESNER
 DONALD WILKERSON
 JAMES WINGROVE
 GERRY AND VICKI WOLFE
 CLAIRE ZUGMEYER AND SKY JACOBS

FOUNDATION

ANN AND GORDON GETTY FOUNDATION
 ANONYMOUS (2)
 BORDEN FAMILY FOUNDATION

CASNER FAMILY FUND
 CLIF BAR FAMILY FOUNDATION
 COMMUNITY FOUNDATION OF NORTHERN
 COLORADO
 CROSS CHARITABLE FOUNDATION
 DAVID AND LUCILE PACKARD FOUNDATION
 DENISON FAMILY FOUNDATION
 DIAMOND FOUNDATION
 ENERGY FOUNDATION
 EVIM FOUNDATION
 GATES FAMILY FOUNDATION
 GEORGE B. STORER FOUNDATION
 GILES W. AND ELISE G. MEAD FOUNDATION
 KENNEY BROTHERS FOUNDATION
 LINCOLN INSTITUTE OF LAND POLICY
 LOR FOUNDATION
 LP BROWN FOUNDATION
 NATIONAL FISH AND WILDLIFE FOUNDATION
 NORCROSS WILDLIFE FOUNDATION
 PATRICIA C. MOORE MEMORIAL ADVISED FUND
 AT ASPEN COMMUNITY FOUNDATION
 RESEARCH RANCH FOUNDATION

I live in the West, and I love the West. I think the Sonoran Institute has the last best ideas for preserving what we love while planning for the inevitable growth and development.

JANE LERNER | Conservation Advocate | Sonoran Institute Board | Bozeman, MT

ROCKEFELLER FAMILY FUND—ALKI FUND

THE HW FUND AT THE SAN DIEGO FOUNDATION

SAVE THE COLORADO RIVER FUND

SOUTHWESTERN FOUNDATION FOR EDUCATION
AND HISTORICAL PRESERVATION

ST. LUKE'S HEALTH INITIATIVES

STEVEN C. LEUTHOLD FAMILY FOUNDATION

SUSAN SCOTT HEYNEMAN FOUNDATION

THE CAMPBELL FOUNDATION FUND AT THE
DENVER FOUNDATION

THE DAVID AND LUCILE PACKARD FOUNDATION

THE FANWOOD FOUNDATION

THE HITCHCOCK BOWART DATERRA FAMILY
FOUNDATION OF THE SMITHFIELD TRUST
COMPANY

THE JAMES HUNTINGTON FOUNDATION

THE KENDED A FUND

THE PEW CHARITABLE TRUSTS

THE PRUDENTIAL FOUNDATION MATCHING GIFTS

THE WILLIAM AND FLORA HEWLETT
FOUNDATION

THE ZUCKERMAN FAMILY FOUNDATION

TINKER FOUNDATION

WALICK FAMILY FUND AT THE WYOMING
COMMUNITY FOUNDATION

WILLIAM B. WIENER, JR. FOUNDATION
WYOMING COMMUNITY FOUNDATION

GOVERNMENT AND NON-PROFIT

ARIZONA DEPARTMENT OF HEALTH SERVICES

BUREAU OF RECLAMATION

CITY OF GLENWOOD SPRINGS

ENVIRONMENTAL FUND FOR ARIZONA

FRIENDS OF SONOITA CREEK

FUTURE WEST

GALLATIN GROWTH SOLUTIONS

GLEN CANYON INSTITUTE

JUSTGIVE.ORG

LOCAL INITIATIVES SUPPORT CORPORATION

MONTANA STATE UNIVERSITY, SCHOOL OF

ARCHITECTURE

NATIONAL PARK SERVICE

NETWORK FOR GOOD

PIMA COUNTY REGIONAL FLOOD CONTROL

DISTRICT

PIMA COUNTY REGIONAL WASTEWATER
RECLAMATION DEPARTMENT

PRONATURA

RAZOO FOUNDATION

SANTA LUCIA CONSERVANCY

TISBEST PHILANTHROPY

TOWN OF SAHUARITA

UNITED STATES ENVIRONMENTAL PROTECTION
AGENCY

UNITED STATES GREEN BUILDING COUNCIL—MT
CHAPTER

UNITED WAY OF TUCSON AND SOUTHERN
ARIZONA

VALLEY OF THE SUN UNITED WAY

WHITE MOUNTAIN LAND TRUST

IN-KIND

STEVE CLEMANS

LEWIS FRAMING STUDIO

LIGHTHAWK

PHOTOGRAPHIC WORKS

The Sonoran Institute's commitment to connecting often disparate issues and diverse organizations to improve communities and landscapes means that my work makes a difference in the West.

MIA STIER | Sonoran Institute Staff | Phoenix, AZ



It has been a great satisfaction to see my contribution as a LightHawk volunteer pilot—working in partnership with the Sonoran Institute—bring clear progress toward the goal of breathing life into the Colorado River Delta once again. Of the dozens of conservation groups I have flown with throughout North America, I believe none is more effective than Sonoran Institute in making a real difference to pressing conservation issues.

WILL WORTHINGTON

LightHawk Volunteer Pilot | Carefree, AZ

connecting the WATER DROPS

Water. Nothing is more basic to our lives or more vital to our livelihoods. The Southwest's prolonged drought, wildfires, crop failures, and California's water emergency declaration have revealed just how quickly lack of water can threaten our well-being and our economy. What is harder to see is that our water systems, even with normal rainfall, are increasingly stressed. Dam building and diversions cause the Colorado River to no longer reach the sea, and the Santa Cruz River to run dry in parts of Arizona. The effects on the nearby communities, wildlife, habitat, and the people that depend on these water flows are devastating. Even worse, demands from our growing population are continuously depleting precious groundwater reserves that can take years, even decades, to recharge.

The foremost challenge for the West's future—water scarcity—is at our doorstep.

But how can we draw attention to the critical need to protect a river that barely flows or to conserve groundwater supplies that no one can see? The Sonoran Institute is “connecting the water drops” for people and communities from the headwaters of the West's major river systems to the sea.

Giving citizens a voice in projects that impact their communities is a vital part of community building in the West. In the Colorado River Delta, people sometimes don't even know there's a river, because they don't see it—they haven't experienced that in their lives. The process of reconnecting people with the river is critical not only to restoring the health of the Delta, but also for the opportunities of the people who live here.

FRANCISCO ZAMORA ARROYO | Director | Sonoran Institute Colorado River Delta Program

Restore: Our on-the-ground projects are restoring water quality, washes, river habitat, and groundwater supplies from Montana to Mexico.

Renew: Through education and volunteer activities, we are renewing the connection between people and their water systems to encourage long-term stewardship of vital water resources.

Reconnect: With innovative solutions to bring more water and life to the Colorado River Delta, we believe our ultimate goal of reconnecting the Colorado River with the sea is within reach.



The Sonoran Institute is leading on-the-ground efforts to **restore** river washes to encourage more water to replenish underground reserves. Through *Conserve to Enhance*, water customers donate savings from personal water conservation to fund this restoration work.

The Sonoran Institute and partners have launched *Raise the River*, a campaign to raise the \$10 million necessary to acquire enough water to **reconnect** the Colorado River with the sea.



Programs like *Adopt-the-River* renew an appreciation for and involvement in the Colorado River Delta. Over 30 local community groups are currently involved in the program, helping **restore** over 65 acres of habitat, maintain restoration sites, and install community park infrastructure.

“

To put your hands in a river is to feel the chords that bind the earth together.

BARRY LOPEZ | American Writer



Documenting the Santa Cruz River's fascinating history and cultural significance, our dynamic *State of the Santa Cruz* publications aim to renew community interest and inspire involvement in one of Arizona's major rivers. An inventory of the multifaceted conservation and cultural projects in progress on the river encourages communication and collaboration among the diverse organizations working to protect this important water system.



Using our trademark collaborative approach, the Sonoran Institute helped launch the *Middle Colorado Watershed Council* in Colorado, a partnership working to protect and build awareness about this vital watershed.

connecting communities WITH IDEAS THAT INSPIRE

The stakes couldn't be higher. Communities today are facing decisions that will determine the course of their future, and the future of the West we love. In many places in the Intermountain West, half of the homes and businesses that will exist 25 years from now have not yet been built. Once they are built, they are here to stay.

By connecting community leaders with forward-thinking planning principles and the latest research, we have a tremendous opportunity to shape our neighborhoods, communities, and regions to become stronger

economically—while at the same time protecting their distinctive character and natural assets.

Sonoran Institute-sponsored research finds compelling reasons for shifting away from the auto-oriented, suburban-focused building practices of the past, toward more walkable, mixed-use neighborhoods closer to the downtown. Our Community Builders program is spreading the word that “smart growth” not only creates great places to live, but also builds communities that are attractive to business and better able to preserve their open space and productive agricultural land.

In just its first year, Community Builders has engaged over 1,000 people through its webinar series in discussions about new ideas and creative options for community development. Another 100 community leaders participated in its eight-week Community Builders Leadership Institute training sessions.

The Sonoran Institute is changing the conversation about growth in the West. And, with more great, walkable, mixed-use neighborhoods being built, we are seeing the results on the ground.



The future of the West remains unwritten. Our resources and heritage are not yet squandered, and can forever be preserved if we grow smartly today.

JILLIAN SUTHERLAND | Sonoran Institute Staff | Glenwood Springs, Colorado



THE COMMUNITY BUILDERS LEADERSHIP INSTITUTE: builds partnerships and teaches community leaders how to effectively align planning and economic development. Participants from the public and private sectors form teams, and each team departs with an action plan for its community that is based on common goals and priorities.

This event will have a lasting effect on what we do in Gunnison. We came here as a county, two towns, a ski area, an entrepreneur, and a university. We are leaving as one valley with one voice.

RUSS FORREST, Gunnison County Assistant Manager, Gunnison County, Colorado, after attending a Community Builders Leadership Institute workshop



INTER-CONNECTIONS: The Sonoran Institute is using the Internet to connect communities with our expertise and with the collective knowledge of other communities across the West. We provide training and information through special websites, webinars, blogs, and social media sites. Websites like scotie.org, statetrustlands.org, and communitybuilders.net provide toolboxes of information and research, ideas, success stories, and technical support on issues specific to our region.



I eventually learned that I was not building and selling houses—I was selling a different, more convenient lifestyle to my customers.

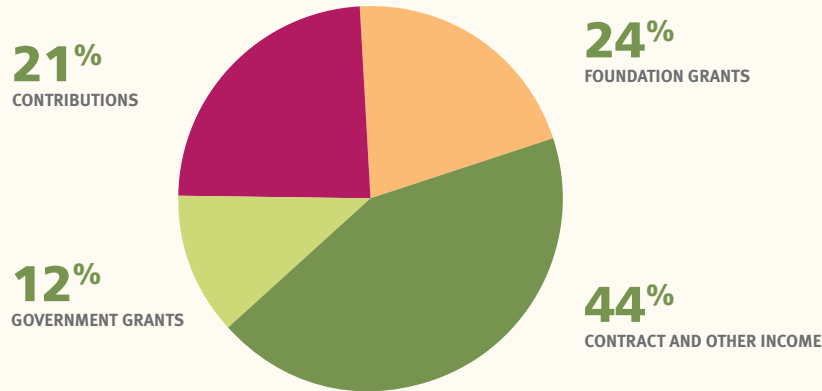
PAUL DEL ROSSI, a residential developer in Sheridan, Wyoming, speaking at the Community Builders Summit in Bozeman, Montana

Financial Summary

FY 2013: July 1, 2012 – June 30, 2013

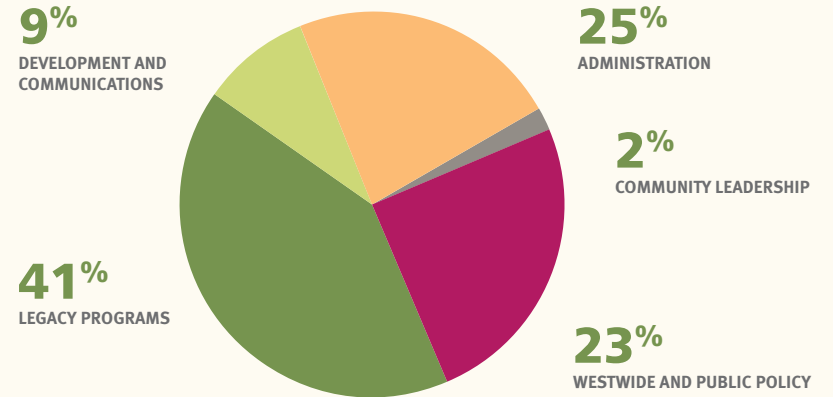
Revenue

Contributions	\$660,080	21%
Foundation Grants	\$760,518	24%
Government Grants	\$391,943	12%
Contract and Other Income	\$1,401,540	44%
	\$3,214,081 *	100%



Expenses

Legacy Programs	\$1,772,178	41%
Westwide and Public Policy	\$999,066	23%
Community Leadership	\$100,524	2%
Development and Communications	\$398,910	9%
Administration	\$1,087,261	25%
	\$4,357,939	100%



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

* In addition, resources for FY'13 include net assets of \$1,795,264 carried forward from previous years and restricted for use in this and future fiscal years.

Sonoran Institute Staff and Board of Directors

Maria Baier—Chief Executive Officer

Wendi Lucas—Chief Development Officer

John Shepard—Senior Adviser

**Katie Shields—Chief Finance and
Administrative Officer**

Ian Wilson—Director of Communications

Liset Aguilar

Sarah Ashby

Emily Brott

Steve Clemans

Seth Cothrun

Sharea Escalante

Alena Fast

Katie George

Kathryn Jenish

Virginia Pearson

Jessica Ristow

Ryan VanDero

Kate Wright

COLORADO RIVER DELTA LEGACY PROGRAM

Francisco Zamora Arroyo—Director

Aurelio Alfaro

David Alfaro

Celedonia Alvarado

Abraham Berrelleza

Jose Luis Cabrera

Estela Esquivel

Emma Fajardo

Guadalupe Fonseca

Rocio Garcia

Rodolfo Garcia

Jose Gutierrez

Aaron Herrera

Ashley Kerna

Fatima Luna

Mario Mendoza

Alma Lidia Merendon

Alfredo Ramos

Bernabe Rico

Tomas Rivas

Edith Santiago

Karen Schlatter

NORTHERN ROCKIES LEGACY PROGRAM

Randy Carpenter—Director

KayCee Alameda

Alison Berry

Cameron Ellis

Jerry Grebenc

John Heyneman

Pam Koehler

Jennifer Lavey

John Lavey

Katie Meiklejohn

Angie Rutherford

Samantha Treu

Holly Turner

SUN CORRIDOR LEGACY PROGRAM

Ian Dowdy—Director

Dave Richins—Director (through July 2013)

Dan Hunting

Paula Randolph

Mia Stier

Claire Zugmeyer

WESTERN COLORADO LEGACY PROGRAM

Clark Anderson—Director

Jennifer Hill

Kelley Sturgeon

Jillian Sutherland

WESTERN LANDS AND COMMUNITIES JOINT VENTURE

Jim Holway—Director

Susan Culp

Erica Mahoney

Joe Marlow

Hannah Oliver

WESTWIDE REMOTE STAFF

Mike Tercek

Stephanie Weigel

My commitment to Sonoran Institute comes from knowing that the “behind the scenes” work I do allows our team to protect the West that I have come to love.

RYAN VANDERO | Sonoran Institute Staff | Tucson, AZ

SONORAN INSTITUTE BOARD MEMBERS

Phil Allsopp | Scottsdale, Arizona

Patsy Batchelder | Snowmass, Colorado

Henri Bisson | Tucson, Arizona

John Case | Scottsdale, Arizona

Andrew Downs | Chicago, Illinois

Louise Glasser | Lake Forest, Illinois; Tucson, Arizona

Nyda Jones-Church | San Diego, California

Joe Kalt | Tucson, Arizona; Cambridge, Massachusetts

Jane Lerner | Bozeman, Montana

Suzanne Lewis | Pensacola, Florida

Dennis Minano | Tucson, Arizona; Bloomfield Hills, Michigan

Bill Mitchell | Vashon Island, Washington

Bryan Morgan | Boulder, Colorado

Alan Nicholson | Helena, Montana

Laurinda Oswald | Amado, Arizona

Chris Perez | Scottsdale, Arizona

Lollie Plank | Tucson, Arizona; Banner, Wyoming; Long Lake, MN

Kara Teising | Franklin, Tennessee

Buzz Thompson | Stanford, California

Marty Yenawine | Scottsdale, Arizona; Wellesley Island, NY

Ann Hunter-Welborn | Encinitas, California



CONNECTIONS

44 E. Broadway Blvd.
Suite 350
Tucson, Arizona 85701

www.sonoraninstitute.org



MAIN OFFICES

44 E. Broadway Blvd., Suite 350
Tucson, AZ 85701
Tel: 520-290-0828
Fax: 520-290-0969

201 S. Wallace Ave., Suite B3C
Bozeman, MT 59715
Tel: 406-587-7331
Fax: 406-587-2027

817 Colorado Ave., Suite 200
Glenwood Springs, CO 81601
Tel: 970-384-4364
Fax: 970-928-0791

11010 N. Tatum Blvd., Suite D101
Phoenix, AZ 85028
Tel: 602-393-4310
Fax: 602-393-4319

FIELD OFFICE

Magisterio #627 A
Col. Profesores Federales
Mexicali, Baja California
C.P. 21370, MX
Tel: 011-52-686-582-54-31

SONORAN INSTITUTE MISSION AND VISION

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.

Founded in 1990, the Sonoran Institute helps communities conserve and restore those resources and manage growth and change through collaboration, civil dialogue, sound information, practical solutions and big-picture thinking.

CREDITS

WRITING & EDITING

Ian G. Wilson & Audrey L. Spillane

PHOTOGRAPHY

John Trotter (Colorado River Delta on inner left and right flaps of cover):
www.johntrotterphoto.com; @unamericain

Ian Wilson (page 10—horseback riders in Wyoming)

Francisco Zamora Arroyo and LightHawk (page 9—aerial of the Colorado River Delta)

DESIGN

Terry Moody

PRINTING

Arizona Lithographers

Printed 5/2014/2k

NON PROFIT
U.S. Postage
PAID
Permit #1454
Tucson, AZ 85701