



# **SANTA CRUZ VALLEY NATIONAL HERITAGE AREA MANAGEMENT PLAN**

**Pima & Santa Cruz Counties, Arizona**

**Santa Cruz Valley Heritage Alliance, Inc.**

**June 2022**







SANTA CRUZ VALLEY  
NATIONAL HERITAGE AREA

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**Pima & Santa Cruz Counties, Arizona**

**Santa Cruz Valley Heritage Alliance, Inc.  
Tucson, Arizona**

**June 2022**

**Prepared by  
Heritage Strategies, LLC  
Birchrunville, Pennsylvania**



*Cover and introductory photos: Santa Cruz Valley Heritage Alliance and Visit Tucson*



## **ABSTRACT**

The Santa Cruz Valley National Heritage Area is located in Pima and Santa Cruz Counties, Arizona, and was designated by Congress in March 2019. The National Heritage Area was designated in recognition of the region's distinctive natural and cultural character and to support regional partnerships in its conservation, preservation, and enhancement. Through its designation, the National Heritage Area becomes part of the National Park System, one of the 55 National Heritage Areas across the country. It receives financial support through the National Park Service's National Heritage Areas Program and receives technical assistance, promotion, and opportunities to collaborate with other federal initiatives.

The Santa Cruz Valley National Heritage Area's designating legislation specifies that the Santa Cruz Valley Heritage Alliance, Inc., a non-profit corporation, serve as local coordinating entity for the National Heritage Area and requires that a management plan be prepared within three years, or by March 2022. This document is that management plan and has been prepared in accordance with the requirements outlined in the designating legislation.

The Santa Cruz Valley National Heritage Area is a partnership program through which the Heritage Alliance collaborates with partners in implementation of the approved management plan. Partners include agencies of the Federal Government; entities of State, local, and Tribal governments; regional planning organizations; businesses; private organizations; individuals; and other interested parties.

The Santa Cruz Valley is a distinctive and resilient landscape with a variety of remarkable ecological communities and species that have adapted to its challenging environmental conditions. Over thousands of years, the Santa Cruz River has served as an oasis and lifeblood for a diverse range of peoples and cultures which also adapted to environmental conditions.

Environmental conditions within the Santa Cruz Valley are diverse, varied, and challenging. Dramatic variations in elevation, climate, and exposure have led to the establishment of many distinct life zones hosting an exceptional diversity of plant and animal life. Biological responses have been both broad and finely tuned with sweeping areas of desert, grassland, and forest as well as individual species adapted to particular locations and specific micro-climates.

The Santa Cruz Valley is a land of cultural persistence, adaptation, and continuity. This is one of America's longest continually inhabited regions, with traces of human occupation extending back more than 12,000 years and evidence of continuous farming and settlement for more than 4,000 years. A series of ancestral cultures flourished in this region. Today, the people who live here represent several cultures, both native and immigrant, who maintain distinctive identities but also influence each other and create an enduring and unique mix of cultures, as discussed later in this chapter.

This management plan is divided into six chapters, each addressing topics as outlined in the designating legislation. Topics include conservation (Chapter 2), historic preservation (Chapter 3), interpretation and education (Chapter 4), cultural traditions and recreation (Chapter 5), and heritage area management

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(Chapter 6). Each chapter describes the background, existing conditions, stakeholders, issues, and opportunities within the National Heritage Area related to its topics. Chapter 1 provides one-page summaries of Chapters 2 through 6.

The Santa Cruz Valley National Heritage Area is a network of partners and stakeholders working together toward a common vision by implementing the collaborative programs described in this management plan. Partners and stakeholders may partner with the Heritage Alliance to implement aspects of the plan in accordance with its interests, goals, and capabilities, adhering to agreed-upon National Heritage Area criteria, guidelines, and processes.





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- H. Letters of Support



# Acknowledgements

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SANTA CRUZ VALLEY  
NATIONAL HERITAGE AREA



## CHAPTER 1 – SANTA CRUZ VALLEY’S LIVING LANDSCAPE: A VISION FOR THE HERITAGE AREA

Arizona’s Santa Cruz Valley is located in the southern portion of the state in Pima and Santa Cruz Counties and includes the City of Tucson south to Nogales at the border with Mexico. The Santa Cruz River has its headwaters in the San Rafael Valley in southeastern Santa Cruz County. The river flows south into Mexico, loops northward back into Arizona near Nogales, and then flows north into the desert north of Tucson.

The Santa Cruz Valley is a distinctive and resilient landscape with a variety of remarkable ecological communities and species that have adapted to its challenging environmental conditions. Over thousands of years, the Santa Cruz River has served as an oasis and lifeblood for a diverse range of peoples and cultures which also adapted to environmental conditions.

Today, communities within the Santa Cruz Valley enjoy a rich character and quality of life while working to identify and address these age-old environmental challenges in systematic and creative ways.

## 1.1 THE HERITAGE AREA CONCEPT

National Heritage Areas are places that convey a rich and distinctly United States story rooted in the landscape and populated with the diverse cultures that have inhabited it over time. The identification, conservation, protection, and enhancement of the natural and cultural resources associated with the landscape is central to a National Heritage Area's mission.

The National Park Service describes a National Heritage Area as a place “where natural, cultural, historic, and recreational resources combine to form cohesive, nationally distinctive landscapes arising from patterns of past and present human activities shaped by geography.”

The National Park Service's National Heritage Areas Program provides technical and financial support to Congressionally designated National Heritage Areas. As of 2021, Congress had designated 55 National Heritage Areas, each governed by a separate designating legislation unique to its resources and desired goals.

National Heritage Areas are nationally distinctive, living landscapes. Usually managed by a non-profit coordinating entity, they pool resources (cultural, natural, and financial) to promote and conserve the region for the benefit of present and future residents and visitors.

Recognition as a National Heritage Area signifies a region's importance to United States history and culture and supports interpretation to show how a region's geography, people, and ways of life have shaped both the immediate vicinity and the nation. The heritage area concept offers a collaborative approach to conservation that does not compromise traditional local use of the landscape and local control. Designation comes with limited financial and technical assistance through the National Park Service.

Although there are many kinds of regional planning efforts across the country, National Heritage Areas are unique in that they seek to engage residents, local governments, and non-profit organizations in telling their stories and working in partnership to protect special resources and connect with the public. They are grounded in a region's pride in its history and traditions and in residents' involvement in retaining and interpreting the landscape for all. Heritage areas use an asset-based heritage development plan to increase economic development through an appreciation for that region's unique assets and by also fostering cultural heritage tourism.

The first National Heritage Area was designated in 1981. As these areas mature, residents and visitors alike are increasingly enthusiastic in discovering the high quality of the experiences they offer. They appeal to all ages and interests. Some have opportunities for walking, hiking, biking, and paddling. Some have festivals to attend and museums to visit. Many provide volunteer opportunities, group tours, and multiple-day excursions and can also be visited in combination with more than 423 units of the National Park Service.

The collaboration a National Heritage Area inspires can strengthen communities in many ways. In a world where United States democracy is held up as an example for so many, heritage areas connect us to our roots, our stories, and



our places. Heritage areas are the wellsprings that made us the strong country we have become today.

## 1.2 DESIGNATION OF THE SANTA CRUZ VALLEY NATIONAL HERITAGE AREA

The Santa Cruz Valley National Heritage Area was designated by Congress in recognition of the region's distinctive natural and cultural character and to support regional partnerships in its conservation, preservation, and enhancement.

The National Heritage Area's designation was included in Section 6001 of *Public Law 116-9, John D. Dingell, Jr. Conservation, Management, and Recreation Act*, which was passed by Congress and signed into law on March 12, 2019.

Through its designation, the National Heritage Area becomes part of the National Park System, one of the 55 National Heritage Areas across the country. It receives financial support through the National Park Service's National Heritage Areas Program, which requires a 1:1 match of non-federal funds, and also receives technical assistance, promotion, and opportunities to collaborate with other federal initiatives.

The Santa Cruz Valley National Heritage Area is a partnership of organizations and entities highlighting the region's distinctive character. Its designating legislation establishes the National Heritage Area's boundaries, identifies a local coordinating entity, and outlines the National Heritage Area's authorities and duties.

### 1.2.1 Santa Cruz Valley Heritage Alliance, Inc.

The designating legislation identifies the Santa Cruz Valley Heritage Alliance, Inc. (Heritage Alliance) as the local coordinating entity for the National Heritage Area. The Heritage Alliance was originally incorporated in the State of Arizona in 2004 and received 501c3 tax exempt non-profit status from the IRS in 2005. For ten years, the organization implemented a variety of heritage-based community education and tourism promotion programs, while also working with stakeholders and members of Congress to pass federal legislation to designate the Santa Cruz Valley as a National Heritage Area.

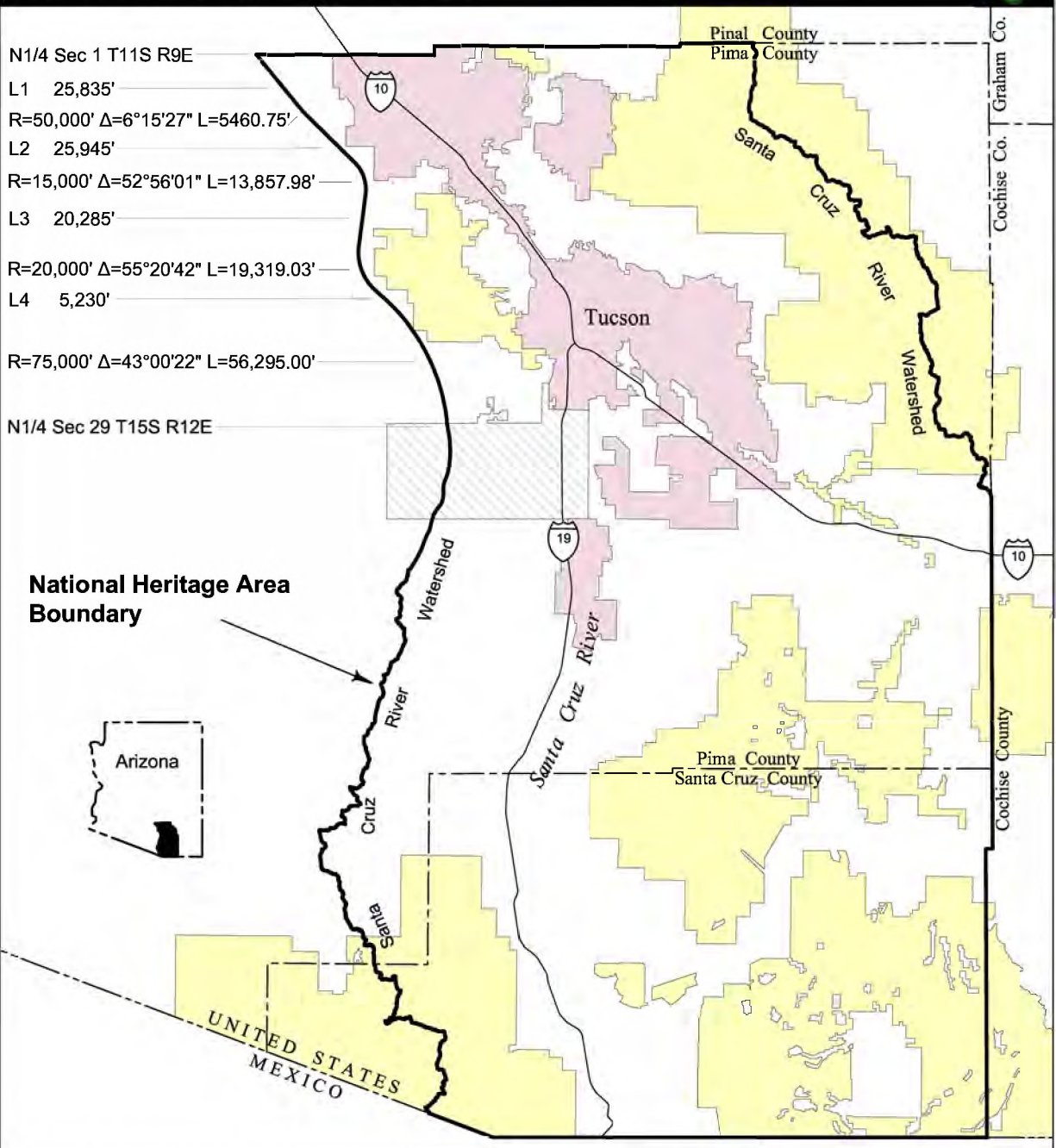
As specified in the designating legislation, the duties of the Heritage Alliance as the local coordinating entity for the heritage area are to:

- A. Prepare and submit a **management plan** for the National Heritage Area to the Secretary of the Interior;
- B. **Assist partners and stakeholders** in carrying out the approved management plan;
- C. **Consider the interests** of diverse units of government, businesses, organizations, and individuals in the preparation and implementation of the management plan;

# Santa Cruz Valley National Heritage Area

## Pima and Santa Cruz Counties, Arizona

National Park Service  
U.S. Department of the Interior



N1/4 Sec 1 T11S R9E  
 L1 25,835'  
 R=50,000' Δ=6°15'27" L=5460.75'  
 L2 25,945'  
 R=15,000' Δ=52°56'01" L=13,857.98'  
 L3 20,285'  
 R=20,000' Δ=55°20'42" L=19,319.03'  
 L4 5,230'  
 R=75,000' Δ=43°00'22" L=56,295.00'

N1/4 Sec 29 T15S R12E

**National Heritage Area Boundary**



**Santa Cruz Valley National Heritage Area Boundary**  
 Map Number: T09/80,000  
 Date: 11/13/2007  
 Office: Land Resources Program Center  
 Region: Intermountain Region

- City or Town Limits
- Tribal Lands
- Government Lands (Federal, State, and Local)



Official map of the Santa Cruz Valley National Heritage Area cited in its designating legislation.

- D. Conduct **meetings** open to the public **at least semi-annually** regarding the development and implementation of the management plan;
- E. Submit to the Secretary of the Interior an **annual report** each year describing the activities, expenses, and income of the Heritage Alliance, including grants to other entities, and making records available for audit; and
- F. Encourage by appropriate means **economic viability** that is consistent with the National Heritage Area.

### 1.2.2 Partners and Stakeholders

The Santa Cruz Valley National Heritage Area is a network of partners and stakeholders working together toward a common vision by implementing the collaborative programs described in this management plan. Each partner and stakeholder may partner with the Heritage Alliance to implement aspects of the plan in accordance with its interests, goals, and capabilities, adhering to agreed-upon National Heritage Area criteria, guidelines, and processes.

Generally speaking, **partners** are entities taking an active role with the Heritage Alliance in coordinating and implementing the management plan, while **stakeholders** are entities whose programs align with the overarching goals of the management plan. Both partners and stakeholders benefit by participation in the National Heritage Area.

Many of the strategies and actions identified and implemented as part of this management plan have been developed in collaboration with partners and stakeholders. As outlined in the designating legislation, these may include agencies of the Federal Government; entities of State, local, and Tribal governments; regional planning organizations; businesses; private organizations; individuals; and other interested parties.

### 1.2.3 Management Plan

The designating legislation requires that the Heritage Alliance submit this management plan to the Secretary of the Interior within three years of the legislation's enactment, or by March 2022. The requirements of the management plan outline the range of activities with which the National Heritage Area is to be engaged and provide the basis for the organization and content of this management plan document.

As outlined in the designating legislation, the management plan shall:

- A. Incorporate an integrated and cooperative approach for the **protection, enhancement, and interpretation** of the **natural, cultural, historic, scenic, and recreational resources** of the National Heritage Area;
- B. Take into consideration **Federal, State, local, and Tribal plans and treaty rights**;
- C. Include:
  - 1. An **inventory of the resources** in the National Heritage Area and any other property related to the the National Heritage Area's themes or

that should be preserved, restored, managed, or maintained because of its significance;

2. Comprehensive **policies, funding, and recommendations for conservation, management, and development** of the National Heritage Area;
  3. A description of **actions that partners and stakeholders have agreed to take** to protect the natural, historical, cultural, scenic, and recreational resources of the National Heritage Area;
  4. A **program of implementation** for the management plan to facilitate ongoing collaboration for **resource protection, restoration, and construction** including **specific commitments** made by partners and stakeholders for implementation within the first five years;
  5. Identification of **sources of funding** for carrying out the management plan;
  6. Analysis and recommendations by which **Federal, State, local, and Tribal programs may best be coordinated** to carry out the management plan including the role of the National Park Service; and
  7. An **interpretive plan** for the National Heritage Area.
- D. Recommend **policies and strategies for resource management** that consider and detail the application of **appropriate land and water management techniques**, including the development of intergovernmental and interagency cooperative agreements **to protect the natural, historical, cultural, educational, scenic, and recreational resources** of the National Heritage Area.

In determining whether to approve the management plan, the Secretary of the Interior considers whether the Heritage Alliance is representative of the diverse interests of the various organizations and entities within the National Heritage Area, whether adequate opportunity has been afforded for public and governmental involvement in the preparation of the management plan, and whether the resource protection and interpretive strategies contained in the management plan, if implemented, would adequately protect the natural, historic, and cultural resources of the National Heritage Area.

#### **1.2.4 Role of the National Park Service**

As a partnership program of the National Park Service (NPS), the Santa Cruz Valley National Heritage Area is a federally designated area with a strong programmatic and structural relationship with the NPS. The National Heritage Areas Program is managed through the NPS offices in Washington and in each of the NPS regional offices nationwide.

The Santa Cruz Valley National Heritage Area works closely with the NPS staff in the Denver Regional Office. NPS staff works collaboratively with the National Heritage Area and provides technical assistance and guidance where appropriate, as outlined by the legislation and the cooperative agreement with the Heritage Alliance.

Locally, the lead NPS partner to the Santa Cruz Valley National Heritage Area is Tumacácori National Historical Park, which collaborates closely with the Heritage Alliance in coordinating heritage area initiatives. Other key NPS partners within the heritage area include Saguaro National Park and Juan Bautista de Anza National Historic Trail. A number of other Department of the Interior agencies play important roles in land management, conservation, and other activities in the region and are key partners to the National Heritage Area.

Federal funding appropriated by Congress and distributed by the NPS provides organizational seed money for the Santa Cruz Valley National Heritage Area. The NPS identity and brand help establish and communicate the high level of quality and importance for which NPS sites are known within the National Heritage Area. A close working relationship between the Santa Cruz Valley National Heritage Area and the NPS is an essential component of the management plan's implementation.

### **1.2.5 Plans, Treaty Rights, and Private Property Protections**

This management plan takes into consideration existing federal, state, local, and tribal plans and treaty rights and incorporates them into the plan as detailed further in each of the various chapters.

Nothing within the planning or implementation of the Santa Cruz Valley National Heritage Area abridges the rights of any property owner, including the right to refrain from participating in National Heritage Area programs. There are no requirements that any property owner permit public access to privately owned property or access by any federal, state, or local agency.

Nothing in the implementation of the National Heritage Area alters any duly adopted land use regulation, approved land use plan, or regulatory authority of any federal, state, tribal, or local entity. No land use or other regulatory authority is conveyed to the Santa Cruz Valley Heritage Alliance through this plan in its role as the heritage area's local coordinating entity. Nothing in the planning or implementation of the National Heritage Area creates any liability, or affects any liability under any other law, of any private property owner with respect to any person injured on private property.



**The management plan incorporates an integrated and cooperative approach for the protection, enhancement, and interpretation of the natural, cultural, historic, scenic, and recreational resources of the National Heritage Area. (Photo: Visit Tucson)**

### 1.3 THE SANTA CRUZ VALLEY –IDENTITY, CHARACTER, AND NATIONAL IMPORTANCE

The Santa Cruz Valley is known for the distinctive character, quality, and diversity of its landscape—a big land filled with small details. The first impression of this National Heritage Area may be of its size and distance, broad valleys rimmed by mountain ranges with a huge sky arching over all. However, a closer look reveals that, beneath the broad brush strokes, this is a land of astonishing variety.

Environmental conditions within the Santa Cruz Valley are diverse, varied, and challenging. Dramatic variations in elevation, climate, and exposure have led to the establishment of many distinct life zones hosting an exceptional diversity of plant and animal life. Biological responses have been both broad and finely tuned with sweeping areas of desert, grassland, and forest as well as individual species adapted to particular locations and specific micro-climates.

It is a landscape of adaptation to a challenging environment, of resilience yet vulnerability. The most important characteristics of the landscape and its biotic communities may be seen as *diversity* and *persistence*.

The Santa Cruz Valley is a land of cultural persistence, adaptation, and continuity. This is one of America’s longest continually inhabited regions, with traces of human occupation extending back more than 12,000 years and evidence of continuous farming and settlement for more than 4,000 years. A series of ancestral cultures flourished in this region. Today, the people who live here represent several cultures, both native and immigrant, who maintain distinctive identities but also influence each other and create an enduring and unique mix of cultures, as discussed later in this chapter.

The Santa Cruz Valley is nationally important for its identity and sense of place, unique to its location at the intersection of strong natural forces influencing both biotic and cultural communities. There is so much more here than immediately meets the eye. Coordinated recognition, conservation, and communication of the landscape’s character and conditions are vital to its continuing sustainability into the future. With understanding comes the kind of respect and love of the landscape, its traditions, and its occupants that those who worked toward the Santa Cruz Valley’s National Heritage Area designation share. (Alliance 2005:preface,3)

### 1.3.1 Desert Abundance – Diversity of Natural Systems and Biotic Communities

The Santa Cruz Valley is located at the intersection of two vast ecological regions, the Sonoran Desert Ecoregion to the west and the Madrean Archipelago Ecoregion to the east. The region is a zone of ecological transition and continuing evolution. The Santa Cruz River watershed is the unifying landscape defining the National Heritage Area within these two ecoregions.

#### *The Santa Cruz River*

The Santa Cruz River has its headwaters in the San Rafael Valley in southeastern Santa Cruz County and the southeast corner of the National Heritage Area. The river flows south into Mexico, loops northward back into Arizona near Nogales, and then flows north into the desert north of Tucson.

In Santa Cruz County, the river flows through alluvial valley soils of the Madrean Archipelago Ecoregion surrounded by predominantly Desertscrub and Semi-Desert Grassland vegetation. In Pima County, the river flows along the western side of the broader valley of the Arizona Uplands surrounded by the Mixed Paloverde-Cacti plant association of the Sonoran Desertscrub community.

Significant tributaries of the Santa Cruz River include Nogales Wash, Sonoita Creek, and Sopori Wash within the Madrean Archipelago and Rillito Creek in the Arizona Uplands with its numerous tributaries reaching back into the mountains to the east. There are many additional named and unnamed washes flowing into the river draining the river valley's alluvial plains.

The Santa Cruz River no longer has natural surface flow, except during rain events. Sonoita Creek, Nogales Wash, Sabino Creek, and Cienega Creek, all within the Desert Seas of the Madrean Archipelago Ecoregion, each have about 10 miles of modest perennial surface flow, but the flow disappears into the alluvial soils and the aquifer below before it reaches the Santa Cruz River.

The climate of the Santa Cruz Valley region features two rainy seasons. A summer monsoon season from mid-June to mid-September brings moist, tropical winds from the southwest that can generate frequent and often violent thunderstorms. Much of the sudden, heavy rain washes off of the hard-baked desert surface, washing across the land and filling the arroyos, washes, and creeks. The sudden flow carries along sand, rocks, and plants; carves new stream channels; and erodes streambanks. Nonetheless, this runoff is a critical resource for desert life, which is uniquely adapted to it. (Desert Museum 2015:48)

The region's second rainy season occurs in December and January. Intermittent storms carried by prevailing southwest winds are occasionally pushed further south than normal around low pressure areas formed over the western United States. The storms generally last only a day or two. Their rains may be variable but they are more predictable and are important sources of gentle soaking rain. (Desert Museum 2015:48)

Though the Santa Cruz River may be dry at the surface, there are subsurface flows within the alluvial soils and larger regional aquifer below. Historically, subsurface flows were diverted to the surface at specific locations along the river by the presence of bedrock or relatively impermeable sediments in, beneath, or adjacent to the stream channel. The bedrock or impermeable sediments caused the water table to rise to the surface upstream from the barrier. San Xavier and Tucson in the vicinity of Tumamoc Hill are two such locations where the upwelling of the water table was caused by barriers of underground igneous rock of the Tucson Mountains. (AS 2009:7)

Surface flows were also often present at the confluences of major tributaries with the river. Tributaries tend to have steeper gradients than the river and transport larger amounts of coarser sediments, much of which is deposited at the river confluence, resulting in a broad, elevated floodplain. (AS 2009:7,8)

Higher water tables in these areas of barriers and sediments resulted in increased vegetation, enhancing further sediment deposition and leading to a wider, lower-gradient floodplain. These were desirable locations for human settlement over thousands of years.

Surveyors' notebooks, prior to 1880, describe these watered areas of the Santa Cruz River as having a discontinuous channel with very low banks. In some places there were no banks at all. Un-channeled, marshy cienegas (wetlands) were located at San Xavier and Tucson as well as in other locations along the river.

From the 1880s into the early 20<sup>th</sup> century, decreased river vegetation and periodic storm flooding caused the Santa Cruz River and its tributaries to become trenched, with the loss of adjacent floodplains. By 1915, the trenching of the river and its tributaries was almost complete which, along with lowered water tables, resulted in the disappearance of former cienegas. (USDA 2003:163-164)

Today, the Santa Cruz River is channelized. Stretches of the river are artificially watered with surface flow of clean effluent downstream from the Nogales and Tucson wastewater treatment plants. Tucson's Santa Cruz River Heritage Project pumps recycled water upstream to a point near downtown where it is introduced into the river channel as perennial flow.

The use of recycled water at these three locations has allowed the re-establishment of Southwestern Deciduous Riparian Forest vegetation along these stretches of the river. The flow from the Nogales International Wastewater Treatment plant remains on the surface for about 16 miles to a point north of Tubac before being absorbed into the alluvial soils and the aquifer.

As noted above, the Southwestern Deciduous Riparian Forest vegetation community is among the most biologically unique communities in the Sonoran Desert Ecoregion. Its lush forests of cottonwood, willow, and velvet mesquite contrast with the adjacent dry desert and grassland.





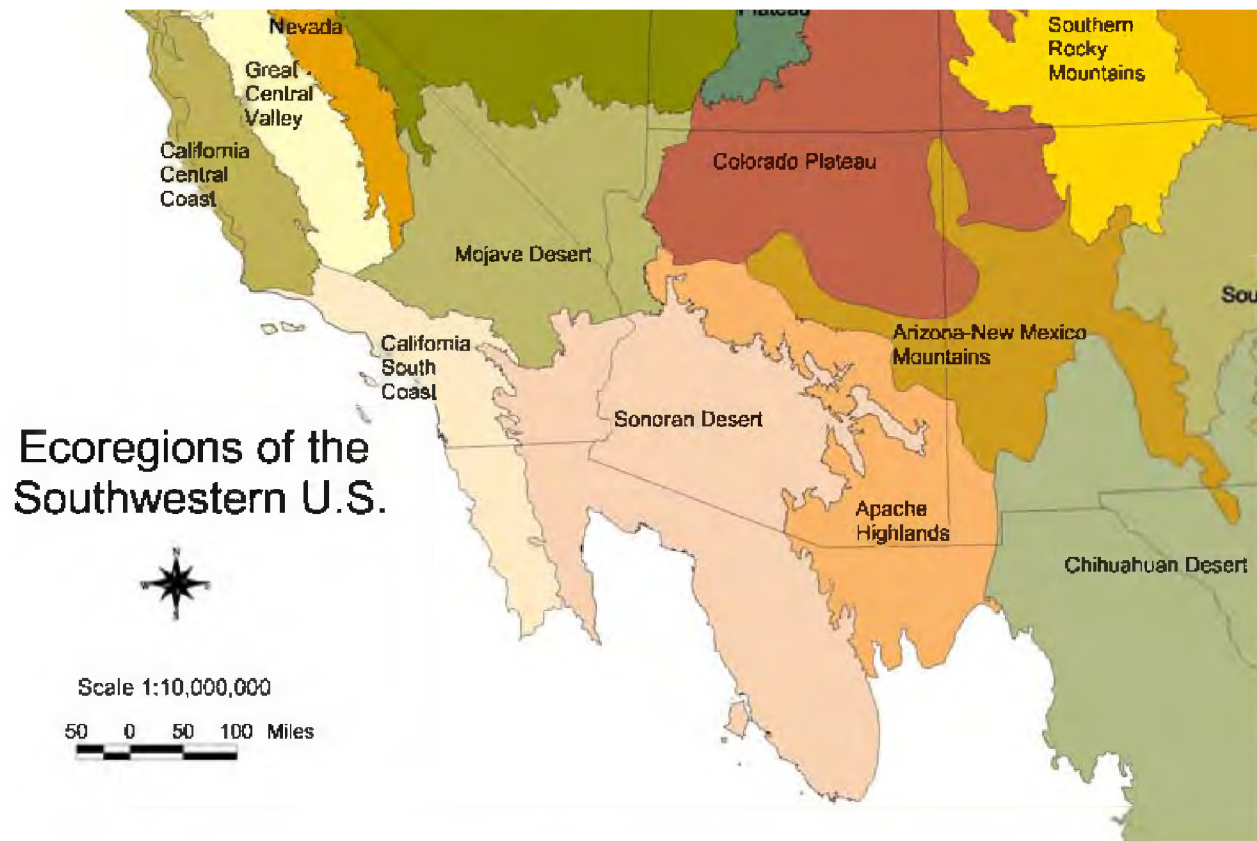
Riparian woodland within a watered portion of the Santa Cruz River near Tumacácori. (Photo: NPS)

### ***Sonoran Desert Ecoregion***

The Sonoran Desert Ecoregion is a broad area that extends from the Santa Cruz Valley west into California and south along the Gulf of California into the state of Sonora, Mexico. The Sonoran Desert is one of the four great deserts in North America.

The Sonoran Desert is divided into several subdivisions, the eastern of which is known as the Arizona Uplands, in which the Santa Cruz Valley is located. The Arizona Uplands has the highest elevations and coldest temperatures in the Sonoran Desert. It contains more mountains and narrower valleys than other areas of the desert. It is the only subdivision that experiences hard winter frosts. The hilly terrain of the Arizona Uplands provides a multitude of microhabitats on north and south slopes that help account for the diversity and richness of its biotic communities. It is lush in comparison to most other deserts. (Desert Museum 2015:15-17)

The core area of the Santa Cruz Valley in Pima County is within the Arizona Uplands. Within this area, the river flows north along the west side of a broad expanse of piedmont and valley bottom comprised of alluvium washed down from mountains to the east and west in the form of broad, sloping alluvial fans and bajadas. The lower margin of the piedmont is defined by the intersection of the alluvial fans with the stream terraces of the Santa Cruz River.

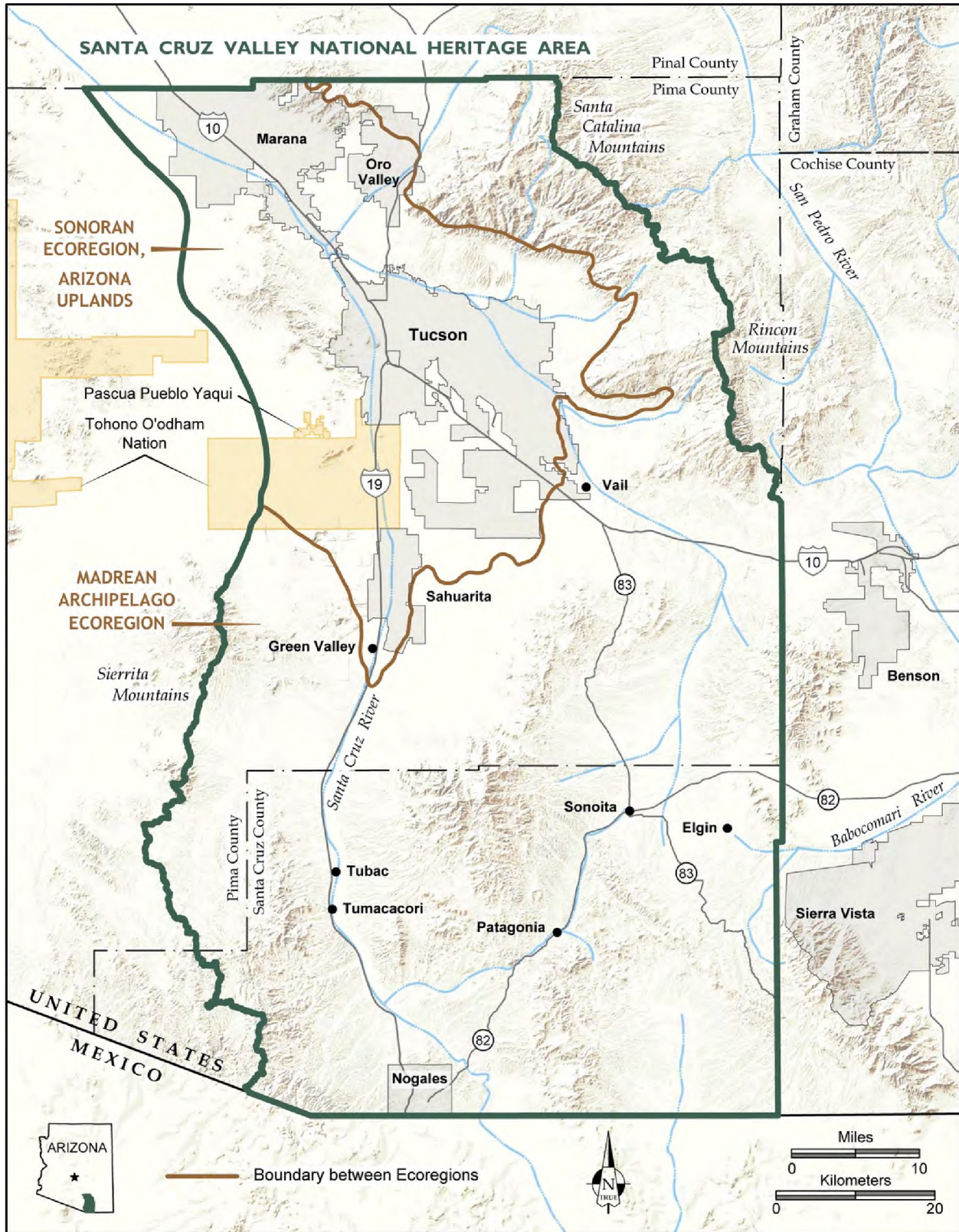


Ecoregions map as prepared by The Nature Conservancy. For the purposes of this management plan, the *Apache Highlands Ecoregion* is referred to by its alternate name, the *Madrean Archipelago Ecoregion*. (TNC 2005:2.2)

A complex network of parallel tributaries and washes drain down through the alluvial fans and bajadas from the base of the mountains to the river floodplain. This network of washes creates a low hilly terrain providing numerous opportunities for microhabitats with unique combinations of plant, animal, and other species adapted to their varied environmental conditions.

Sonoran Desertscrub is the dominant vegetation community within the Arizona Uplands portion of the Santa Cruz Valley and has as many as seven separate plant associations. A Southwestern Deciduous Riparian Forest vegetation community is found along washes, creeks, and rivers where groundwater is available and is among the most biologically unique plant communities in the Sonoran Desert Ecoregion. (SAGU 2007:7; 2006:11)

Lower elevations of the Santa Cruz Valley are dominated by a Mixed Paloverde-Cacti plant association of the Sonoran Desertscrub community and are subject to winter freezing, limiting the range of desert species that can survive there. Upper areas of the alluvial fans feature a Creosotebush-Bursage plant association. The iconic giant saguaro cacti are present at the higher elevations near the base of the mountains along the eastern edge of the Santa Cruz Valley, above the freezing areas of the valley bottom.



Santa Cruz Valley National Heritage Area showing the boundary between the Sonoran Desert and Madrean Archipelago Ecoregions identified by scientists. See Chapter 2 for additional detail.

Deserts are not places where one generally expects high levels of bio-diversity, yet the Sonoran Desert and its Arizona Uplands in particular have the greatest diversity of plant growth of any desert in the world. For example, scientists have identified some 17 different growth forms with differing architectural strategies for dealing with desert heat and drought. As many as 10 complementary architectural strategies may be found together in any one place, allowing many life forms to coexist in the same patch of desert. (Desert Museum 2015:133)

Scientists have inventoried over 650 plant species within the National Heritage Area's Tucson Mountain region, as rich a local assortment of plants as any desert flora known. Similarly, 523 plant species have been inventoried within the Rincon Mountain District of Saguaro National Park, and 512 species have been inventoried within the park's Tucson Mountain District. This reflects an extraordinary plant species richness despite the presence of few sources of perennial water. Similar findings are recorded for inventories of insects, amphibians, reptiles, mammals, and birds. (Desert Museum 2015:133; SAGU 2007:16-17; 2006:19, 23)



**Creosotebush-Bursage plant association landscape within Saguaro National Park.**

### ***Madrean Archipelago Ecoregion***

The Madrean Archipelago Ecoregion, also known as the Apache Highlands Ecoregion, spans portions of four states in two countries, Arizona and New Mexico in the U.S. and Sonora and Chihuahua in Mexico. In Arizona, it is concentrated in the southeast corner of the state and extends northwest (north of Phoenix) to the vicinity of Prescott. It is bounded on the north by the southern edge of the Colorado Plateau, to the west by the Sonoran and Mojave Deserts, to the south by the Sierra Madre Occidental, and to the east by the Chihuahuan Desert.

The Madrean Archipelago Ecoregion is part of the basin and range topography of the American west—widely scattered mountain ranges separated by basin lowlands of grasslands and desert.

The mountains of the Madrean Archipelago Ecoregion are widely known as *Sky Islands*. More than 40 mountain ranges cloaked in pine-oak woodland and mixed conifer forests rise abruptly from surrounding basins comprised of grassland and desert scrub to form forested islands among a *Desert Sea*. These mountains are termed an “archipelago” because of their similarity to a chain of islands extending northwest off of the Sierra Madre Occidental mountains to the south.

The Sky Islands are unique on Earth, for they form the only mountain complex that extends from the subtropical to the temperate latitudes. The ecological result of these geographic and geologic phenomena is an unusually rich fauna and flora whose evolutionary patterns continue to be influenced by different environmental conditions to the south and north. (SAGU 2006:2)

Because of the north-south axis of the mountain ranges and their great variation in elevation, the mountains and valleys of the Madrean Archipelago Ecoregion together are able to host biotic communities representing tropical, subtropical, and temperate climatic zones.

Following the retreat of glaciers in North America, the climate of southeastern Arizona became warmer and drier, shifting the distribution of vegetation. Conifer forests that were once in the valleys as well as the mountains, disappeared from lower elevations. They hung on only in higher elevations where the air was cooler and precipitation more frequent. Arizona cypress, also common on hillsides and lowlands, retreated to cooler canyon bottoms. Sonoran and Chihuahuan Desert vegetation, able to endure the warmer, drier conditions, filled in the valleys and low elevations.

Because of warming, plants left from this period are arranged on mountain slopes with species requiring less moisture and able to stand more heat at the lowest elevations, and species requiring the coolest and most moist conditions at mountain summits, sheltered canyon bottoms, or on north-facing slopes. This vertical stacking of life zones in the steep mountains packs tremendous species diversity into the space of each slope. (Coronado 2018:5)

Within the Santa Cruz Valley, the Madrean Archipelago Ecoregion is found along the National Heritage Area's eastern and southern borders. North to south and

then west, the National Heritage Area's Sky Islands include the Santa Catalina Mountains, Rincon Mountains, Whetstone Mountains, Santa Rita Mountains, Canelo Hills, Patagonia Mountains, Pajarito Mountains, Atascosa Mountains, and Tumacácori Mountains.

The vegetation of the Sky Islands is comprised of vertically stratified communities (lower elevations to higher elevations) of Open Oak Woodland, Pine-Oak Woodland, Pine-Oak Forest, Pine Forest, Montane Fir Forest, and Subalpine Forest. Each successive vertically stratified layer is distinct in its species composition and adapted to successively lower temperatures. These layers have evolved in unique ways from Sky Island to Sky Island due to their separation. Plant communities at the higher elevations are commonly only found in mountains much further to the north.

Between these Sky Islands are the Desert Seas (basins/valleys) of Cienega Creek, Sonoita Creek, the Upper Santa Cruz River, and other tributaries and drainage-ways. Their vegetation includes areas of Desertscrub and Semi-Desert Grasslands that have been altered by invasive species as well as some areas of high quality Semi-Desert Grasslands with minimal scrub or invasive encroachment. (SAGU 2006:11-12)

The Sky Island region has received national and international recognition for its conservation value. (Coronado 2018:5)



Wooded mountain slopes of the Sky Island's Santa Catalina Mountains.

### ***Landscape of Transition***

Due to its location at the intersection of the Sonoran Desert and Madrean Archipelago Ecoregions, the Santa Cruz Valley is known as a zone of vegetative and biotic transition. The region's vegetation relative to both ecoregions is comprised of species from a number of biogeographic regions, most notably the Sonoran, Chihuahuan, and Madrean in the low-elevation areas and the Rocky Mountain and Great Plains biogeographic regions in the high-elevations.

Species richness shows an inverse relationship to elevation. A higher degree of species richness is found at lower elevations where species are primarily from southern subtropical and tropical areas toward the Equator, where species richness is higher. By contrast, most species in the higher elevation areas have greater affinity with northern biogeographical areas with lower species richness. (SAGU 2006:23)

Scientists have mapped the edges between the two ecoregions differently over the years. They have noted that the Sonoran Desert's Arizona Uplands, as it occurs within the Santa Cruz Valley, resembles a Thornscrub biome at least as it does a purely Desertscrub biome and that the Uplands could be reclassified in the future. Thornscrub biomes occur on mid-to-upper piedmont areas at higher elevations than the desert plains below. Thornscrub is comprised largely of short trees and woody shrubs, denser and taller than desert vegetation. It is common throughout the Santa Cruz Valley, especially on the bajadas and foothills that edge the Madrean Archipelago Ecoregion, and commonly includes saguaro cacti. (Desert Museum 2015:9,17)

### **1.3.2 Cultural Encounters – A Culturally Layered Landscape**

The Santa Cruz Valley is a land of persistence and continuity, with a long and complex cultural past. The region is blessed with a rich historic legacy in a unique natural environment—important historic and cultural places located along a desert river that flows through a culturally and environmentally diverse region. Here, Native American, Spanish Colonial, Mexican, and American Territorial heritages and traditions intersect with the natural landscape in ways unique to the American story. These remain a source of the identity and vitality for the region.

The underlying threads of both the natural history and human experience, and the distinctive stories this region has to tell are those of cultural encounters within a desert landscape. For the last 8,500 years—after the climate changes that occurred during the time of its first inhabitants, the Paleoindian big-game hunters—this has been essentially a desert region.

Here, as discussed above, the Sonoran Desert's Arizona Uplands with its Sonoran Desertscrub vegetation meets the Madrean Archipelago Ecoregion with its Chihuahuan Desert Grasslands and remnant Ice Age forests on the Sky Island mountain ranges rising steeply above the Desert Sea valleys.

This desert valley was a cultural center during much of prehistory. The region was sparsely inhabited during a long interval of hotter and drier climate between 8,500 and 5,500 years ago, it was reoccupied by Archaic hunter-

gatherers arriving from the north and the south as the climate became more like that of today.

Between 4,000 and 2,000 years ago, this region was the northern extent of Mesoamerican agriculture and early village culture. The local lifeway was transformed by the introduction of tropical crop plants, new food storage and processing technologies, and the social changes that came with living in larger groups in settled communities. Water control and pottery supported agricultural practices, and native plants were domesticated and added to the mix of crops.



**Interpreted stone archaeological remnants of a Hohokam village at the Romero site in Catalina State Park.**

From this region, farmers migrated to other parts of the Southwest, spreading the new way of life. Between 1,500 and 500 years ago, the Santa Cruz Valley was the boundary between the Hohokam culture that developed in the heart of the Sonoran Desert to the north, and the Trincheras culture that developed to the south. Seashells, obsidian, pottery, cultural practices, and ideas were exchanged along the Santa Cruz Valley corridor.

By 1300 at the latest, the Sobaipuri, a branch of the Akimel (River) O'odham, were established in the region, either as an evolution of the Hohokam culture or through migration from southern Sonora into the area. The Sobaipuri O'odham are an ancient culture of the Sonoran Desert. Their settlements are unique among the region's cultures, even within the O'odham area. Their planned and highly structured riverside settlements were permanent and used year-round. These villages have been documented along the Santa Cruz, San Pedro, Gila, Aravaipa, Babocomari, and Sonoita drainages. The Santa Cruz River Valley and adjacent mountains is squarely within their vast traditional homeland, with other O'odham (including the Tohono O'odham) occupying areas to the west, northwest, and southwest.



As irrigation farmers they were tethered to portions of these rivers where water was reliably on the surface. Because they occupied the best lands, they maintained a warrior force that was respected by all and feared even by the Apache and their myriad allies. They were also effective traders, occupying key nodes along regional and inter-regional exchange routes. Today, they remain an enduring presence within the Santa Cruz Valley, residing within the Wa:k community at San Xavier and throughout the Tucson area and beyond.

Yaqui people have maintained a strong presence in the Sonoran Desert of North America, predating European contact. Stories of trade and social networks are imbedded in oral histories passed down from Yaqui elders and from intertribal stories (see Valencia Tori 1993; Spicer 1988:1). Yaqui traditional knowledge tells of Yaqui trade routes and settlements from the Rio Yaqui valley in the south to the Gila River in the north.

Building upon this history of movement and familiarity with the region, more Yaqui people traveled to what is now Arizona with the earliest Spanish missionaries beginning in the early 1700s, and throughout the Spanish colonial period in Arizona and they represented the most numerous identified Indigenous group in the Arizona mission records next to the O'odham. In the last decades of the nineteenth century and early twentieth century increasing numbers of Yaquis joined the Arizona Yaqui community to escape state-sponsored violence in Mexico and to take advantage of work opportunities. Some of the settlements that had been occupied over the centuries, including settlements in the Tucson vicinity, grew into larger villages over time. Some of these still flourish as cultural centers today.

The Apaches are believed to have moved into what is now the southwestern United States from the north. Ancient archaeological places such as those identified as Hohokam, are not regarded as ancestral places by the Apaches, who believe that these places were inhabited in a time before they arrived in southern Arizona. Local groups belonging to two Western Apache clans and to the Chiricahua Apaches occupied the highlands landscape east of the Santa Cruz Valley. Traditionally, Apache bands would range over well-established territories and regularly move to where food resources were available.

Relations between the Spaniards and the Apaches changed over time. By the mid-1700s, raiding was a regular tactic and hostilities were rampant. This was later followed by a policy of accommodation that provided the Apaches the option to live near presidios and be given rations. One group known as Apache Mansos chose to live a little north of the Tucson Presidio along the east bank of the river. Many others continued to live in their traditional ways though raiding was greatly diminished. With Mexican independence, relations degenerated back to hostilities, a situation that continued into the late 1800s during the United States occupation (Pima 2001a:33-37).

During the late 17<sup>th</sup> century, the Santa Cruz Valley became the northern frontier of the Spanish empire and the edge of European civilization in western North America. Spaniards established ranches on the Upper Santa Cruz River by 1680, and during the 1690s, the Jesuit missionary Eusebio Francisco Kino explored the rest of the region, established a chain of missions, and introduced European crops, livestock, architecture, and religion to the region.

Following Kino's footsteps were Spanish miners, soldiers, and colonists who built ranches, towns, and forts and survived both native O'odham revolts and Apache raids on this remote region of New Spain. After independence was won from Spain in 1821, this remained the northern frontier of Mexico. The missions were secularized or abandoned, and constant Apache attacks made it a dangerous place to live.

American trappers explored the area during the early 18<sup>th</sup> century, and the Santa Cruz Valley became the southwestern frontier of United States expansion after the region was purchased from Mexico in 1854. Gold and silver miners came first, followed by the United States Army and ranchers who built large cattle operations under its protection.

This region was the westernmost front of the American Civil War, as well as the front of the Apache campaigns of the 1870s and 1880s. This chapter of the Western frontier was not finally closed until the arrival of the railroad and subjugation of the Apaches in the early 1880s. During the early 20<sup>th</sup> century, the Santa Cruz Valley was at the northern edge of the Mexican Revolution, with battles spilling across the border and requiring a buildup of United States troops to protect the region's residents.



**Layout of the Spanish Period Tubac Presidio interpreted at the Tubac Presidio State Historic Park and Museum.**

The present-day landscape of the Santa Cruz Valley has been shaped by long continuities in desert-adapted livelihoods and institutions. It may be the longest continuously cultivated region in the United States, with an agricultural history extending back more than 4,000 years.

Cattle ranching continues in a 300-year, unbroken link with Spanish, Mexican, and Anglo pioneers. Active copper mines are surrounded by ghost towns left by earlier gold and silver mining booms. Ancestral Native American sites, Spanish missions and presidios, Mexican streetscapes, and American forts are preserved, visited, studied, and appreciated. A vibrant United States-Mexico border culture interacts with contemporary American society and ancient Native American traditions.

The continuities of cultural traditions and land uses in this desert region define the sense of place and contribute in a unique way to the fabric of America. This is still very much a working and living landscape—home to Native Americans who view and use the land in traditional ways, home to descendants of Spanish Colonial settlers whose religious faith shaped the land and defined the cities, home to descendants of Anglo pioneers whose courage brought them westward seeking new opportunities, and home to rural ranchers and farmers whose stewardship of the land serves to preserve this unique landscape for everyone.

This vast desert, shaped by generations of founding groups with diverse cultural origins, has also shaped its people and their relationship to the land. The ways in which successive cultures adjusted to the limiting conditions of this desert are significant chapters of the national biography, and have helped form the character of our country.

Long a desert crossroads, where cultures converged and emerged anew, the Santa Cruz Valley of southern Arizona has a heritage and a sense of place like no other, and it contributes uniquely to our nation's story. The stories represented here highlight some of the most important natural features and cultural continuities in the Santa Cruz Valley. (Alliance 2005:73-74)



**Homestead at Empire Ranch in the Cienega Creek Valley.**

### **1.3.3 Community of Conservation and Creativity**

The Santa Cruz Valley's identity and sense of place are anchored in the recognition of its diverse ecosystems and its long and diverse cultural history. As with previous cultures, communities today are adjusting to the limiting conditions of the region's desert environment, appreciating its wonders and beauty while responding to its challenges through creative adaptation and resilience.

Today, a wide variety of organizations and entities throughout the Santa Cruz Valley are working to address the region's environmental challenges, including those caused by negative human influences. Academics; governmental agencies at the local, state, and federal levels; local and national non-profit organizations; businesses; and regional attractions of many types cooperate in this endeavor.

Work has been concentrated in three areas of activity: communication, conservation, and community design. In *communication*, entities provide opportunities for the general public to be made aware of and to enjoy the Santa Cruz Valley's distinctive natural and cultural resources. The realities of the region's environmental challenges and its cultural responses are part of the messaging and seek to build awareness and support.

In *conservation*, regional entities undertake in-depth and long-term research, monitor conditions on an ongoing basis, and collaborate in programs that preserve and celebrate cultural traditions, preserve biologically rich landscapes, and restore ecosystems. This work is of primary importance to the region.

In *community design*, needed change in physical infrastructure and the built environment is used to help address environmental issues while capturing and expressing cultural traditions and creating places that are culturally rich, environmentally responsive, and beautiful to live in.



Community art in the design of an entrance gate and a bus shelter in Tucson.

Beyond the physical landscape, ideas of conservation and creativity are alive in the region's lifeways and cultural traditions. The people who live here today represent multiple cultures, both native and introduced, who maintain distinctive identities but also influence each other and create a unique mix of cultures. Appreciation of these cultures is conveyed through preservation as well as through new creative forms of expression.

Architecture, engineering, and landscape design are brought to bear in creative ways that embody the region's identity and purpose. Communities are creating a regional design aesthetic in buildings, landscapes, and community spaces with strong visual character wedded to sense of place. Designs evoke community character and incorporate environmentally sustainable elements that are at once practical and appealing.

The identity and character of the Santa Cruz Valley are permeated with the interplay, integration, and balance between the natural environment and cultural development. The Santa Cruz Valley National Heritage Area embraces the best aspects and highest ideals of this approach and works toward its realization.

## 1.4 SANTA CRUZ VALLEY'S LIVING LANDSCAPE: VISION, MISSION, AND GOALS

Planning for the Santa Cruz Valley National Heritage Area began in the early 2000s with the development of a thoughtful and comprehensive Feasibility Study. Stakeholders with different areas of expertise contributed to the Feasibility Study and demonstrated how the Santa Cruz Valley met federal criteria for designation as a National Heritage Area. The high quality of the Feasibility Study is one reason for its approval by the National Park Service and acceptance by Congress. The Feasibility Study for the Santa Cruz Valley National Heritage Area is a foundation document for this management plan, and both its concepts and portions of its text have been incorporated into this document.

The following mission, vision, and goals have been developed to guide the programs of the National Heritage Area. Together they provide a foundation for the purpose, concept, and approach behind the Santa Cruz Valley National Heritage Area in accordance with the National Heritage Area's designating legislation.

### Vision

***A Santa Cruz Valley landscape where natural treasures and cultural traditions thrive.***

### Mission

***We connect people to the historic and cultural foundations and the living landscape of the Santa Cruz Valley and actively work toward its long-term stewardship.***

### Goals

Based upon the character of the Santa Cruz Valley landscape and the mission and vision presented above, seven overall goals have been developed for the management plan, representing aspects of the National Heritage Area's principal fields of endeavor. The recommendations of each chapter of the management plan address the goals and further the National Heritage Area's mission and vision.

**Goal 1 – Deep *public engagement* with the Santa Cruz Valley's biotic and cultural landscapes and enduring *public support* for their stewardship.**

Public engagement is a primary goal of the National Heritage Area with the purpose of raising and maintaining awareness of the region's identity through engagement with and appreciation of its distinctive natural and cultural resources. Many of the National Heritage Area's stakeholders are involved in public engagement in a variety of ways, activities which the management plan seeks to strengthen through enhanced cooperation, programming, and support.

While public engagement and awareness are worthwhile and beneficial in their own right, the larger goal is to build and maintain public support for community action in the long-term stewardship of cultural and natural resources.

**Goal 2 – Collaborative partnerships among organizations and individuals within the Santa Cruz Valley with a shared regional vision and the actions necessary to achieve it.**

The National Heritage Area is a partnership endeavor—organizations and individuals working together toward a common vision. Identifying and coordinating collaborative relationships among partners and stakeholders is a primary goal and activity of the National Heritage Area. Each partner and stakeholder may contribute according to its own interests and capabilities toward the actions necessary to achieve the shared regional vision. Each partner and stakeholder benefits individually through such collaboration and through support for its programs and the furthering of its mission.

**Goal 3 – Thriving biotic communities associated with the Santa Cruz Valley’s distinctive ecology and landscapes.**

Central to the National Heritage Area’s identity and well-being are the biotic communities associated with the ecoregions and the ways in which they are changing. Their survival is critical. Threats to biotic communities and their individual natural resources are being identified, studied, and addressed by partners and stakeholders throughout the region. The urgency of this task and the effectiveness with which it is being addressed over time is one of the core components of the National Heritage Area’s mission and vision.

**Goal 4 – Historic and cultural resources that are preserved and protected and that fully represent the Santa Cruz Valley’s rich cultural heritage.**

The historic and cultural resources associated with the cultures that have lived within the Santa Cruz Valley over thousands of years are important to our understanding of our ancestors and ourselves. They should be preserved and protected and incorporated into our growing community. They are part of our identity and represent the value we place on our shared experience.

**Goal 5 – Broad recognition and support for the Santa Cruz Valley’s living cultural traditions.**

The Santa Cruz Valley is comprised of a mix of cultures that have come at different times, interacted with the landscape and with each other, and evolved together in rich and distinctive ways. They are living today and are vital expressions of our identity and the place where we live. Our cultural traditions are a demonstration of valued historic continuities. But in their ongoing practice, they also shape new possibilities—becoming reborn and reshaped in creative new ways. We see the evolution of new cultural forms

and new means of expression that build on the past in exciting ways distinct to who we are and where we live.

**Goal 6** – *Community and **economic development** emphasizing the Santa Cruz Valley's identity, sense of place, healthy lifestyles, and natural and cultural heritage.*

Our identity and sense of place contribute to our economic well-being. People come here to experience who we are and where we live—we are a destination because of our regional identity and sense of place. As we grow and change, we express our identity in what we build, what we preserve, and how we respond to our environment. The idea of a healthy lifestyle is central to our quality of life.

**Goal 7** – *Long-term **resiliency** in which the Santa Cruz Valley's biotic and built environments are living in balance.*

We strive toward resiliency—a healthy balance between the natural world (our desert ecology and its biotic communities) and the growing community we have become. The challenges are huge and subject to changes seemingly beyond our control. We must respond with persistence, commitment, and creativity. A fundamental purpose of this management plan is to work toward this goal.

## Guiding Principles

In addition to the vision, mission, and goals, the following guiding principles will shape implementation of the Santa Cruz Valley National Heritage Area.

**Advocacy:** We are an advocate for the region's natural and cultural heritage, realizing their importance in preserving our past and their power to shape our future. As heritage specialists, we coordinate heritage-based economic and community development.

**Long-term Interests:** We work in the best long-term interests of the Santa Cruz Valley, its peoples, communities, natural and historic resources, and environment.

**Sustainability:** We promote ecological sustainability in our planning and our actions. We seek economic sustainability in our organization and operations. We advocate for social sustainability and equity in our programs preserving cultural traditions.

**Authenticity:** We support authentic places and seek authentic experiences associated with the Santa Cruz Valley, our heritage, and the stories we share.

**Purpose & Management:** The federal designating legislation for the heritage area is the fundamental guide for this plan and all programs and actions deriving from it.

**Partnership:** We work through a partnership structure; we welcome and respect each partner's interests, input, perspective, and capabilities.

**Diversity:** We promote our heritage by celebrating the cultural diversity of the Santa Cruz Valley. We are partners with private businesses, non-profit organizations, governments, tribes, and individuals of all ages.

**Connections:** We connect and coordinate in order to unite our diverse community and its rich heritage.

**Communication & Transparency:** We maintain a policy of openness and frequent communication within our partnerships, with other organizations, and with the general public.

**Hospitality:** We make our neighbors and visitors feel warmly welcomed within our communities and across the region.

**Property & Privacy:** We respect private property rights and the privacy of individuals.

## 1.5 MANAGEMENT PLAN CONCEPT AND APPROACH

This management plan for the Santa Cruz Valley National Heritage Area has been crafted to meet the requirements of the National Heritage Area's designating legislation as they are applied to the specific conditions and opportunities within the Santa Cruz Valley. The plan has been organized into six chapters. The introduction to each chapter outlines the requirements of the designating legislation to which the chapter relates and the management plan goals which it addresses.

Each chapter describes the background, existing conditions, stakeholders, issues, and opportunities within the National Heritage Area related to its topics. Current activities being undertaken by partners and stakeholders that contribute to the National Heritage Area concept and goals are outlined. Actions that the National Heritage Area might take to help coordinate, support, and implement partner initiatives are suggested. The concept and approach for each chapter is summarized below.





## **Chapter 2 – Thriving Ecosystems and Biotic Communities**

Chapter 2 highlights the region's conservation efforts and outlines strategies and recommendations to further strengthen and enhance conservation and the protection of natural resources through the National Heritage Area program.

The ecosystems and biotic communities found within the Santa Cruz Valley are nationally and internationally recognized for their richness and diversity. The landscape and its biotic communities are central to the National Heritage Area's character, identity, and importance.

Chapter 2 describes the extensive amount of inventory, research, monitoring, and conservation activity being undertaken within the Santa Cruz Valley National Heritage Area. Most of this work is being undertaken by National Heritage Area partner organizations.

The chapter divides the National Heritage Area into six landscape character areas, each with a different set of issues, stakeholders, management strategies, and initiatives. It reviews the conservation and natural resource protection initiatives being undertaken by partners and stakeholders within each area and outlines the potential role of the National Heritage Area in providing coordination, leadership, and support.

The scope of the conservation effort is impressive and extends across a range of interests and activities, and it has significantly increased over the years. The primary roles of the National Heritage Area are to (a) raise public awareness in support of ongoing conservation and stewardship initiatives and (b) provide a forum for a comprehensive regional approach to conservation through which the variety of active conservation organizations can assess, coordinate, and prioritize action.

Work will be coordinated with advice from a Conservation Committee comprised of key conservation partners under the overall direction of the Santa Cruz Valley Heritage Alliance Board. The Santa Cruz Valley National Heritage Area is dedicated to the long-term effectiveness of conservation efforts within the region, and its partners and stakeholders are at the center of the ongoing work.



### Chapter 3 –Living History and Cultural Traditions

Chapter 3 addresses the recognition and preservation of the physical components of the region’s heritage and the investigation of the historic cultural traditions with which they were associated—historical research and preservation.

The Santa Cruz Valley has been a focus of human cultural occupation, adaptation, and life for more than 12,000 years. Successive and evolving ancestral peoples have lived here, often concentrating in the same places along the river and its tributaries where water was available and food could be gathered or grown. Evidence shows that people have farmed along the river for at least 4,000 years. The Santa Cruz Valley is one of the oldest continuously cultivated areas in North America.

The concept of the National Heritage Area’s living landscape is one in which natural and cultural influences are inextricably intertwined. The peoples who lived here adapted to, but also helped shape, the natural landscape. The locations where they settled, where water was available, were *places of persistence* and *cultural continuity*. They remain so today.

Chapter 3 outlines how local grassroots and community historic preservation programs fit into and are supported by the larger national, state, and tribal preservation context. It describes the inventory work that has been accomplished and opportunities that remain. Differences between European-centered perspectives of history and culture and Native American-centered perspectives of history and culture are framed through the discussion of ethnic cultural landscapes. The importance of Preservation Archaeology in understanding and preserving remaining evidence of past cultures is underscored.

The grassroots and community nature of historic preservation is emphasized. Existing community preservation programs are outlined and opportunities for their support through National Heritage Area coordination, facilitation, and initiatives are suggested.



## Chapter 4 – Storytelling: Interpretation and Education

The Santa Cruz Valley National Heritage Area tells the stories of the region's living landscape—its unique desert environment and the diverse cultures that have adapted to it and helped shape it over thousands of years. Storytelling is at the center of the National Heritage Area's mission, building public awareness of the region's heritage and the places that forge its identity.

The National Heritage Area will strengthen storytelling by organizing a regional framework and interpretive presentation that connects individual sites around regional themes and storylines, coordinating site-specific stories within a larger context that enhances visitor experience and understanding. Every natural and historic site has a place within the National Heritage Area-wide interpretive presentation.

The Santa Cruz Valley Heritage Alliance will take the lead in introducing residents and visitors to National Heritage Area themes and orienting them to opportunities at local sites primarily through online and promotional means. The Heritage Alliance will collaborate with local interpretative sites to coordinate and enhance storytelling through three primary interpretive themes and 11 (eleven) topics or storylines through which those themes may be expressed. The three primary themes are drawn from the discussion of the National Heritage Area's national importance earlier in the chapter:

- Desert Abundance – Diversity of Natural Systems and Biotic Communities
- Cultural Encounters – A Culturally Layered Landscape
- Community of Conservation and Creativity

Through storytelling, residents and visitors become increasingly aware of the significance of this place and how its significance is woven into who we are and everything we do.



## Chapter 5 – Heritage Experiences

The natural and cultural heritage of the Santa Cruz Valley is rich and distinctive and is a primary reason why people are attracted to the region to visit and to live. Chapter 5 focuses on the experience of the place—various ways through which residents and visitors experience the region’s rich and rewarding quality of life.

As emphasized throughout this management plan, the Santa Cruz Valley is known for its cultural diversity, which is a source of identity and vitality for the region. Appreciation of the various regional cultures is conveyed through a variety of creative forms of expression—festivals, events, agriculture, foodways, music, crafts, and others. These living cultural traditions exemplify the heritage experiences available within the National Heritage Area and will be promoted and supported.

Heritage foods in particular are representative of the living cultural traditions that thrive within the Santa Cruz Valley today. The National Heritage Area has established a heritage foods program, supporting partners and venues that feature the region’s unique foods and evolving food traditions.

In keeping with the theme of well-being, the Santa Cruz Valley is well known for the many recreational opportunities available to residents and visitors. Certain recreational opportunities are particularly characteristic of the Santa Cruz Valley’s desert and mountain landscapes and have unique attraction in connecting people with the natural environment in meaningful ways. Among these are hiking and birdwatching, which will be a focus for National Heritage Area support.

The National Heritage Area program has the potential to play an important role in promoting, supporting, and developing heritage experiences throughout the Santa Cruz Valley. This role will help support and expand visitation and tourism within the region and contribute to regional and local economies.



## Chapter 6 – Management and Implementation

Implementation of the National Heritage Area vision for the Santa Cruz Valley is a collaborative effort undertaken by a range of regional partners and stakeholders under the coordination of the Santa Cruz Valley Heritage Alliance. The management plan describes a program for achieving that vision and is intended for implementation over the next ten to twelve years—the period of the National Heritage Area’s current authorization to receive funding from the National Park Service.

Chapter 6 addresses how the National Heritage Area program will be organized and managed. It includes discussion of the Santa Cruz Valley Heritage Alliance as the National Heritage Area’s “local coordinating entity,” the actions it will take to support the National Heritage Area, and how it will grow as an organization as the National Heritage Area itself evolves. Best practices in non-profit management and development are emphasized.

Forming partnerships among a wide variety of organizations, institutions, agencies, and community groups, in a variety of ways, is a fundamental strategy for accomplishing the actions in this plan. Among the Heritage Alliance’s many roles is the critical one of building relationships with and among partners. This chapter explores ways of structuring partner involvement and recognizes how partner endeavors are essential in achieving the plan’s goals.



A sampling of places and experiences within the Santa Cruz Valley National Heritage Area.



SANTA CRUZ VALLEY  
NATIONAL HERITAGE AREA



## CHAPTER 2 – THRIVING ECOSYSTEMS AND BIOTIC COMMUNITIES

The ecosystems and biotic communities found within the Santa Cruz Valley are nationally and internationally recognized for their richness and diversity—a zone of transition between two distinctive ecological regions. The Santa Cruz Valley landscape and its biotic communities are central to the National Heritage Area’s character, identity, and importance.

A number of organizations within the Santa Cruz Valley are working on significant conservation and research initiatives, seeking to better understand, preserve, and restore this landscape. Ranging from large governmental entities to small volunteer non-profit organizations, their work is addressing the region’s serious environmental challenges, most of which are due to accumulative human impacts over the past one hundred fifty years.

The scope of the conservation effort is impressive and extends across a range of interests and activities, and it has significantly increased over the years. The Santa Cruz Valley National Heritage Area is dedicated to the long-term effectiveness of these efforts, and its partners and stakeholders are at the center of the ongoing work.

This chapter highlights the region’s conservation efforts and outlines strategies and recommendations to further strengthen and enhance conservation through the National Heritage Area program. It divides the National Heritage Area into six landscape character areas and reviews the conservation initiatives being undertaken by partners and stakeholders within each area.

## 2.1 FOUNDATION FOR CONSERVATION ACTION

The primary foundation document for the Santa Cruz Valley National Heritage Area is the heritage area’s designating legislation, to which the management plan must align. Based on the legislation, the mission, vision, and goals were presented in Chapter 1 and lay the groundwork for topics addressed in the plan, including the topics of conservation and resource protection. The ongoing conservation work being undertaken by the various partners and stakeholders active throughout of the Santa Cruz Valley contributed substantially to the organization of this chapter as well as its recommendations.

### 2.1.1 Designating Legislation

The management plan for the Santa Cruz Valley National Heritage Area must meet requirements outlined in the National Heritage Area’s designating legislation in order to be approved by the Secretary of the Interior. The legislation is organized into two sections related to these requirements, Administration (b) and Management Plan (c).

Within these two sections, different sub-sections specify requirements related to “natural resources” and “conservation” and also refer to “resource values” and “resource protection.” The legislation also refers to the National Heritage Area’s “scenic resources,” which are often related to the scenic qualities of the natural landscape. This chapter is focused on the designating legislation’s requirements for conservation of the National Heritage Area’s natural resources.

Under the section on Administration and Duties, the legislation states that as the local coordinating entity, the Santa Cruz Valley Heritage Alliance will assist partners and stakeholders in carrying out the approved management plan by implementing programs and projects that **recognize, protect, and enhance important resource values** (b.2.B.i) and increase **public awareness of, and appreciation for, natural and scenic resources** (b.2.B.iv).

Under the section on the management plan, the legislation requires that the plan include an **inventory of resources** as well as **comprehensive policies, strategies, and recommendations for conservation**, funding, management, and development (c.2.C.i and ii).

The plan is required to provide a description of the **actions** partners and stakeholders have agreed to take **to protect natural and scenic resources** (c.2.B.iii) and a program of implementation **to promote plans for resource protection, restoration, and construction**, including **specific commitments** by partners for the first five years (c.2.C.iv).



The management plan should recommend policies and strategies for resource management that consider and detail the application of appropriate **land and water management techniques**, including the development of inter-governmental and inter-agency cooperative agreements to protect natural and scenic resources (c.2.D). Under the criteria for its approval, the plan must demonstrate that its **resource protection strategies**, if implemented, **would adequately protect** the heritage area’s natural resources (c.4.B.iii).

This management plan directly addresses the designating legislation’s requirements for the conservation of natural resources through the information, strategies, and actions outlined in this chapter.

### 2.1.2 Vision, Mission, and Goals

The National Heritage Area’s vision and mission as articulated in Chapter 1 emphasize stewardship wherein the Santa Cruz Valley’s biotic and cultural communities thrive. The extensive research and conservation work being undertaken by National Heritage Area partners and stakeholders is focused on this vision and mission.

Among the National Heritage Area’s seven goals, three relate directly to this chapter on the stewardship of natural resources:

**Goal 1** seeks to achieve *deep public engagement with the Santa Cruz Valley’s biotic and cultural landscapes and enduring public support for their stewardship*.

This goal is addressed primarily through interpretation and public outreach as outlined in Chapter 4 of the management plan, *Storytelling: Interpretation and Education*. The interpretive topics and themes outlined in Chapter 4 convey the significance of the National Heritage Area’s landscape and natural resources to residents and visitors. National Heritage Area interpretation and educational programs include the discussion of the conservation initiatives being undertaken by partners and stakeholders as outlined in this chapter, seeking to build public support for their continued implementation.

**Goal 3** of the management plan specifically addresses achieving *thriving biotic communities associated with the Santa Cruz Valley’s distinctive ecology and landscapes*. Goal 3 clearly states the National Heritage Area’s resource values as expressed through the conservation of natural resources. This is the primary goal that the partnership work described in this chapter seeks to address.

**Goal 7** associates conservation work with the National Heritage Area’s vision *through resilience and adaptation, whereby the Santa Cruz Valley’s biotic and cultural environments are living in balance*.

The vision, mission, and goals articulated by the Santa Cruz Valley National Heritage Area focus on the conservation and protection of the landscape’s natural resources as central to the National Heritage Area’s work and identity.

## 2.2 CONSERVATION IN THE SANTA CRUZ VALLEY

The conservation of the Santa Cruz Valley's ecosystems and biotic communities is a goal of the Santa Cruz Valley National Heritage Area and an important factor in its designation. The context for the National Heritage Area's conservation and stewardship of natural resources is based upon the range of biotic communities present within the landscape, understanding their evolving dynamics, the adverse impacts upon those communities that need to be mitigated or reversed, the degree of protection necessary for their health and survival, and the partnership resources available to address them.

### 2.2.1 Partners in Conservation

As noted in the introduction to this chapter, a number of organizations within the Santa Cruz Valley are working on significant conservation and research initiatives, ranging from large governmental entities to small volunteer non-profit groups. The National Heritage Area's designating legislation refers to federal agencies, states or political subdivisions of states, Indian tribes, local governments, regional planning organizations, non-profit organizations, and other interested parties as potential partners and stakeholders in the implementation of the management plan.

Of a total of some 2.1 million acres within the Santa Cruz Valley National Heritage Area, about 71 percent is publicly owned land. The largest holdings are managed by agencies of the federal government, the State of Arizona, Pima County, and local municipalities. (Alliance 2005:31)

Federal National Heritage Area partners involved in land management include the National Park Service (over 92,000 acres), National Forest Service (about 648,000 acres), and Bureau of Land Management (about 105,000 acres). Arizona state agencies manage 645,000 acres, including State Trust Lands (486,000), Arizona State Parks (37,000 acres), and more than 120,000 acres of conservation and natural lands (Alliance 2005:31). Pima County manages more than 230,000 acres of natural areas for conservation. Additional significant lands are managed by the Santa Cruz Valley's municipalities, such as the City of Tucson and the Towns of Marana and Oro Valley. (Pima 2011:1)

In addition to governmental entities, a variety of educational and non-profit organizations are involved in inventory, research, and conservation efforts within the National Heritage Area. Larger non-profit partners deeply involved in conservation include The Nature Conservancy, Tucson Audubon Society, and Sonoran Institute. Smaller conservation partners include the Friends of the Santa Cruz River, Tubac Nature Center, Borderlands Restoration Network, and Santa Fe Ranch. Collaborative organizations representing multiple regional stakeholders include the Sky Island Alliance, Cienega Watershed Partnership, Coalition for Sonoran Desert Protection, and Santa Cruz Watershed Collaborative.

The Arizona-Sonoran Desert Museum is a visitor destination that presents and interprets the desert landscape to residents and visitors. The Desert Museum

has been a leader in raising public awareness about conservation within the Santa Cruz Valley since its opening in 1952.

The Santa Cruz Valley is home to a set of unique research organizations that have contributed immensely to the understanding of the region's biotic communities. Chief among these is the University of Arizona's School of Natural Resources and the Environment, which has participated in a number of inventory and research studies under contract to federal agencies and other regional entities.

Two distinctive research partners include the Desert Laboratory at Tumamoc Hill, first established in 1903 and now affiliated with the University of Arizona, and the Desert Research Learning Center, an entity of the National Park Service focused on study of the Sonoran Desert.

Additional detail on specific partners involved in different areas and aspects of the National Heritage Area are presented in relevant sections of this chapter, below.

The Santa Cruz Valley National Heritage Area will coordinate with and provide support to partners and stakeholders undertaking conservation initiatives throughout the Santa Cruz Valley. Coordination and support will be led by a Conservation Committee comprised of key conservation partners and reporting to the Alliance Board. The Conservation Committee will maintain close relations with conservation partners within each of the National Heritage Area's landscape areas. It will convene an annual workshop that will serve as a forum through which conservation issues can be discussed and prioritized and through which actions can be planned and coordinated regionwide.

A primary responsibility of the Conservation Committee will be to recommend to the Alliance Board specific actions that the National Heritage Area may directly implement, participate in, or support in coordination with partners. Such actions may be incorporated into the National Heritage Area's annual work plan. Recommendations will be informed through consultation with conservation partners and are expected to change year to year in response to need and specific opportunities that arise.

Support may take a variety of forms as determined appropriate, such as helping to raise public awareness, providing funding for specific projects, coordination of volunteers, advocacy, and other means. Where possible, partner conservation initiatives will be incorporated into the National Heritage Area-wide conservation program.

**ACTION: Establish a Conservation Committee to advise the Alliance Board about conservation activities and opportunities.**

*Timeframe and Responsibility: Short-term action of the Alliance Board.*

**ACTION: Maintain a close working relationship with individual partners undertaking conservation initiatives within the National Heritage Area.**

*Timeframe and Responsibility: Short-term ongoing action of the Conservation Committee and Alliance Board.*

**ACTION:** Maintain a list of ongoing and planned conservation initiatives within the National Heritage Area. Maintain contact with willing private landowners and partners leading the initiatives and provide support where possible.

*Timeframe and Responsibility:* Short-term and ongoing action of the Conservation Committee with NHA staff support.

**ACTION:** Convene an annual workshop of conservation partners from throughout the National Heritage Area to review conservation issues and coordinate conservation work regionwide.

*Timeframe and Responsibility:* Short-term and ongoing yearly action of the Conservation Committee with NHA staff support.

**ACTION:** Recommend annual conservation priorities for the Alliance Board to consider in its annual work plan.

*Timeframe and Responsibility:* Short-term and ongoing yearly action of the Conservation Committee and Alliance Board with NHA staff support.

**ACTION:** Advocate for conservation action throughout the National Heritage Area as appropriate.

The responsibility for deciding upon actions related to advocacy lies with the Alliance Board. Once approved, and once guidelines related to advocacy activities are established, Board members, designated conservation partners, and staff may undertake public and private advocacy work on behalf of the National Heritage Area.

*Timeframe and Responsibility:* Medium-term and ongoing action of the Conservation Committee, Board, and staff with authorization and approval from Alliance Board.



The Santa Cruz Valley National Heritage Area is a partnership initiative supporting the work of conservation partners throughout the region.

## 2.2.2 Regional Ecosystems and Conservation Management Areas

Discussion of the Sonoran Desert and Madrean Archipelago Ecoregions in which the National Heritage Area landscape is located was introduced in Chapter 1 with respect to the Santa Cruz Valley's identity, character, and national importance. For the purpose of this chapter on conservation, the National Heritage Area landscape has been divided into six conservation management areas based on identified ecological landscape areas within the two ecoregions as well as the conservation work of partners and stakeholders within those areas.

Five of these conservation management areas are located within the Madrean Archipelago Ecoregion (also known as the Apache Highlands Ecoregion) and comprise its various basins and ranges (Desert Seas and Sky Islands). The Arizona Uplands of the Sonoran Desert Ecoregion comprises the sixth conservation landscape area.

Each conservation management area is discussed later in this chapter with respect to its landscape character, ownership patterns, environmental issues, partners and stakeholders, and ongoing conservation efforts. The conservation management areas include:

### ***Sky Islands – Coronado National Forest***

Eight Sky Island mountain ranges are located within the National Heritage Area, primarily under federal ownership and managed as part of the Coronado National Forest. In 2018, the Forest Service completed a *Coronado National Forest Land and Resource Management Plan* along with a number of interesting background studies. The Coronado National Forest works with a variety of governmental and non-profit partners in its management of the Sky Islands within the National Heritage Area.

### ***Desert Seas – Cienega Creek Valley***

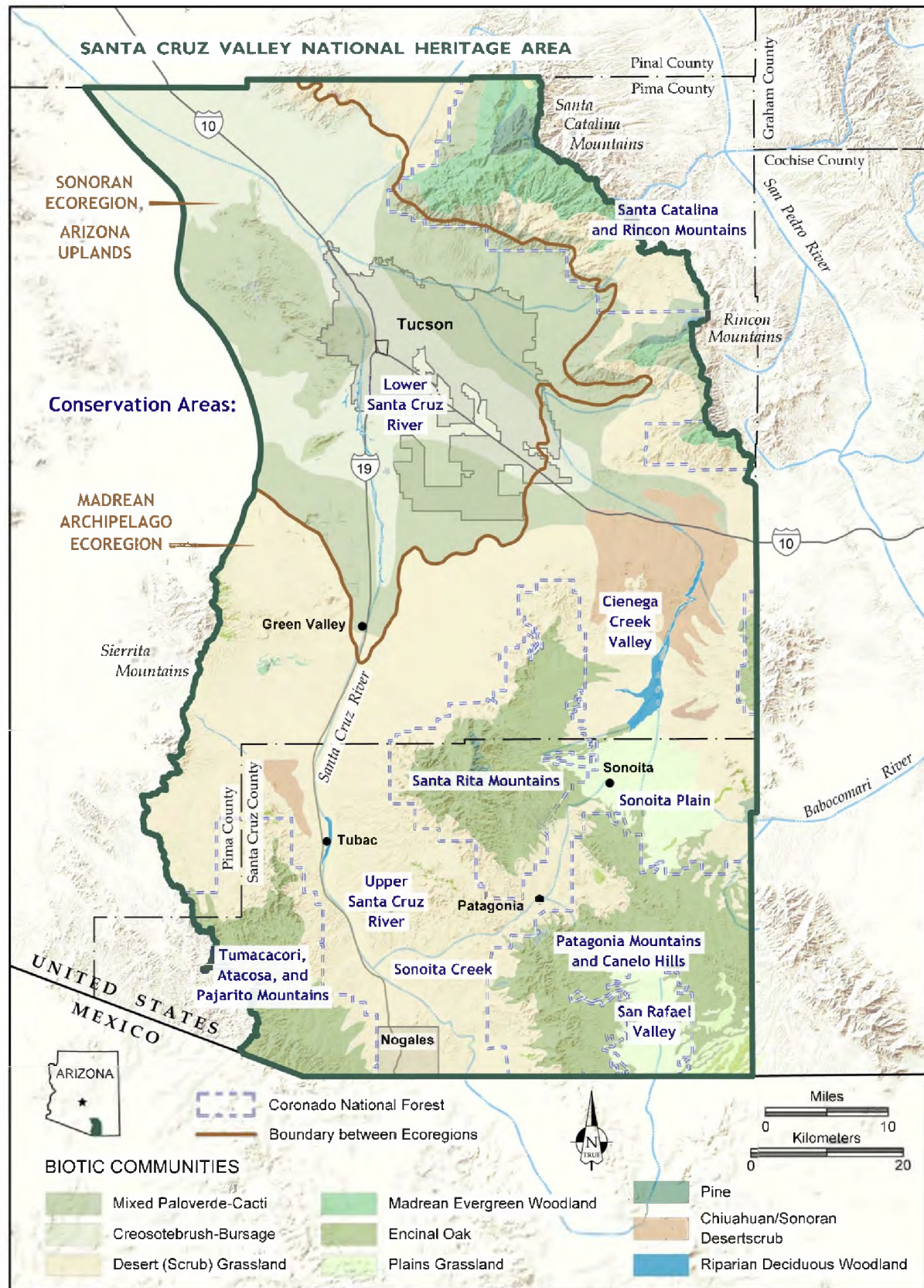
The Cienega Creek Valley is the Desert Seas basin bounded by the Whetstone Mountains to the east, the Santa Rita Mountains to the west, the Canelo Hills to the south, and the Rincon Mountains to the north. The valley comprises the lower elevations of the Cienega Creek watershed and includes the Las Cienegas National Conservation Area at its core.

### ***Desert Seas – Sonoita Plain and Sonoita Creek Valley***

The Sonoita Plain includes the rolling grasslands around the communities of Sonoita and Elgin, including the upper watersheds of Cienega Creek, Sonoita Creek, and the Babocomari River. This area is combined with the Sonoita Creek Valley west and downslope to the vicinity of Patagonia Lake State Park to create a unified management area encompassing the entirety of the Sonoita Creek watershed.

### ***Desert Seas – San Rafael Valley***

The San Rafael Valley is the Desert Seas basin in the southeast corner of the National Heritage Area between the Canelo Hills on the east and the Patagonia Mountains on the west. The valley is the headwaters of the Santa Cruz River as it gathers and flows south into Mexico.



Conservation areas and biotic communities within the Santa Cruz Valley National Heritage Area.

### ***Desert Seas – Upper Santa Cruz River Valley***

The Upper Santa Cruz River Valley is the Desert Seas basin between the Patagonia and Santa Rita Mountains on the east and the Tumacácori, Atascosa, and Pajarito Mountains on the west. The Santa Cruz River flows north through the valley from a point east of Nogales to the Pima County line and constitutes Santa Cruz County's primary growth corridor.

### ***Arizona Uplands – Lower Santa Cruz River Valley***

The Lower Santa Cruz River Valley is the Arizona Uplands subdivision of the Sonoran Desert Ecoregion. It extends from the Santa Catalina, Rincon, and Santa Rita Mountains on the east to the western boundary of the National Heritage Area and includes the City of Tucson and surrounding urban growth areas.

**ACTION: Recognize the conservation interests and initiatives of partners in each defined landscape area within the National Heritage Area. Work with partners on a coordinated regional basis as appropriate.**

Each of the conservation landscape areas outlined above is discussed in additional detail later in this chapter, including their character, issues, opportunities, and NHA partners involved. The Conservation Committee will develop a process or structure through which it can maintain relationships and coordinate with partners and stakeholders within each landscape area as the basis for providing support for conservation initiatives heritage area-wide.

*Timeframe and Responsibility: Short-term and ongoing actions of the Conservation Committee, Partnership Council, and Alliance Board.*

## **2.2.3 Inventory and Research**

An extensive body of inventory and research has been conducted on the Santa Cruz Valley's ecology and biotic communities over the decades by scientists associated with a variety of regional partners and stakeholders.

Early recognition of the Santa Cruz Valley's ecological and scientific significance was indicated through the establishment of the Desert Laboratory on Tumamoc Hill by the Carnegie Institute in 1903 as a national center for the study of all aspects of desert plant life. Now part of the University of Arizona, the Desert Laboratory has been a leader in the inventory of and research into desert ecosystems for 118 years.

The Desert Laboratory maintains a library that is one of the best collections of Sonoran Desert scholarship. In addition to general publications, the library maintains an extensive bibliography of research papers that has resulted from its work on Tumamoc Hill dating back to its founding.

Also at the forefront of regional inventory and research efforts has been the University of Arizona School of Natural Resources and the Environment, which has conducted academic research on Santa Cruz Valley landscapes over many decades. The School's mission is to provide innovative and interdisciplinary research and applications that lead to the sustainable management of natural

resources as well as to educate existing practitioners and the next generation of resource managers, scientists, and policy makers.

The Santa Cruz Valley has been a particular focus of the School's work, though its research beyond the Santa Cruz Valley is also relevant to environmental challenges faced within the National Heritage Area. Research focuses on a variety of critical topics associated with natural resource management of semi-arid environments undergoing rapid population growth. The School has a number of research facilities including the 52,000-acre Santa Rita Experimental Range, which is both critical open space within the Santa Cruz Valley and an active rangeland research station.

Other long-time partners leading research efforts within the National Heritage Area include The Nature Conservancy, Sonoran Institute, Tucson Audubon Society, USDA's Forest Service, and National Park Service's Sonoran Desert Inventory and Monitoring Network, each of which is discussed further in subsequent sections of this chapter. Each of these entities are expected to be key conservation partners to the National Heritage Area in research and in consultation for conservation actions. Inventory and research efforts have been facilitated through governmental and non-profit collaboration, examples of which are outlined below.

### ***Ecoregion Context Studies***

Two overarching studies of interest were undertaken by The Nature Conservancy to study conservation priorities in the Sonoran Desert Ecoregion (2000) and Apache Highlands Ecoregions (2004). Both were completed in coordination with a cross-border partner, IMADES, in Mexico. The Nature Conservancy maintains a Tucson office which has been active in research and conservation efforts in the Santa Cruz Valley and throughout the Southwest.

The objective of the two ecoregion studies was to use a science-based approach to identify networks of conservation areas that, with proper management, would ensure the long-term persistence of the ecoregions' biodiversity, including rare and common species, native vegetation communities, and the ecological processes needed to maintain these elements of biodiversity (TNC 2000 & 2004).

For the purpose of this Management Plan, the Apache Highlands Ecoregion is being referred to as the Madrean Archipelago Ecoregion.

While the two studies included the entire Sonoran Desert and Madrean Archipelago Ecoregions, both extending well beyond the boundaries of the National Heritage Area, they provide important context as they relate to the Santa Cruz Valley. Methodologies for the studies outline how inventory data on target species from previous research was combined with biophysical mapping data to map vegetative communities on a large-scale landscape and assess the degree to which non-native species have altered native communities. Areas that retain integrity and should be prioritized for conservation were identified, including priority conservation areas located within the National Heritage Area.

A companion study to the two ecoregion reports examined the status of the Madrean Archipelago's grasslands to assess and characterize the extent of the



vegetation changes to grasslands and to identify the best remaining native grasslands and restorable grasslands for conservation planning and ecological management purposes. This study was prepared by The Nature Conservancy with the input of range management specialists from the Forest Service, Natural Resources Conservation Service, Bureau of Land Management, University of Arizona, Arizona State Land Department, and New Mexico Natural Heritage Program. (TNC 2003)

### ***Research on Federally Owned Lands***

Due to the amount of land in federal ownership within the National Heritage Area, much of the most detailed and extensive inventory and research work that has been conducted has been supported by federal funding and is compiled in summary reports that are accessible to partners and the general public. Much of this research has been targeted to properties in federal ownership, but because of the integrated nature of the landscape, surrounding areas have also been studied, often in coordination with non-profit partners and stakeholders. Some federal research investigations have been contracted out to non-profit partners such as The Nature Conservancy or University of Arizona.

The Sonoran Desert Inventory and Monitoring Network is a program of the National Park Service focused on research on National Parks throughout the Sonoran Desert and Madrean Archipelago Ecoregions. The Network's Desert Learning Research Center is located within the National Heritage Area adjacent to Saguaro National Park.

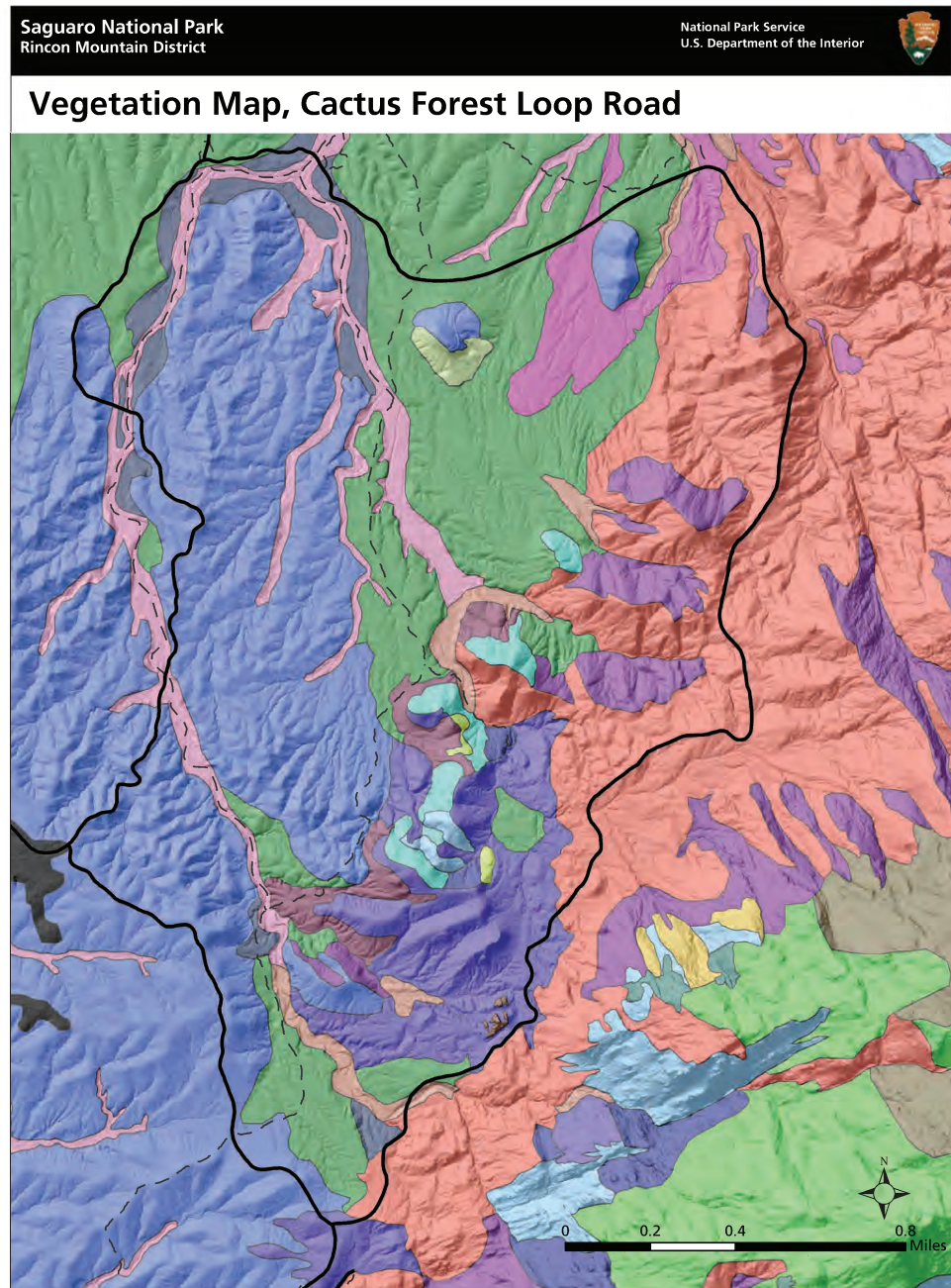
The Desert Learning Research Center promotes the scientific understanding, protection, and conservation of Sonoran Desert Network parks. The Center provides space and support for visiting researchers and interns, hosts hands-on experiential learning for local student groups, and displays examples of sustainable practices and native horticulture. In addition to its research facilities, the Center features 40 acres of Sonoran Desert habitat suitable for field training, protocol testing, and outdoor education and research.

The Desert Learning Research Center is an important potential partner to the National Heritage Area, its Conservation Committee, and conservation partners within the region. As an entity of the National Park Service, it can provide information and advice on ecological conditions, can collaborate on specific research and implementation projects as appropriate, and can be an ongoing NPS partner in conjunction with Tumacácori National Historical Park, Saguaro National Park, and Juan Bautista de Anza National Historic Trail.

A primary example of the types of detailed inventories and research studies possible on federal lands are those that have been prepared for Saguaro National Park. Originally established as a National Monument in 1933, Saguaro National Park has a rich scientific legacy dating back to the early years of the 20th century, and research has played an important role throughout the history of the park. Much of the interest in its study, and establishment of the park itself, has been due to the iconic status of the saguaro cactus.

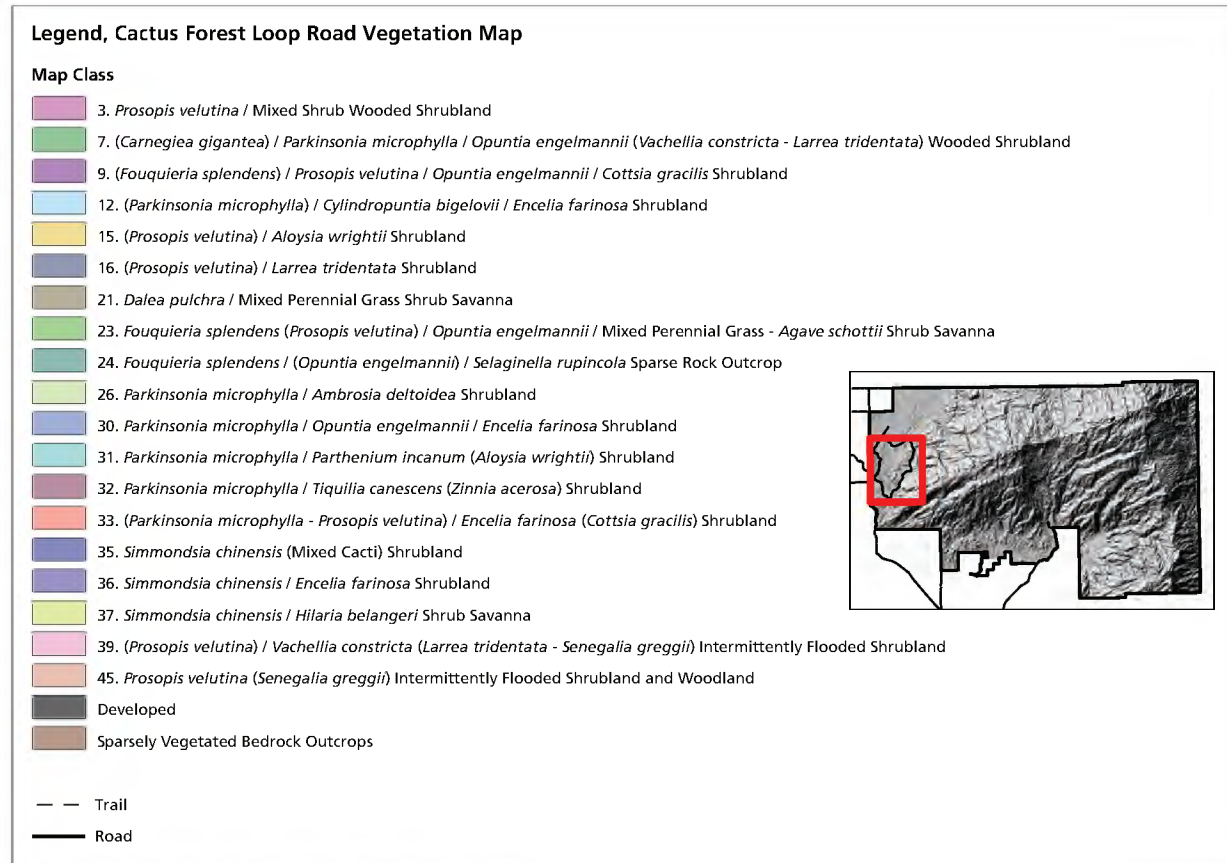
Hundreds of scientific papers have been published, including many seminal papers on saguaros and fire ecology through a long-term cooperative

relationship between the park and the University of Arizona that began in the 1930s and continues to this day. This large body of scholarship has been used to inform resource conditions and management actions within the park. A chapter of the park's Natural Resource Condition Assessment, discussed further below, is devoted to the history of scientific research at the park and documents the extent and the circumstances related to research that has been conducted. (SAGU 2017:xxv,41-53)



Example of a detailed inventory map of vegetative communities in Saguaro National Park. (SAGU 2021:84)

Among recent studies, in 2006 and 2007, detailed inventories were conducted for both the Tucson Mountain District and Rincon Mountain District of the park. Prepared by scientists from the University of Arizona’s School of Natural Resources and the USGS Sonoran Desert Research Station at the University, the two studies document the range of plant, amphibian, reptile, bird, and mammal species found in the two park units. (SAGU 2006 & 2007)



**Legend for the map on the facing page – vegetative communities in Saguaro National Park. (SAGU 2021:85)**

The studies found that the native plant and vertebrate community compositions of the Tucson Mountain District remain relatively intact, while the Rincon Mountain District has lost species, particularly plants and mammals, over the past few decades. Including the results of previous research, a total of 723 species of plants and vertebrates were documented in the Tucson Mountain District and 1,170 species in the Rincon Mountain District. Specific threats and management issues were identified, and additional inventory, monitoring, and research studies were recommended.

In 2017, a Natural Resource Conditions Assessment was prepared for the park, part of a series prepared by the National Park Service to provide comprehensive information and analysis about natural resources and related topics in support of park management. The 512-page study documents current conditions related to 15 important natural resource topics ranging from landscape-scale topics such as viewshed and night sky; to supporting environmental topics such as soils

and surface and groundwater; to biological integrity topics such as biodiversity, wildlife, and vegetation. The study is comprehensive and identifies issues of concern. (SAGU 2017)

In February 2021, a three-volume study was published summarizing vegetation inventory and mapping conducted by the Sonoran Desert Network at the park from 2010 to 2018. The inventory included both the Tucson and Rincon Mountain Districts and identified a total of 97 distinct vegetation communities, nine exclusively at the Tucson Mountain District, 83 exclusively at the Rincon Mountain District, and five occurring in both districts. (SAGU 2021)

The inventory was conducted to provide park managers with inventory and mapping data to national standards of accuracy with the goal of facilitating ecologically based natural resources management and research. Inventory mapping was specific to actual locations on the ground and will enable updates to be made as new information becomes available or in the event of major disturbance events that could impact the vegetation.

Finally, an ongoing monitoring program on a wide range of biological physiological “vital signs” is being conducted in Saguaro National Park with the Sonoran Desert Inventory and Monitoring Network and is bolstered by the participation of partners and volunteers. High quality research data and mapping over a long period from both past and more recent studies facilitate monitoring that enables documentation of long-term ecological changes in plant communities and wildlife species that are of significance and use for landscapes well beyond the park’s boundaries. (SAGU 2017:52-53)

These inventories and studies for Saguaro National Park are an example of the state-of-the-art research being conducted by scientists on federal lands within the National Heritage Area. Similar inventories and supporting studies have been and continue to be conducted on other federal lands, including Coronado National Forest, Las Cienegas National Conservation Area, and Tumacácori National Historical Park. Many of these studies are available online, and several are referenced in the discussions later in this chapter.

### ***Sonoran Desert Conservation Plan***

Pima County’s Sonoran Desert Conservation Plan is reviewed below in the discussion of the Arizona Uplands – Lower Santa Cruz River Valley. Often cited as a model landscape conservation plan, the Sonoran Desert Conservation Plan was supported by the preparation of over 250 separate research reports and studies, mostly between 1999 and 2002 as the plan was being prepared. (Pima 2002)

These studies range in topics from inventories of natural and cultural resources; to broad assessments on climate, ecology, and water resources; to overviews on land use, community development, and growth management policy. Many of the reports were prepared on a volunteer basis by the same university, government, and non-profit scientists and subject specialists working on other official research studies within the region.

One representative example is the report on *Priority Conservation Areas* completed in May 2001 in which a team of 22 specialists familiar with 56

individual species of concern identified priority conservation areas necessary for the survival of each species. The list of species included mammals, birds, amphibians, reptiles, fish, invertebrates, and plants. For each species, landscape areas that contain populations that must be included in Pima County's reserve system were identified along with areas that would be of value to the reserve system and areas that provide critical landscape linkages. Maps delineating these areas were prepared and provided a basis for establishment of the Conservation Plan's resource protection areas.

The Sonoran Desert Conservation Plan's reports are an extraordinary body of research work that was produced in a very short period of time through the efforts of a wide variety of community-minded experts. Since adoption of the Sonoran Desert Conservation Plan, the preparation of related research studies has continued, sometimes in support of related planning initiatives such as the *2011-2015 Action Plan for Water Sustainability* and adoption of the County's *Multi-species Conservation Plan (2016)*. Reports related to such initiatives include those that were prepared as part of the plans' development as well as continuing work related to post-action and annual reports on progress in implementation.

The Santa Cruz Valley National Heritage Area supports continuing inventory and research studies as critical to its mission in working toward long-term landscape and environmental sustainability within the Santa Cruz Valley.

**ACTION: Provide support for continued ongoing inventory and research programs by partners within the National Heritage Area.**

The National Heritage Area's program of support for conservation research may take a variety of forms and can be flexible in its conception and implementation. It will be founded on the range of ongoing research initiatives being undertaken by partners and help assure that they may continue as appropriate. Research priorities may be determined by partners and gaps and future research needs identified.

In providing support for new research initiatives, the National Heritage Area may assist in coordinating partners and volunteers, seek funding or other forms of support from various governmental and non-governmental sources, and advocate for resources from a variety of entities as appropriate to each initiative being supported.

*Timeframe and Responsibility: Medium-term and ongoing action of the Conservation Committee and Alliance Board.*

**Important Bird Area Program and Bird Count**

The Important Bird Areas Program (IBA) identifies critical geographic areas and habitats important to bird populations and specifically to populations of conservation concern. The IBA Program is an international initiative founded by BirdLife International in the 1980's. In the United States, the program is managed by the National Audubon Society, which began establishing programs state-by-state in 1995. The Arizona IBA Program was established in 2001 and is co-administered by Audubon Southwest and the Tucson Audubon Society.

Eleven IBAs have been designated within the Santa Cruz Valley National Heritage Area. Not surprisingly, they tend to be areas of interest for other conservation and biodiversity reasons as well. A number of these areas are discussed below in subsequent sections of this chapter as well as in other chapters of this management plan. They include:

- The Tucson Mountains;
- The Santa Catalina and Rincon Mountains;
- Tanque Verde Wash and Sabino Canyon in the Santa Catalina Mountains just northeast of Tucson;
- The Santa Rita Mountains;
- Las Cienegas National Conservation Area in the Cienega River Valley;
- Appleton-Whittell Research Ranch near Sonoita and Elgin in Santa Cruz County;
- The San Rafael Valley in the southeast corner of Santa Cruz County;
- The Nature Conservancy’s Patagonia-Sonoita Creek Preserve on Sonoita Creek;
- The Sonoita Creek corridor in Sonoita Creek State Natural Area and Patagonia Lake State Park;
- The Patagonia Mountains;
- Atascosa Highlands, and
- The Upper Santa Cruz River corridor.

A major goal of the IBA Program is to engage the public and create a higher awareness of the value of these habitats and the need to conserve them. A strong citizen-science component is built into the IBA Program—much of the data used to create and monitor IBAs involves surveys conducted by trained volunteers. The program utilizes other sources of data as well, such as e-Bird, Christmas Bird Counts, Breed Bird Survey Data, and data collected by agencies such as Arizona Game and Fish, the Forest Service, and the National Park Service. (TAS 2021:IBA website)

Each winter, the Tucson Audubon Society conducts its annual Christmas Bird Count, which focuses on many of the IBAs within the National Heritage Area. Qualified volunteers are recruited to gather in specific locations on specific days to identify and record bird species present under the leadership of designated staff. The program is a key means through which bird populations are monitored and issues related to important habitats are identified. The program is an example of a way in which citizen volunteers contribute to an ongoing inventory and assessment of natural resources. A separate Tucson Bird Count is conducted in the spring of each year in the City of Tucson to document bird populations in the region’s urban context.

**ACTION: Incorporate the Tucson Audubon Society’s annual bird counts into the National Heritage Area’s conservation program. Collaborate by providing support and promotion of the program.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Tucson Audubon Society, Conservation Committee, and conservation partners.*

## 2.2.4 Assessment and Challenges

Natural resource management challenges revealed by ongoing research throughout the Santa Cruz Valley are well known and parallel those outlined in other sections of this chapter. The types and degree of challenges vary for each landscape and conservation management area discussed later in this chapter as do management and treatment responses. Overall, however, they include:

- **Loss of habitat and habitat fragmentation** due to increased urbanization, development, and changes in land use resulting in loss of vegetative communities and plant and animal species;
- **Loss of connectivity** across landscapes due to development and constructed barriers to movement resulting in the inability of species to migrate and to loss of species;
- **Reduced surface water flows and stream channelization** resulting in reduced soil infiltration and stress to and loss of riparian communities;
- **Lowered groundwater levels** due to pumping, decreased precipitation, and decreased infiltration, resulting in lower near-surface soil saturation and increasing stress to vegetative communities;
- **Increases in invasive species** that cause harm to native plants through displacement of native species and changes in ecosystem structure and function;
- **Catastrophic wildfires in forests and woodlands** due to decades of suppression of naturally occurring low-level fires and resulting in species loss and changes to habitat structure;
- **Catastrophic fires in desert landscapes** due to invasive grasses and woody shrubs and resulting in loss of desert species that are not fire-adapted;
- **Erosion and sedimentation** due to the increased severity of storms, channelization, and catastrophic fires resulting in habitat loss;
- **Climate change** in general resulting in increased temperatures, reduced rainfall, and fewer but more severe storms.

As more thorough, detailed, and longer lasting research is conducted, scientists learn more about the evolving and dynamic conditions impacting the region's natural systems. Scientists note that much of what is known about managing vegetation is based on assumptions about climate and disturbance regimes that may no longer be valid. (CNF 2009:22)

Future success in sustaining the region's biotic communities will require adaptive management strategies based on the systematic monitoring of different landscape areas, analysis of management and treatment results, and adaptation of treatment methods based on those results. Much of this work is being undertaken by key National Heritage Area partners and can be supported by the National Heritage Area program through grants and other means.

**ACTION: Support partners in promoting and use of *adaptive management* strategies wherein long-term monitoring programs are used to document and assess conditions and adapt management treatments to evolving and dynamic conditions.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Conservation Committee and conservation partners.*

### 2.2.5 Communication and Public Outreach

The Santa Cruz Valley landscape and its rich and distinctive natural resources are a central component of the region's identity. They play an outsized role in why people come here to visit or to live. The broad public support given to Pima County's bond programs in 1997 and 2004 for implementation of the Sonoran Desert Conservation Plan is evidence of underlying public awareness and support for conservation initiatives (even though a later, third bond initiative was not approved).

Interpretive attractions such as the Arizona-Sonoran Desert Museum and Saguaro National Park are most prominent and at the forefront of public engagement on natural resources. But every partner and stakeholder within the National Heritage Area must play a role.

It is important that the Santa Cruz Valley National Heritage Area be a visible proponent of communication and public outreach in support of conservation initiatives. Public outreach and education are important in helping to increase awareness of the value of our natural resources and to build support for their conservation and protection. Public support at all levels is essential for securing the financial resources and governmental commitment necessary for conservation research and action and for making the difficult policy decisions necessary in the public realm for effective long-term action. Consistent and engaging public outreach is essential to support conservation initiatives within the National Heritage Area and is a primary role for the Heritage Alliance.

**ACTION: Develop an overall messaging and communications strategy that includes outreach to the general public about conservation issues and opportunities.**

*Timeframe and Responsibility: Short-term and ongoing action of the NHA staff with information, guidance, and support from the Conservation Committee and Alliance Board.*

**ACTION: Use interpretation and recreation as means to inform the public about ecosystems and biotic communities and to build awareness and support for conservation action.**

*Timeframe and Responsibility: Short-term and ongoing action of the National Heritage Area program and conservation partners.*

**ACTION: Use public outreach to solicit volunteers interested and capable of working with partners on conservation projects throughout the National Heritage Area.**

*Timeframe and Responsibility: Medium-term program to be developed and managed by NHA staff in coordination with the Conservation Committee.*



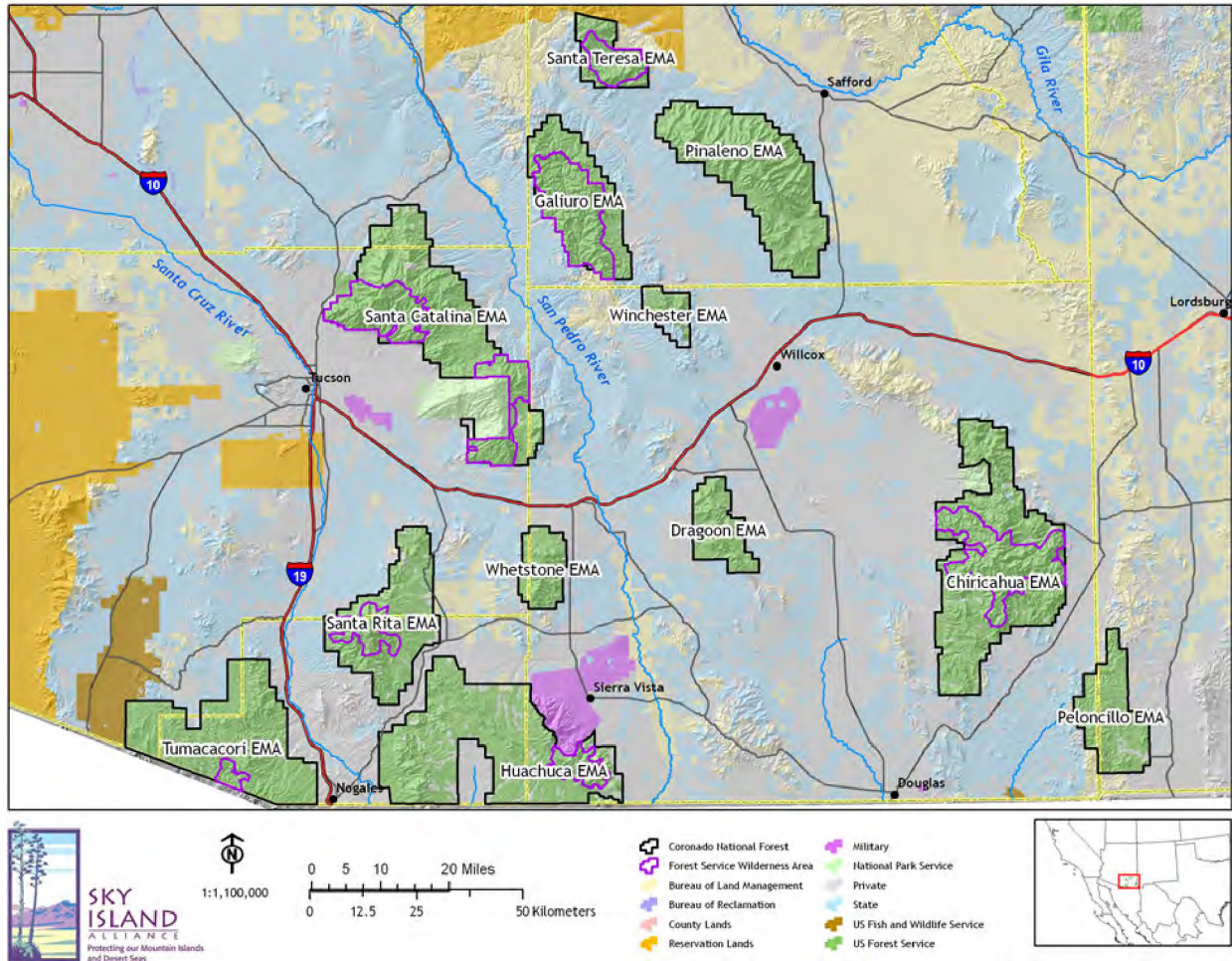


**The Santa Cruz Valley Heritage Alliance will play an important role in helping to raise public awareness about the importance of conservation within the National Heritage Area.**

## **2.3 SKY ISLANDS – CORONADO NATIONAL FOREST**

The mountains of the Madrean Archipelago Ecoregion are widely known as Sky Islands and rise abruptly from surrounding valley basins of grassland and desert scrub to form forested islands among a Desert Sea. Eight Sky Island mountain ranges are located within the Santa Cruz Valley National Heritage Area, all of which are primarily under federal ownership and are managed as part of the Coronado National Forest.

The Coronado National Forest is an administrative component of the U.S. Forest Service and administers approximately 1.78 million acres of Forest Service lands. The Coronado National Forest has its origins in 1902, when the Santa Rita, Santa Catalina, Mount Graham, and Chiricahua Forest Reserves were established to protect timber and watershed resources. Over the years, national forest units were combined, expanded, and reduced to result in the current configuration, which was established in 1953. The Forest is now organized as five ranger districts and the supervisor's office, which is based in Tucson. Each ranger district administers one or more of twelve Ecosystem Management Areas, with the supervisor's office providing oversight of administrative functions. (CNF 2005:1)



Coronado National Forest showing its twelve Ecosystem Management Areas. (SKY 2008:2)

Three of the Forest’s ranger districts manage lands within the Santa Cruz Valley National Heritage Area:

The Santa Catalina Ranger District manages the:

- **Santa Catalina Ecosystem Management Area**, which includes the **Santa Catalina** and **Rincon Mountains/Sky Islands**;

The Sierra Vista Ranger District manages the:

- **Whetstone Ecosystem Management Area**, which includes the **Whetstone Mountains/Sky Islands**, and the
- **Huachuca Ecosystem Management Area**, which includes the **Patagonia Mountains/Sky Islands** as well as the **Canelo Hills**; and

The Nogales Ranger District manages the:

- **Santa Rita Ecosystem Management Area**, which includes the **Santa Rita Mountains/Sky Islands**, and the
- **Tumacacori Ecosystem Management Area**, which include the **Tumacacori, Atascosa, and Pajarito Mountains/Sky Islands**.

Each of the five Ecosystem Management Areas include lands that extend beyond the boundaries of the National Heritage Area except the Santa Rita

EMA, which is entirely within the boundaries. The Whetstone Ecosystem Management Area is largely outside of the National Heritage Area and is therefore not described in detail here.

### 2.3.1 The Sky Islands

The mountains of the Coronado National Forest consist of widely scattered ranges representative of basin and range topography and often characterized as Sky Islands. The Sky Islands within the Santa Cruz Valley National Heritage Area form distinct land masses that are visible and character defining.

The mountains of this region are part of the “Madrean Archipelago,” which describes the chain of Sky Islands that stretch from the southern latitudes of the Sierra Madre Occidental to the northern latitudes of the Rocky Mountains. The Sonoran Desert and Chihuahuan Desert come together in this region, creating an overlap zone where many plants and animals are at the edge of their ranges.

The Sky Islands are home to an unusual range of vegetation types and climates. The tree-covered mountains rise from grassy savannas, and the Sonoran and Chihuahuan Desert lowlands are home to plant and animal communities described as among the most diverse found on Earth. Each Sky Island range supports its own unique combination of vegetation, habitats, and wildlife. Distinct species have evolved within the Coronado’s Sky Islands due to barriers to movement.

Because of the north-south axis of the mountain ranges and their great variation in elevation, the Sky Islands span three major climatic zones—temperate, subtropical, and tropical. Following the recession of glaciers in North America, the climate of southeastern Arizona became warmer and drier, shifting the distribution of vegetation. Conifer forests, that were once in the valleys as well as the mountains, disappeared from lower elevations. They hung on only in higher elevations where the air was cooler and precipitation more frequent.

Arizona cypress, also common on hillsides and lowlands, retreated to cooler canyon bottoms. Sonoran and Chihuahuan Desert vegetation, able to endure the warmer, drier conditions filled in the valleys and low elevations.

Because of warming, plants left from this period are arranged on mountain slopes with species requiring less moisture and able to stand more heat at the lowest elevations, and species requiring the coolest and most moist conditions at mountain summits, sheltered canyon bottoms, or on north-facing slopes. The vertical stacking of life zones in these steep mountains packs tremendous species diversity into the space of each slope. In a day’s walk, one can climb through desert and scrub habitats characteristic of central Mexico, up to spruce-fir forests characteristic of Canada. (CNF 2018:4-5; SKY 2008:1-7—1-9)

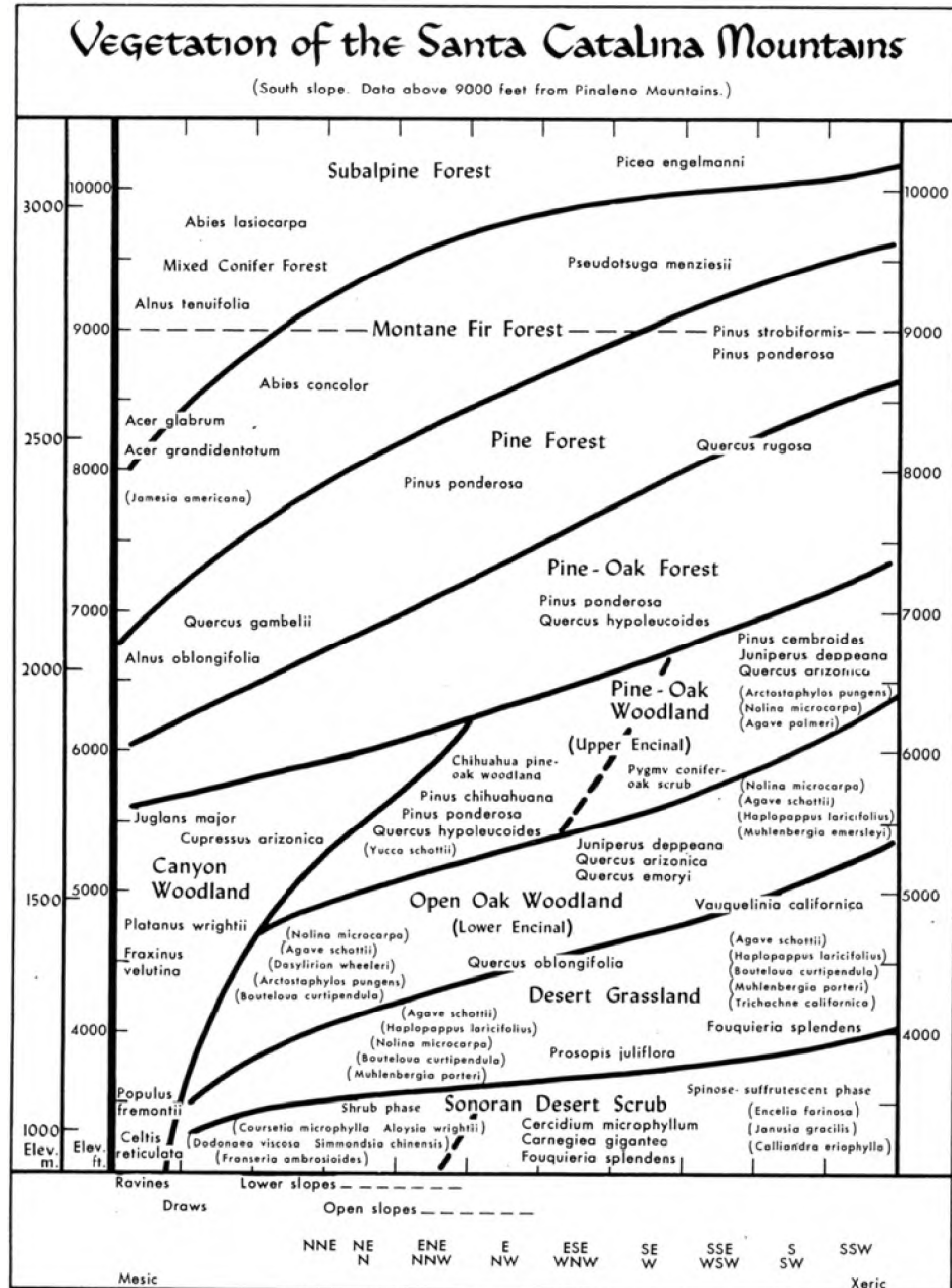


Diagram of the major vegetation communities of the Santa Catalina Mountains showing the elevations at which they are found, north facing slopes on the left, south facing slopes on the right. (SAGU 2006:11; from Whittaker and Niering 1965)

Madrean oak (encinal) savanna and woodland are widespread at middle elevations in this region, forming one of the distinguishing features of the Sky Islands of the Coronado National Forest. Open Oak Woodland and Pine-Oak Woodland in the diagram above. These Madrean oak communities bear strong affinities with flora of the Sierra Madre and are strikingly different from oak-dominated communities in other parts of the United States.



**Sonoran Desert Scrub Community**



**Interior Chaparral Community**



**Semi-desert Grassland Community**



**Madrean Montane Forest Community**



**Madrean Encinal (Oak) Community**



**Oak Woodland Community**

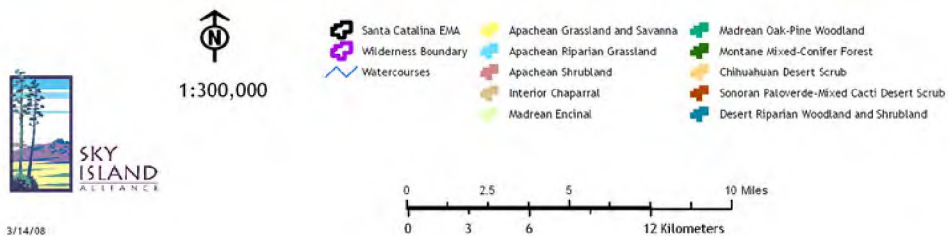
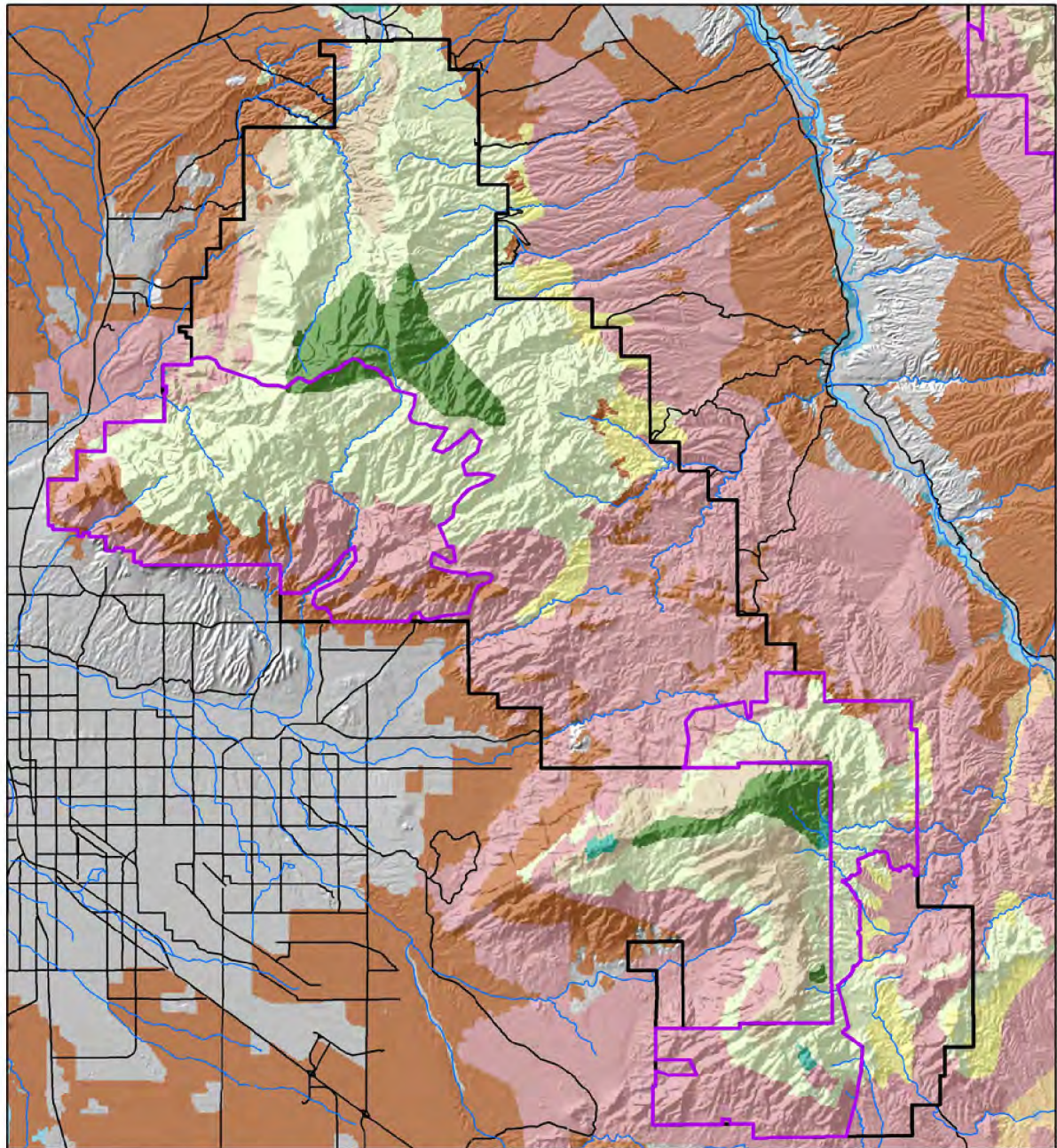


**Madrean Evergreen Woodland Community**



**Montane Coniferous Forest Community**

**Vegetative communities inventoried at Saguaro National Park. (SAGU 2021:13-15)**



**Vegetation map of the Santa Catalina Ecosystem Management Area with the Santa Catalina Mountains at the top of the image and the Rincon Mountains at the lower right. A significant portion of the Rincon Mountains is within Saguaro National Park, to the west (left) of the national forest. (SKY 2008:11-9)**

Floral surveys of several Sky Island ranges have found species diversity at the community level to be higher in the Madrean oak woodlands than in virtually any other resident plant community, with roughly twice the number of species than is typical for temperate plant communities. Oak woodlands also support some 43 percent of the tree species known from the entire bi-national region. The Coronado National Forest manages the highest proportion of Madrean pine-oak woodlands and Madrean oak woodlands across all major landowners in Arizona. (CNF 2018:5; SKY 2008:1-7—1-9)

**ACTION: Promote public awareness of the Sky Islands’ unique layered vegetative communities and their national and international significance and renown.**

*Timeframe and Responsibility: Short-term and ongoing action of the National Heritage Area program and partners.*

**ACTION: Promote continued research and study of the Sky Islands in coordination with partners.**

*Timeframe and Responsibility: Long-term and ongoing action of the National Heritage Area program and partners.*

### 2.3.2 Sky Island Partners

Coronado National Forest has ongoing collaborative relationships with agencies, Tribes, organizations, and communities with land management interests within the geographic area of the national forest. Local organizations have participated in forest planning processes, and the Coronado National Forest staff encourages collaborative efforts in the implementation of monitoring, research, and other projects. Coronado staff participate in the meetings and workshops of partner organizations, as well as their events and other ongoing activities. Coronado National Forest intends to create increasing opportunities for volunteers and partners to be more active as part of national forest management. The National Heritage Area’s collaboration with and support for Sky Island partners is expressed in Section 2.2.2 above. Active agencies and partner organizations include:

**Bureau of Land Management** – Arizona is one of 19 states where entities may locate mining claims or sites. The Forest Service manages minerals found on the surface of National Forest System lands, but the Bureau of Land Management (BLM) is responsible for subsurface minerals on National Forest System and BLM lands.

The Forest Service may request the BLM to have specific areas withdrawn from mineral entry. Examples of areas that are often withdrawn from mineral entry include designated wilderness areas, portions of designated wild and scenic river areas, and designated recreation areas. For areas not withdrawn, the Forest Service may apply mitigations for mining, but it may not prohibit mining.

**Arizona Game and Fish Department** –The Arizona Game and Fish Department manages wildlife populations in the state, while the Forest Service manages wildlife habitat on National Forest System lands. Arizona Game and Fish is

responsible for issuing hunting permits and enforcing hunting regulations. The U.S. Fish and Wildlife Service is responsible for overseeing the management of federally designated special status animal and fish species and their habitats in accordance with the Endangered Species Act.

Coronado National Forest cooperates with Arizona Game and Fish in carrying out management activities, such as in removal of harmful invasive species or in development of wildlife linkages (movement corridors) within the Coronado National Forest so that local populations of species remain viable where habitat is being fragmented.

**Sky Island Alliance** – The Sky Island Alliance is a non-profit grassroots organization dedicated to the protection and restoration of the rich natural heritage of native species and habitats in the Sky Island region. They work with volunteers, scientists, landowners, and government agencies to establish protected areas, restore healthy landscapes, and promote public appreciation of the region’s unique biological diversity.

The Sky Island Alliance published a comprehensive State of the Forest Report in 2008/9 on behalf of the Coronado Planning Partnership and has participated in forest planning, monitoring, and restoration projects. (SKI 2008)

**Coronado Planning Partnership** –The Coronado Planning Partnership is an informal group of about 40 organizations formed in 2006 to participate in the revision of the Coronado National Forest’s 1986 Forest Management Plan. Spearheaded by the Sky Island Alliance, the Partnership promotes the protection of wild species, their habitats, and ecological communities in the Coronado National Forest as well as the processes that sustain them.

The Partnership has mobilized a wide range of individuals and groups on behalf of their shared stake in the national forest to ensure conservation-based management. Partnership organizations worked with the Coronado National Forest in the development of the revised Forest Management Plan, completed in 2018, and are committed to support its implementation and long-term monitoring.

**Cienega Watershed Partnership** – The Cienega Watershed Partnership (CWP) is a non-profit organization of volunteers formed in 2005 to support stewardship initiatives in the Cienega Creek watershed, which includes the valley of Cienega Creek and extends up well into the adjacent Sky Island mountain ranges of the Coronado National Forest. CWP organizations and volunteers undertake monitoring and research projects and encourage an ecosystem approach to sustainable use based on active stewardship, adaptive management practices, and science-based actions.



### 2.3.3 2018 Forest Management Plan

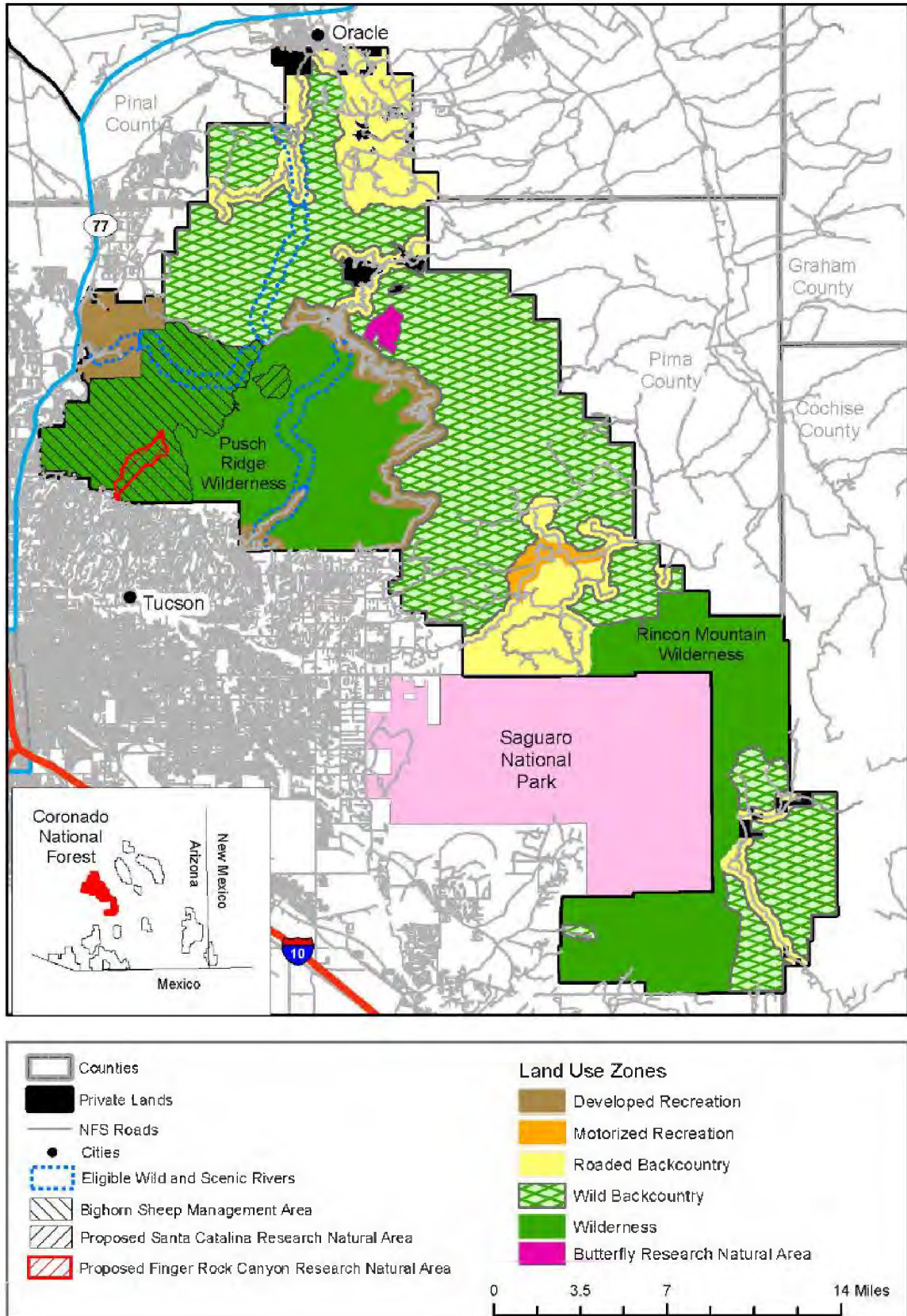
In 2018, the Forest Service completed the *Coronado National Forest Land and Resource Management Plan* to provide guidance for management of the Coronado National Forest for approximately the next 15 years. The plan is strategic in nature and does not include decisions on specific projects. Additional information on the Forest Management Plan is included in Appendix F of this management plan, *Environmental Context and Management Planning*.

The Forest Management Plan is significant to the National Heritage Area and its conservation partners because it describes existing conditions, prioritizes issues, and presents guidelines for actions. The National Heritage Area's conservation partners were instrumental in the plan's development over many years in partnership with the Forest Service.

Conservation partners will also be instrumental in the plan's implementation, both in providing public input on planning and actions of the Forest Service as well as in the potential for undertaking specific actions under the oversight of and in collaboration with the Forest Service. The National Heritage Area is a stakeholder and may provide ongoing input and public comment on Forest Service actions. The National Heritage Area may also choose to be a coordinator, partial funder, and implementer of forest projects, as appropriate, over time.



View of the Santa Catalina Mountains from Saguaro National Park



Santa Catalina Ecosystem Management Area showing land use zones. (CNF 2018:162)

### 2.3.4 Santa Catalina and Rincon Mountains

The Santa Catalina and Rincon Mountains are located within Coronado National Forest's Santa Catalina Ranger District and its Santa Catalina Ecosystem Management Area. Located adjacent to Tucson's northeastern suburbs, the Santa Catalina Mountains have the most intensive recreational use of the Sky Islands. Because of their size and height, the mountains are also best known and interpreted for the layered vegetation typical of the Sky Islands. The Sky Island Scenic Byway, with numerous pull-offs and overlooks, provides easy access from the Tucson area to the heights of Mt. Lemmon rising about 6,300 feet above the valley below. Numerous canyon trails start at these suburban edges and lead up the southern face of the Catalinas into the forest's Pusch Ridge Wilderness.

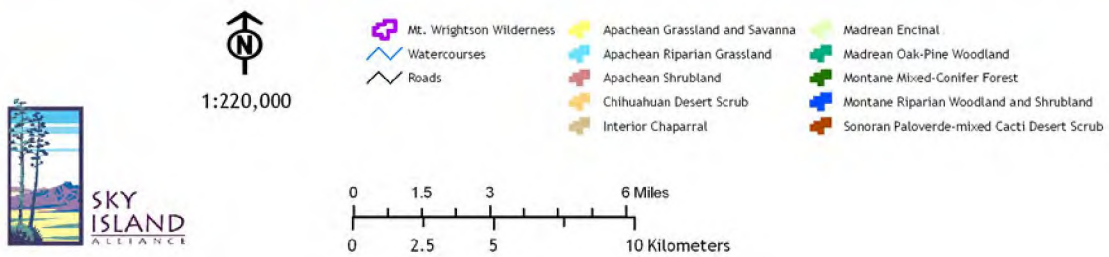
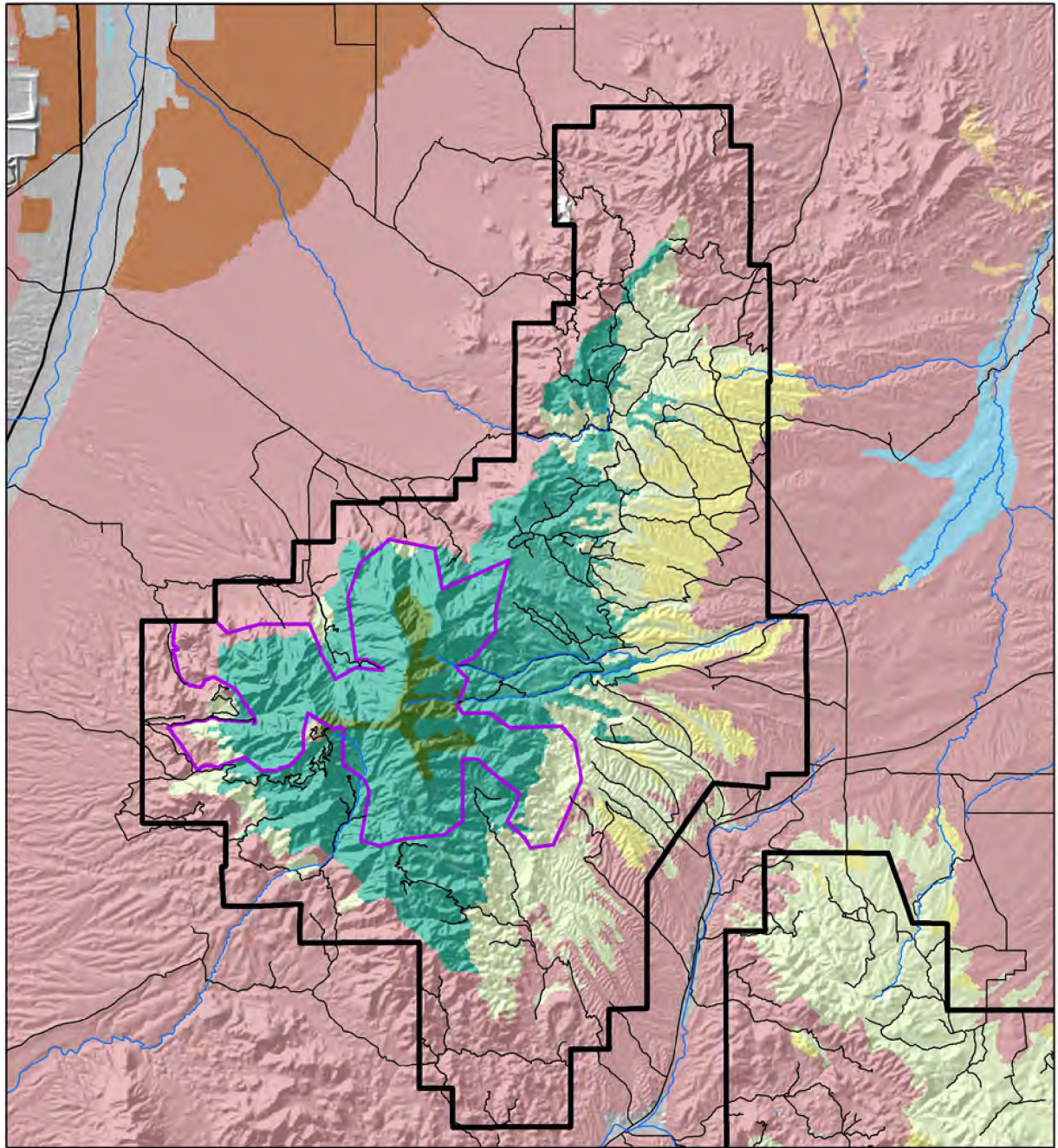
The Rincon Mountains form the eastern boundary of the Tucson basin. A large portion of the Rincon Mountains lie within the Saguaro National Park. Much of the rest of the range is encompassed in the Rincon Mountain Wilderness.

The vegetation map of the Santa Catalinas on a previous page shows the layered vegetation communities with the Sonoran Paloverde-Mixed Cacti Desert Scrub at the base of the mountains transitioning to the Madrean Mixed-Conifer Woodlands at its summit. The map on the page opposite shows the different management or use areas as represented in the 2018 Forest Plan and informs decision making on the types of conservation initiatives appropriate for each area.

The Santa Catalinas have a unique combination of vegetation types and species that contribute to the biological diversity of the Coronado National Forest. Many species here are at the northern edges of their range within the United States. (SKI 2008:11-3—11-6)

Threats to natural resources in the Catalinas include adjacent land development on the lower southern slopes that impede wildlife movement corridors, intensive recreational use, catastrophic fires, invasive species that replace native species and alter natural fire regimes, and illegal user-created roads fostering off-road vehicle abuse and disrupting habitats. Forest Service management initiatives, often undertaken in collaboration with partners, seek to mitigate these threats. (SKY 2008:11-11; CNF 2018:164)

The National Heritage Area will support collaboration between the Santa Catalina Ranger District, Saguaro National Park, and other partners in conservation planning and initiatives within the Santa Catalina and Rincon Mountains. The National Heritage Area's Conservation Committee will take the lead in maintaining contacts and keeping the Heritage Alliance Board and staff aware of ongoing activities, issues, and opportunities for collaboration and support.



Santa Rita Ecosystem Management Area. (SKY 2008:5-7)

### 2.3.5 Santa Rita Mountains

The Santa Rita Mountains are located at the center of the National Heritage Area straddling Santa Cruz and Pima Counties. They are within the Nogales Ranger District and comprise its Santa Rita Ecosystem Management Area. The mountains rise dramatically above the surrounding lowlands and are visually prominent from most locations within the Santa Cruz Valley, especially for travelers along Interstates 19 and 10 north and west of the mountains and Highways 82 and 83 to the east and south.

The Santa Rita Mountains are 136,936 acres in area with elevations ranging from 3,600 feet to 9,450 feet at the summit of Mt. Wrightson. At the core of the Santa Rita Mountains is the 25,121-acre Mt. Wrightson Wilderness, which is largely Montane Mixed-Conifer Forest. Layered vegetative communities for which the Sky Islands are renowned grade downslope to the surrounding Desert Shrubland of the valleys.

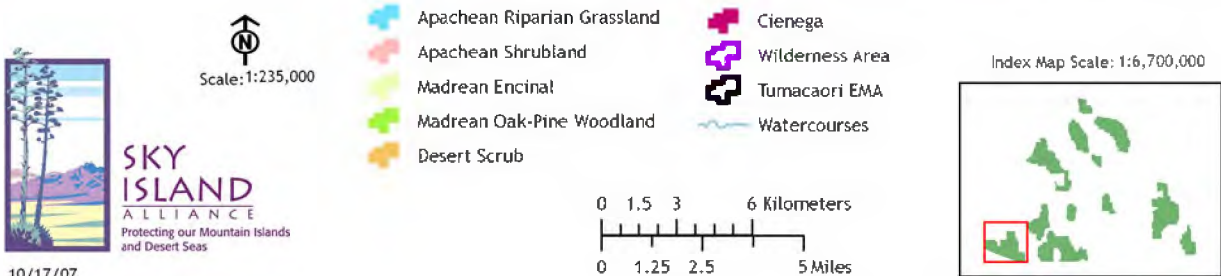
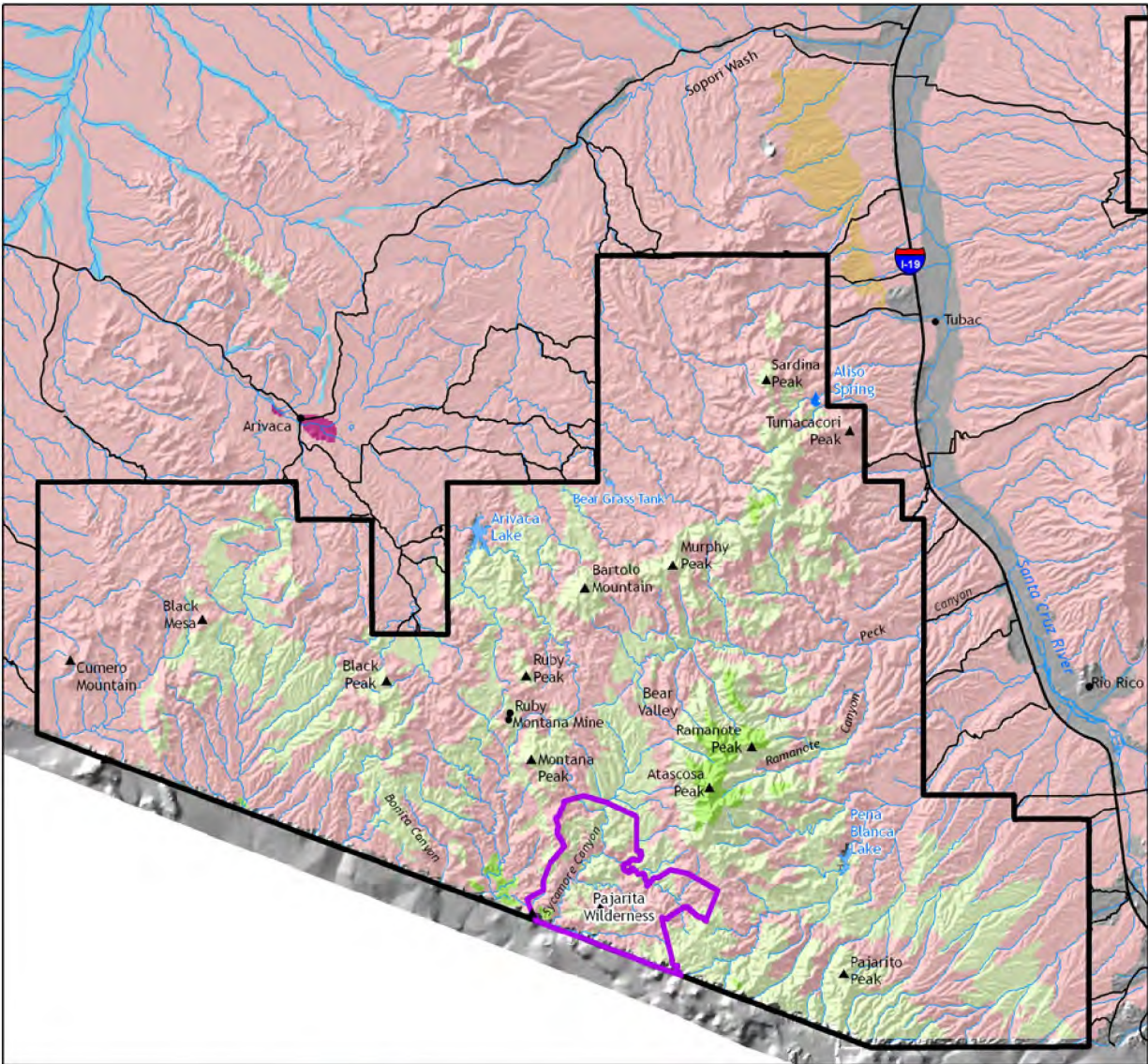
Ridgelines surrounding the wilderness area are managed by the Forest Service as Wild Backcountry. A significant amount of the mountain's lower elevations is managed as Roaded Backcountry, especially on the eastern side.

The Santa Rita Mountains are an important recreation destination for residents and visitors for hiking, bird watching, mountain biking, hunting, camping and a variety of other uses. The Santa Ritas are one of the big three ecotourism destinations in the region, with Madera Canyon drawing birders from around the world. The Arizona National Scenic Trail traverses the range from south to north.

Deep and densely wooded Madera Canyon on the northwestern flanks of the mountains harbors springs and perennial pools, providing outstanding habitat for over 250 species of birds along with rare amphibians. The canyon is an important visitor destination and is managed for Developed Recreation. Whipple Observatory, a joint venture between the University of Arizona and the Smithsonian Institution, is located on Mount Hopkins near the middle of the range. (SKY 2008:5-3—5-6)

Threats to natural resources include adjacent land development, particularly in the approaches to Madera Canyon; years of fire suppression resulting in new, catastrophic fires; changes in natural watershed function and flow resulting in decreased infiltration, lowered water table, and channelization; invasive species, and illegal off-road motorized recreation. A limestone mine is located on the northwest side of the management area and additional mines are possible. Forest Service management initiatives, often undertaken in collaboration with partners, seek to mitigate these threats. (SKY 2008:5-12,5-13; CNF 2008:140)

The National Heritage Area will support collaboration between the Nogales Ranger District and partners in conservation planning and initiatives within the Santa Rita Mountains. The National Heritage Area's Conservation Committee will take the lead in maintaining contacts and keeping the Heritage Alliance Board and staff aware of ongoing activities, issues, and opportunities for collaboration and support.



**Tumacacori Ecosystem Management Area. (SKY 2008:6-9)**

### 2.3.6 Tumacacori, Atascosa, and Pajarito Mountains

The Tumacacori, Atascosa, and Pajarito Mountains lie sequentially in a north-south orientation along the eastern edge of the Tumacacori Ecosystem Management Area, parallel to and just west of the Santa Cruz River. The western boundary of the National Heritage Area follows the watershed line dividing the Santa Cruz Valley from the Altar Valley to the west.

The Tumacacori Mountains rise from the lowlands of the Santa Cruz River Valley to 5,736 feet of elevation. The Atascosa Mountains have a high point of 6,422 feet at the prominent Atascosa Peak. The Pajaritos are at the southern boundary of the Management Area. Along with the Atascosa and Tumacacori Mountains, they form a stretch of intensely rugged country that extends across the border into Mexico. Together, the three mountain ranges have the largest remaining unprotected roadless area of National Forest land in Arizona. Hiking trails in the area are sparse, creating a large core of undisturbed area.

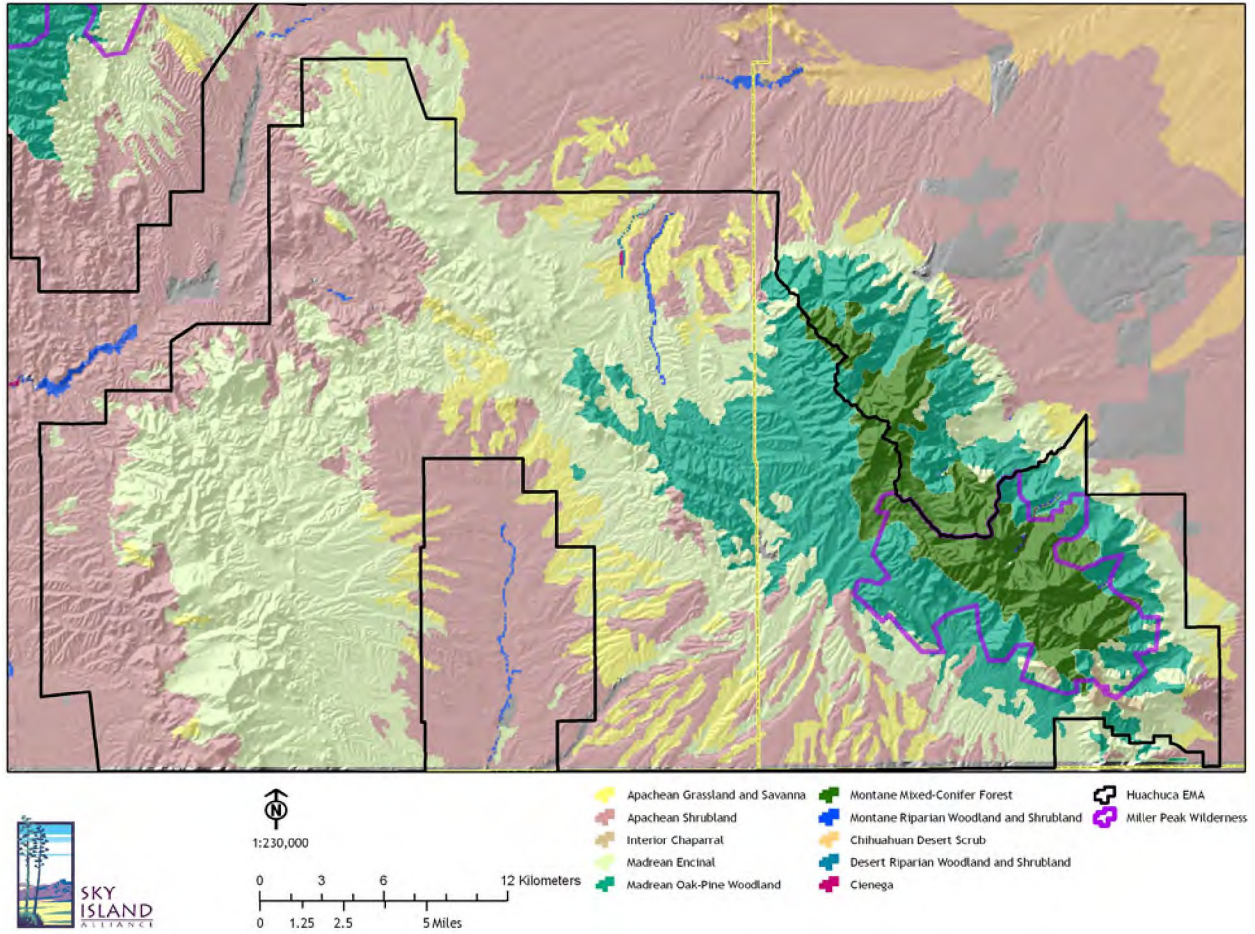
The mountains' vegetation ranges from Desert Shrubland at the low elevations through Madrean Encinal (Oak) Woodlands to Madrean Pine-Oak Woodlands at the highest elevations. This vegetation bears strong affinities with flora of the Sierra Madre and is strikingly different from oak communities found elsewhere in the United States. Although Madrean woodlands are found across middle elevations of much of the Coronado National Forest, the mountains of the Tumacacori Ecosystem Management Area support an exceptional amount of these woodlands that are topographically connected to Mexican Sky Islands.

The varied habitats of the Tumacacori, Atascosa, and Pajarito Mountains support high quality invertebrate, reptile, and bird assemblages representative of the Sierra Madre Occidental in Mexico. The area is an arena for the intermingling of subtropical and northern species of plants and animals. However, the Management Area's most important and varied habitat, the Pajarito Wilderness Area, is located outside of the National Heritage Area boundary. (SKY 2008:6-3—6-7)

Growth in Sahuarita, Green Valley, Rio Rico, and Tubac threaten to isolate the Tumacacori EMA from the Santa Rita EMA and other surrounding natural areas, fragmenting wildlife corridors and creating large areas of wildland-urban interface. Motorized access from these developments directly into the forest are causing a proliferation of illegal user-created roads.

Management objectives include maintaining wildlife corridors between the Tumacacori EMA, the Santa Rita EMA, and other surrounding natural areas including neighboring areas in Mexico. The ecological integrity of the Tumacacori EMA should be maintained in the face of further development of the surrounding lands and increased visitor use. (SKY 2008:6-15)

The National Heritage Area will support collaboration between the Nogales Ranger District and partners in conservation planning and initiatives within the Tumacacori Atascosa, and Pajarito Mountains. The National Heritage Area's Conservation Committee will take the lead in maintaining contacts and keeping the Heritage Alliance Board and staff aware of ongoing activities, issues, and opportunities for collaboration and support.



Huachuca Ecosystem Management Area. (SKY 2008:12-6)



### 2.3.7 Patagonia Mountains and Canelo Hills

The Patagonia Mountains are a set of low north-south oriented ranges located west of the San Rafael Valley in the western portion of the Huachuca Ecosystem Management Area. Their high point is about 6,370 feet in elevation. Accessible from Route 82, the Patagonia Mountains have a large network of roads used by visitors. The mountain vegetation is largely Madrean Encinal (Oak) Woodland typical of the Sierra Madre Occidental in Mexico. The central core of the Patagonia Mountains is managed as Wild Backcountry, while the larger surrounding area is managed as Roded Backcountry.

The Canelo Hills trend northwest to southeast, north and east of the San Rafael Valley. Generally lower than the Patagonia Mountains, elevations of several peaks reach as high as 6,170 feet. Like the mountains, vegetation is predominantly Madrean Encinal Woodlands, though at the lower elevations areas of Apachean Grasslands and Savannah are present, especially in the San Rafael Valley to the southwest and toward Elgin to the northeast. An area of higher elevation Madrean Oak-Pine Woodland extends eastward into the Huachuca Mountains, which are outside of the National Heritage Area. Higher elevations of the Canelo Hills are managed as Wild Backcountry while lower elevations are managed as Roded Backcountry.

Notable to the northeast of the Canelo Hills is the Appleton-Whittell Research Ranch, a cooperative partnership of the National Audubon Society, Forest Service, Bureau of Land Management, Nature Conservancy, Swift Current Land and Cattle Co., LLC, and Research Ranch Foundation. 1,746 acres of the 7,543-acre ranch are within Coronado National Forest and are managed under a memorandum of understanding that emphasizes research, education, conservation, and restoration. The ranch is valued as a scientific control area. Within the ranch is the Elgin Research Natural Area, which was created in 1974 to provide opportunities to research shortgrass open grassland associations. 245 acres of the research area are within the national forest. (CNF 2018:145)

The Patagonia Mountains and Canelo Hills are susceptible to widespread motorized abuse, including creation of new non-authorized roads and tracks. The illegal and legal system of routes contributes to extensive habitat fragmentation, soil erosion, and degradation of riparian vegetation.

Management goals include restoring the pine-oak and mixed conifer ecological systems to a resilient forest that tolerates wildfire, flood, and insect infestation and contains a mosaic of habitat as outlined in the Forest Management Plan. They also include maintaining wildlife corridors between the Management Area and the Santa Rita Mountains, Las Cienegas National Conservation Area, and Sierra Madre Occidental in Mexico. (SKY 2008:12-14)

The National Heritage Area will support collaboration between the Nogales Ranger District and partners in conservation planning and initiatives within the Huachuca Ecosystem Management Area. The National Heritage Area's Conservation Committee will take the lead in maintaining contacts and keeping the Heritage Alliance Board and staff aware of ongoing activities, issues, and opportunities for collaboration and support.

The Forest Service uses a formalized process through which proposed projects are documented, reviewed, analyzed, and approved in accordance with National Environmental Policy Act (NEPA) requirements. The process involves the listing of proposed projects in a *Schedule of Proposed Actions*, which is a standardized spreadsheet with proposed project information that is updated quarterly.

An individualized Schedule of Proposed Actions (SOPA) is prepared for the Coronado National Forest and is available on the Forest's website. Information on proposed projects is organized by Ranger District, so that proposed projects planned for the Sky Island ranges within the boundaries of the Santa Cruz Valley National Heritage Area are easily identifiable.

The SOPA provides for effective public and stakeholder input before proposed projects are undertaken. The SOPA process can be used as a vehicle for collaboration with the Forest Service for proposed conservation projects within the National Heritage Area in support of the 2018 Forest Management Plan. Long-term planning for needed conservation projects can be combined with the more immediate SOPA review process as a management vehicle for the implementation of needed projects within each Sky Island range.



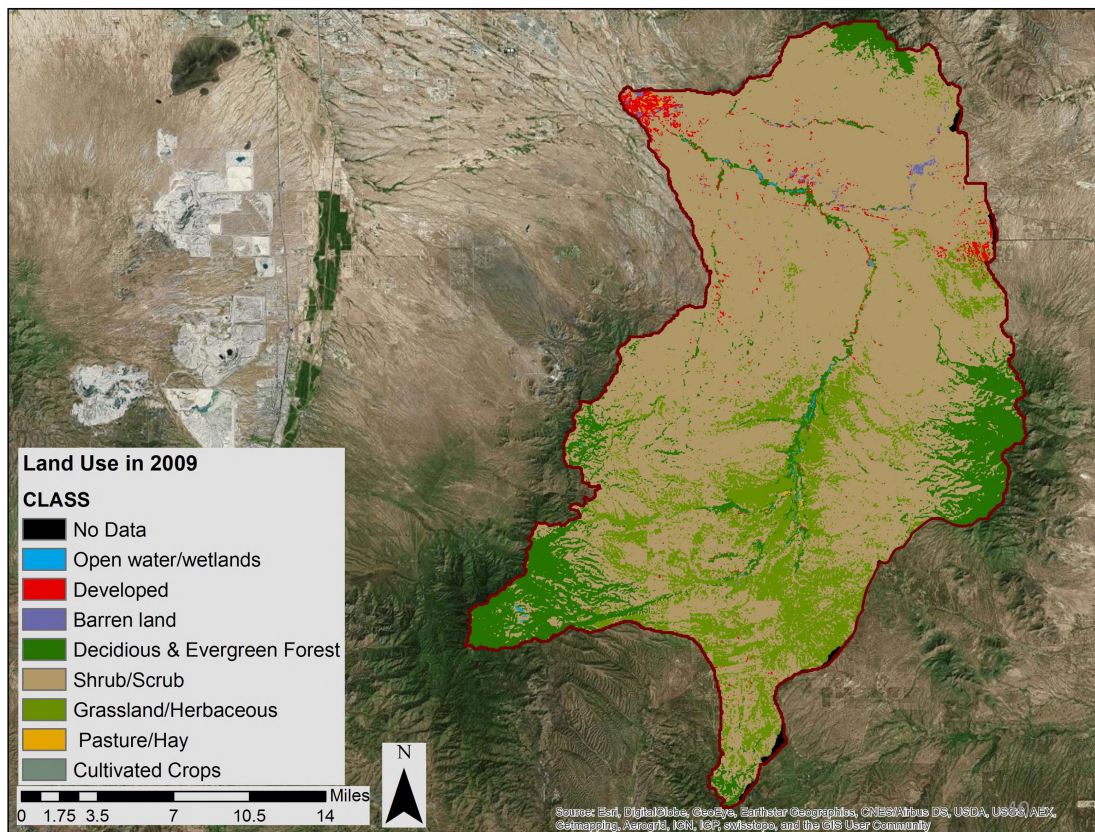
View of the Santa Catalina Mountains

## 2.4 DESERT SEAS – CIENEGA CREEK VALLEY

The Cienega Creek Valley is the Desert Seas basin bounded by the Whetstone Mountains to the east, the Santa Rita Mountains to the west, the Canelo Hills to the south, and the Rincon Mountains to the north. The valley comprises the lower elevations of the Cienega Creek watershed and includes the Las Cienegas National Conservation Area.

Cienega Creek has its headwaters in the vicinity of the town of Sonoita in Santa Cruz County and flows north into Pima County and the Tucson basin. The creek’s northern terminus is located in the vicinity of Vail, north of Interstate 10, where it joins the Pantano Wash. The northern end of the creek paralleling Interstate 10 has been preserved by Pima County as the Cienega Creek Natural Preserve. The watershed is approximately 14 miles wide east/west and 30 to 35 miles long north/south. Its east/west tributaries reach into the heights of the Santa Rita and Whetstone Mountains.

The valley’s topography is one of gently rolling hills with multiple tributaries entering from the east and west. Its vegetation is predominantly Apachean Shrubland typical of the Desert Sea basins with areas of Chihuahuan Desert Scrub at its lower end. Cienega Creek is notable for the Apachean Riparian Grassland and Woodland along its central branch within the Las Cienegas National Conservation Area and for the Apachean Grassland and Savannah at its headwaters in the vicinity of Sonoita.



Cienega Creek Watershed showing land use/vegetation in 2009. (CWP 2020:40)

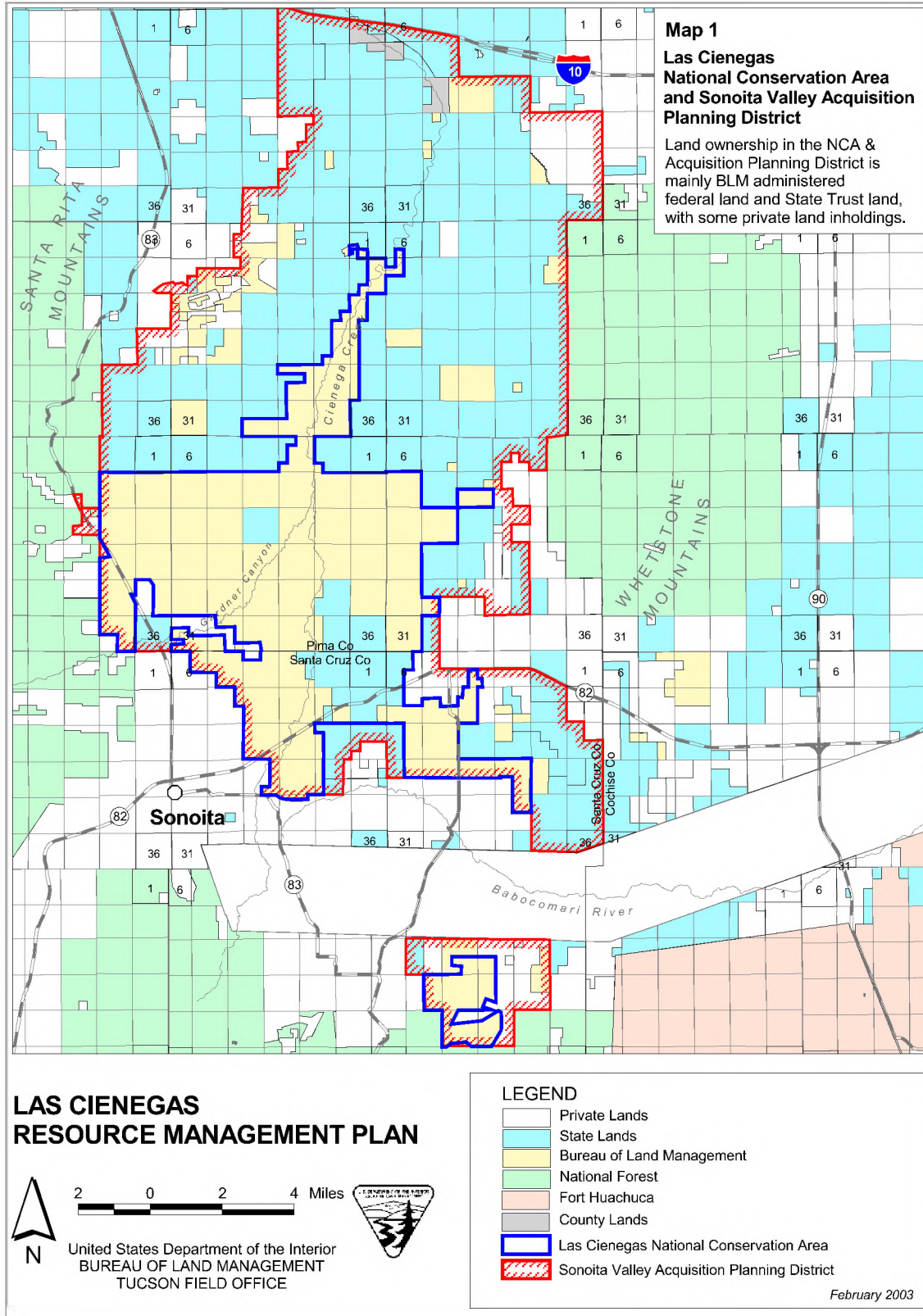
### 2.4.1 Las Cienegas Resource Management Plan

Much of the Cienega Creek Valley is under the management of the Department of the Interior's Bureau of Land Management (BLM) through federal ownership of the Las Cienegas National Conservation Area and through BLM's holding of grazing leases for much of the State Trust Lands surrounding it.

The management plan for the National Conservation Area and Acquisition Planning District was completed in 2003. Additional planning was undertaken for the northern portion of the Acquisition Planning District under the leadership of the Sonoran Institute. This area became known as the Cienega Corridor and is comprised of public and private lands connecting the National Conservation Area with Saguaro National Park and Coronado National Forest's Rincon Mountain Wilderness to the north.

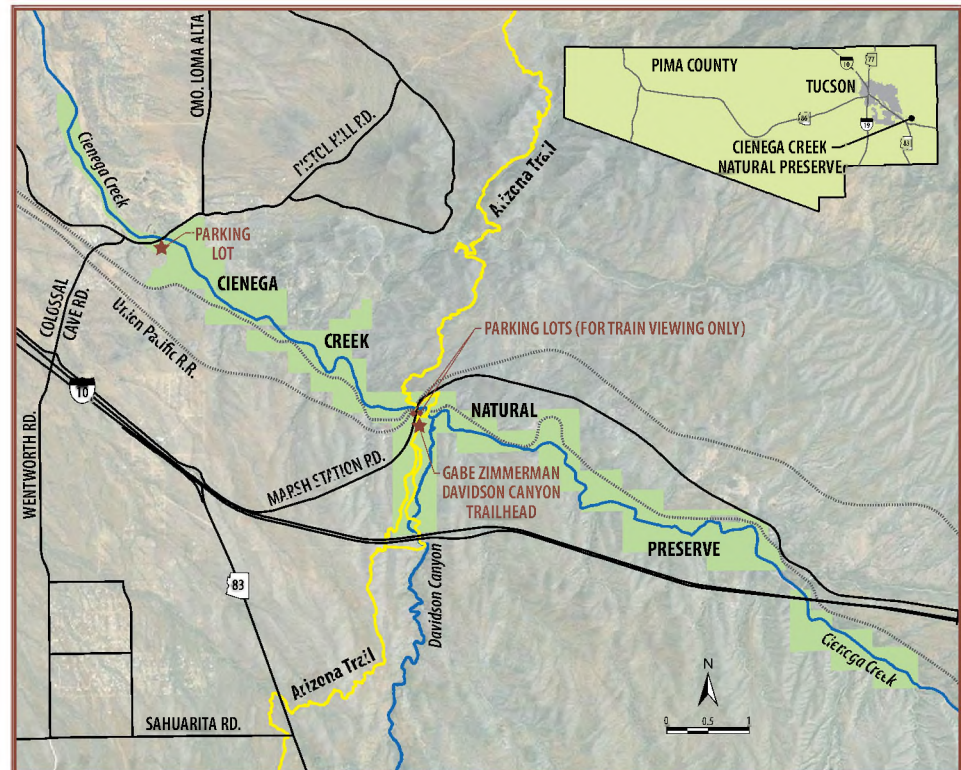
Additional information on the Las Cienegas Resource Management Plan is included in Appendix F of this management plan, *Environmental Context and Management Planning*. The plan is significant to the National Heritage Area and its conservation partners because it describes existing conditions, prioritizes issues, and presents guidelines for actions. The National Heritage Area's conservation partners were instrumental in the plan's development over many years in partnership with the BLM.

Conservation partners support the plan's implementation, both in providing public input on planning and actions of the BLM as well as in the potential for undertaking specific actions under the oversight of and in collaboration with the BLM. Supporting activities of conservation partners are outlined below in discussion of the Cienega Watershed Partnership. The National Heritage Area is a stakeholder and may provide ongoing input and public comment on BLM and partnership actions. The National Heritage Area may also choose to be a coordinator and partial funder of specific conservation projects, as appropriate, over time.



Map of land ownership from the Las Cienegas Resources Management Plan showing the boundaries of the Las Cienegas National Conservation Area and Sonoita Valley Acquisition Planning District. (BLM 2003:7)

Within the Cienega Corridor is Pima County's Cienega Creek Natural Preserve, a 4,010-acre parcel of land located along Lower Cienega Creek. Acquired by the county in 1986, the Preserve is under the ownership of the Pima County Regional Flood Control District and is managed jointly by the Flood Control District and the Pima County Natural Resources, Parks, and Recreation Department. The Preserve is significant on a regional basis due to the presence of perennial stream flow and lush riparian vegetation. (PIMA 2020:2)



Map of Pima County's Cienega Creek Natural Preserve. (PIMA 2020:2)

### 2.4.2 Cienega Watershed Partnership

The Cienega Watershed Partnership (CWP) was established in 2005 as a non-profit organization to support stewardship initiatives within the Cienega watershed by providing a funding entity that could receive grants and donations and thereby assist projects and programs for the many partners working in the watershed. The CWP has since assumed the activities of the ad hoc Sonoita Valley Planning Partnership and has become the lead entity coordinating stewardship activities with the BLM.

CWP organizations and volunteers undertake monitoring and research projects within the watershed and encourage an ecosystem approach to sustainable use based on active stewardship, adaptive management practices, and science-based actions. Implementing management actions within the watershed's National Conservation Area and Acquisition Planning District is largely the responsibility of the BLM and the grazing permittee, but through the CWP, stakeholders contribute substantially to stewardship initiatives with staff and volunteer time as well as grant-funded projects.

The CWP is managed by a board of directors and is comprised of over 29 member organizations, including landowners; ranchers; local and regional interest groups; non-profit conservation organizations; research and science organizations; and federal, state, and county governmental agencies. A Strategic Plan for the CWP was completed in 2009.

Through years of experience, CWP partners have developed a process of *coordinated adaptive management* that has brought stakeholders together, developed a shared vision and resource management objectives, and worked to incorporate reliable scientific information into decision making on land stewardship. The CWP's coordinated adaptive management process has been recognized as a national model and continues to evolve. (CWP 2020; CWP 2013)

An example of a project in which the National heritage Area is supporting the work of the Cienega Watershed Partnership is the development and promotion of a web-based virtual tour of the watershed. The project will be educational driving/walking tour that will help raise public awareness of the ecology of the watershed as well as its environmental issues and conservation actions. Funds for the project were raised from non-federal sources and will be enhanced through a National Heritage Areas grant. The project is a model that may be replicated in other landscape areas.

**ACTION: Participate, when appropriate, in the Cienega Watershed Partnership, participating in workshops and activities.**

*Timeframe and Responsibility: Short-term and ongoing action of the Alliance Board and Conservation Committee.*

**ACTION: Support the Cienega Watershed Partnership through public outreach and interpretation to highlight coordinated adaptive management within the watershed.**

*Timeframe and Responsibility: Medium-term and ongoing action of the National Heritage Area's interpretive and public outreach programs.*

**ACTION: Support and promote the stewardship engagement programs of Cienega Watershed Partnership in engaging volunteers and educating the general public about the watershed.**

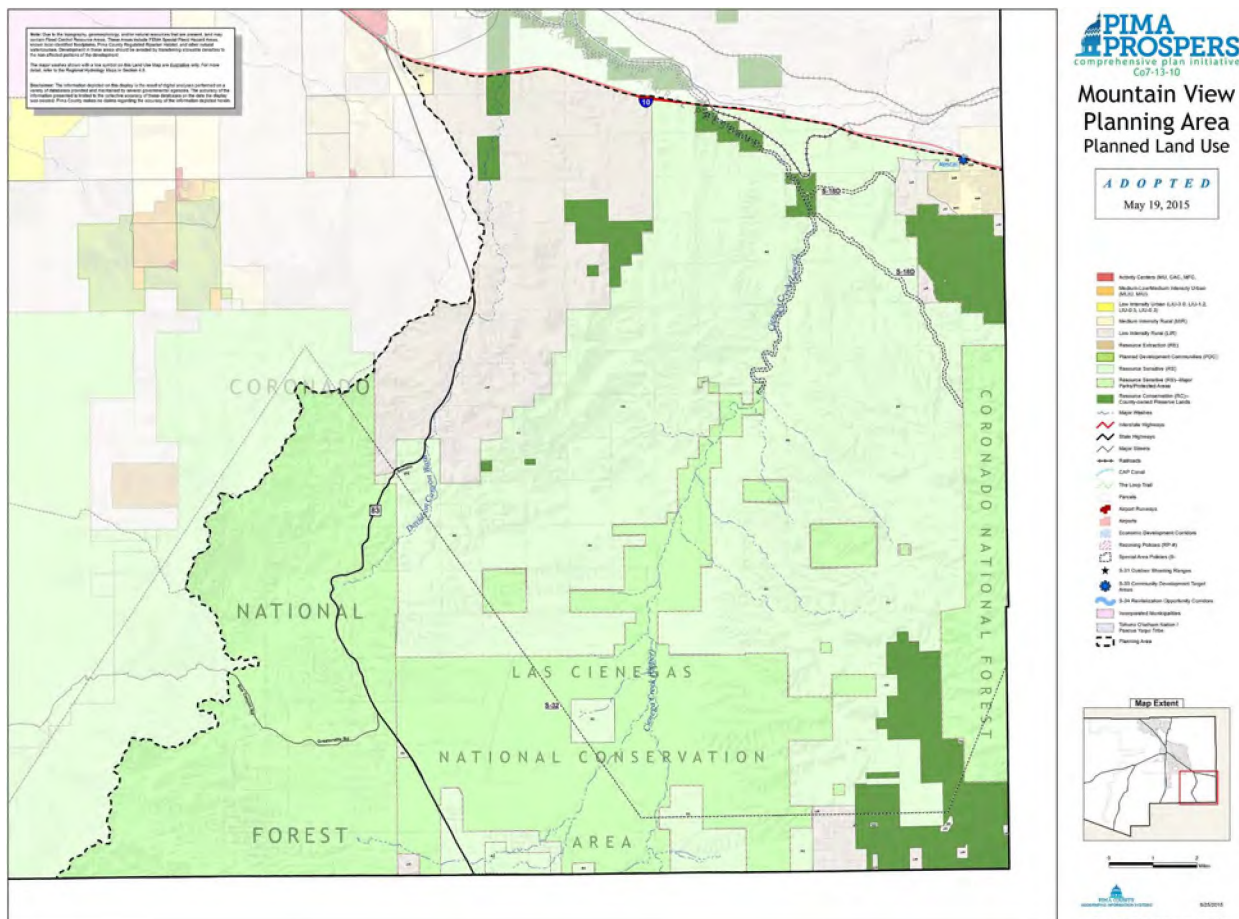
*Timeframe and Responsibility: Medium-term action of the Conservation Committee and staff.*

**ACTION: Develop and promote a virtual tour of the Cienega Creek Valley as a web-based educational driving/walking tour of the watershed.**

*Timeframe and Responsibility: Short-term action of the Alliance Board and Cienega Watershed Partnership.*

### 2.4.3 Pima County's Conservation Lands System

Pima County's Conservation Lands System, a culmination of the county's Sonoran Desert Conservation Plan, identifies priority biological resources. Within the Lower Cienega Creek watershed, the Conservation Lands System identifies lands between the Coronado National Forest's Santa Rita Mountains to the southwest and Rincon Mountains to the north as a *Biological Core Management Area*—lands that have high biological values, support large populations of vulnerable species, connect large blocks of contiguous habitat and biological reserves, and support high value potential habitat for five or more priority vulnerable wildlife species. County development policy requires that 80% of this land be preserved as undisturbed natural open space. (Pima 2011:16)



Pima County's land use designations within the Mountain View Planning Area encompassing the Cienega Creek Valley. Dark green areas are designated Resource Conservation (RC). Medium green areas are federally owned and designated Resource Sensitive (RS) – Major Parks/Protected Areas. Light green areas are designated Resource Sensitive (RS). (Pima 2015:8-19)

The Conservation Lands System identifies the entire Cienega Creek Valley as a conceptual reserve—the Cienega Valley-Empire Ranch Reserve—and a focus for



the county's conservation initiatives. Between 2005 and 2010, Pima County used funds from the voter-approved 2004 Conservation Acquisition Bond Program to preserve five ranches within the valley, primarily through the acquisition of State Land Trust grazing leases. Combined with the BLM's grazing leases and the Las Cienegas National Conservation Area the vast majority of Cienega Creek Valley land is preserved.

*Pima Prospers*, the county's 2015 comprehensive plan, outlines policies related to the Conservation Lands System as part of its environmental component. The plan also identifies the Cienega Creek Valley as the Mountain View Planning Area with respect to planned future land use as shown on the map on the previous plan.

#### 2.4.4 Management Challenges

Overall, management challenges observed through CWP monitoring include:

- Reduced surface water in Cienega Creek and wetlands;
- Reduced groundwater level;
- Threatened/endangered species;
- Spread of invasive species;
- Needed restoration of critical habitat;
- Connectivity to larger landscapes; and
- Loss of cultural heritage sites.

Some observed impacts are directly related to the drought that has been felt within the region since about 1994. Key indicators document that temperatures are higher and precipitation has decreased, though a few wet years have interrupted the overall trend. In the 2020 State of the Cienega Watershed Report, groundwater within Pima County's Cienega Creek Nature Preserve was seen to have lowered about 1.8 feet over the year. Upstream within the National Conservation Area depth to groundwater has remained steady.

Lower Cienega Creek's surface flows within the Preserve have declined from about 7 to 9 miles in length in the 1980s to 1 to 2 miles in recent years. Flows within the Preserve are currently limited to places where shallow bedrock keeps the water table close to the surface. Upstream, the National Conservation Area currently has about 7 miles of surface flow. With respect to vegetation, there has been an increase in shrub layers while perennial grass cover has declined. Invasive perennial grasses have shown an increase. (CWP 2020)

The CWP's ecological monitoring program is a regular and effective means of tracking changes on the ground and provides the ability to work collaboratively in adapting management decisions to suit these changing conditions. CWP continues to work with partners in using insights gleaned from its monitoring program to develop appropriate activities and programs within the watershed. (CWP 2013:14)

## 2.5 DESERT SEAS – THE SONOITA PLAIN AND SONOITA CREEK VALLEY

The Sonoita Plain is the area of rolling grasslands around the communities of Sonoita and Elgin, including the upper watersheds of Cienega Creek, Sonoita Creek, and the Babocomari River. The area is also known locally as the Sonoita Valley.

The core of the Sonoita Plain is a band of privately owned land trending east-west and bordered on the north by the Las Cienegas National Conservation Area and on the south by the Canelo Hills of the Coronado National Forest, both federally owned and discussed in previous sections of the chapter.

The Sonoita Plain is known for its distinctive semi-desert grasslands and has traditionally supported ranching, which remains central to the regional economy today. More recently, the area has seen a surge in growth by people who desire a rural lifestyle. New economic pursuits focused on tourism and wineries have also contributed to local growth. (CWP 2020:website)

Sonoita Creek flows from Sonoita west through a narrow valley between the Santa Rita Mountains to the north and the Patagonia Mountains to the south to Lake Patagonia and the valley of the Santa Cruz River. The Town of Patagonia is located about midway along this approximately 17-mile course. Tributaries to the creek extend high into the adjacent mountains. Both the Santa Rita and Patagonia Mountains are part of the Coronado National Forest and are discussed earlier in the Sky Islands portion of this chapter. Between the two National Forest areas, along State Route 82, the land is mostly privately owned, the exceptions being Patagonia State Park and the adjacent Sonoita Creek State Natural Area. State Route 82 is part of the state-designated Patagonia-Sonoita Scenic Road.

### 2.5.1 Sonoita Plain/Sonoita Creek Partners

Organizations and landowners within the Sonoita Plain have participated in planning for the Las Cienegas National Conservation Area over several decades. Non-profit organizations and landowners along Sonoita Creek and in the vicinity of Patagonia have collaborated in planning for the town and the creek valley. Together, these entities have the basis for a strong regional planning partnership. The National Heritage Area's collaboration with and support for the Sonoita Plain and Sonoita Creek partners is expressed in Section 2.2.2 above.

**Private Landowners** – Historically, ranches have been the economic backbone of the Sonoita Plain and Sonoita Creek area, and they remain key partners in planning for the region today. In recent decades, the introduction of wineries has added a new economic component to the landscape.



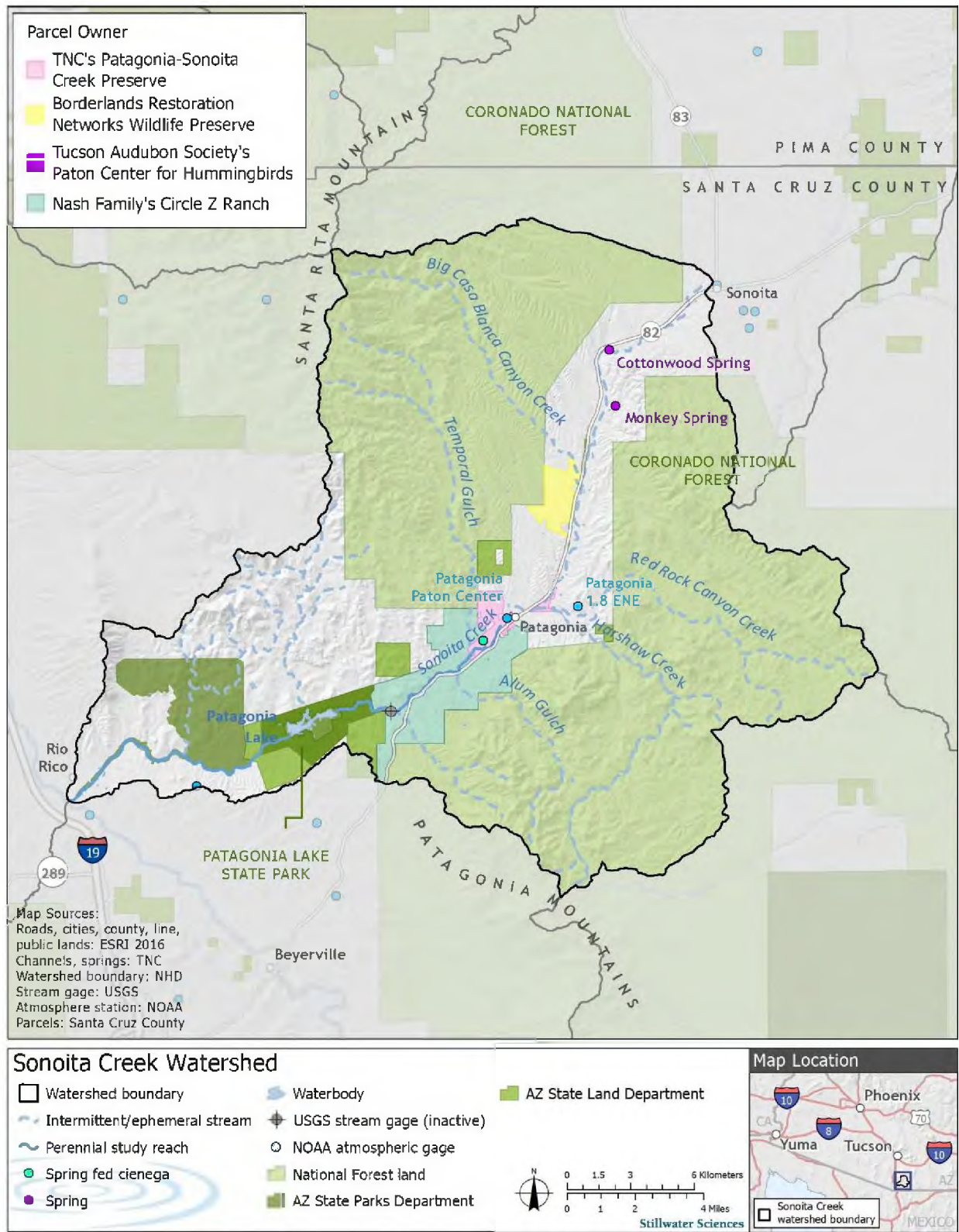
**Sonoita Plain in the vicinity of Sonoita and Elgin. The valley of Sonoita Creek extends southwest between the mountains of Coronado National Forest.**

**Sonoita Valley Planning Partnership** – The wide range of organizations involved in the development of the Las Cienegas National Conservation Area as the ad hoc Sonoita Valley Planning Partnership since 1995 have been focused on the Sonoita Plain as well. Sections of the National Conservation Area border the private lands of the Sonoita Plain on the north and south.

Today, the Cienega Watershed Partnership reconvenes the ad hoc group on a yearly basis for an annual symposium called *Science on the Sonoita Plain* to share the results of scientific investigations that are occurring within and informing us about the unique and diverse resources of the Sonoita Plain. Major partners in organizing the symposia include the Appleton-Whittell Research Ranch of the National Audubon Society, The Nature Conservancy, the Tucson Bureau of Land Management, Pima County, Pima County Association of Governments, and ad hoc volunteers.

**Cienega Watershed Partnership** – The non-profit Cienega Watershed Partnership and its approximately 29 affiliated organizations have interest in the Sonoita Plain and its grasslands and their relationship to the Las Cienegas National Conservation Area. As noted above, the Cienega Watershed Partnership and its member organizations convene the the annual Science on the Sonoita Plain Symposium.

**Santa Cruz County** – The Sonoita Plain and Sonoita Creek are key planning areas for Santa Cruz County. The county Supervisors and Community Development Department provide leadership and support for local interests and initiatives.



The Sonoita Creek watershed from Sonoita (upper right) to the Santa Cruz River (lower left). (TNC 2020b:2)

**Appleton-Whittell Research Ranch** – The Appleton-Whittell Research Ranch is located south of Elgin and is a 7,543-acre ranch undertaking scientific research, education, conservation, and restoration focused on the regional grasslands. The ranch is a cooperative partnership between the National Audubon Society, Forest Service, Bureau of Land Management, The Nature Conservancy, Swift Current Land and Cattle Co., LLC, and Research Ranch Foundation.

**Town of Patagonia** – The Town of Patagonia is a historic railroad town serving surrounding ranch and mining operations and today is a vibrant, small community with a population of just over 900 individuals. Residents are active in preserving and sustaining the distinctive character of their community.

**The Nature Conservancy** – In addition to providing leadership in the Cienega Watershed Partnership, The Nature Conservancy manages the 873-acre Patagonia-Sonoita Creek Preserve. The Conservancy led the development of the Sonoita Creek Watershed Conservation Plan, discussed below.

**Borderlands Restoration Network** – The Borderlands Restoration Network is a non-profit conservation organization based in Patagonia. The Network manages the 1,400-acre Borderlands Wildlife Preserve north of Patagonia where it undertakes landscape restoration initiatives.

**Tucson Audubon Society** – The Tucson Audubon Society works throughout the National Heritage Area to preserve and restore critical landscapes and riparian areas. Tucson Audubon has identified and achieved designation for multiple Important Bird Areas in the Sonoita Creek watershed and owns and manages the Paton Center for Hummingbirds in Patagonia, a world-renowned birding site.

**Circle Z Ranch** – The Circle Z Ranch is a 6,500-acre dude ranch that has been in operation for more than 90 years. Located along Sonoita Creek just south of Patagonia and the Patagonia-Sonoita Creek Preserve, the ranch is committed to preserving the riparian corridor and cooperates with The Nature Conservancy in conservation initiatives. 3,200 acres including a 2-mile stretch of Sonoita Creek are protected by a conservation easement managed by the Arizona Land and Water Trust.

**Sonoita Creek State Natural Area** – Sonoita Creek State Natural Area is located just west of Patagonia Lake State Park and preserves 9,584 acres with seven distinct vegetative communities ranging from semi-desert grasslands to riparian deciduous forests. The Natural Area has 20 miles of hiking trails.

## 2.5.2 Sonoita Creek Watershed Conservation Plan

The Sonoita Creek Watershed Conservation Plan was prepared by The Nature Conservancy in partnership with the Borderlands Restoration Network, Tucson Audubon Society, and Circle Z Ranch. In planning for management of their Patagonia-Sonoita Creek Preserve, The Nature Conservancy realized that the planning effort needed to reach beyond the preserve’s boundaries and consider the broader watershed and interests of local partners. Additional information on the Sonoita Creek Watershed Conservation Plan is included in Appendix F of this management plan, *Environmental Context and Management Planning*.

The Conservation Plan addresses the Sonoita Creek watershed above Patagonia Lake. Sonoita Creek supports some of the richest remaining riparian habitat in

the region and is one of a few remaining permanent streams, providing for a wide array of diverse species from endangered fishes to butterflies and birds.

The Conservation Plan presents a high-level, strategic framework to guide the work and priorities for the planning partners. For preserve managers, the objectives and strategies inform annual work plans, project management plans, funding proposals, and budgets. Partners meet on a bi-annual basis to discuss the status of ongoing strategies and discuss each partner's pertinent contributions, as well as new opportunities that may present themselves where collaboration will be key in achieving positive conservation and human outcomes. (TNC 2020a:34)

**ACTION: Participate in the bi-annual meetings of the Sonoita Creek watershed partners to discuss the ongoing status of strategies and actions.**

*Timeframe and Responsibility: Short-term and ongoing action of the Conservation Committee and NHA staff.*

### 2.5.3 Santa Cruz County Comprehensive Plan

The 2016 Santa Cruz County Comprehensive Plan identified the area of the county north of Patagonia and east of the Santa Rita Mountains as the Northeast Santa Cruz County Character Area. The plan recognizes the importance of ranching in the area's grasslands both historically and today and that in recent years vineyards, wineries, and tourism accommodations have become an important part of the local economy.

The Comprehensive Plan's goals for the Northeast County focus on preserving the natural and rural landscape character. While ranching is still the most extensive use of private lands, the Northeast County area is becoming a residential community. The plan's goals align with the priorities of the Sonoita Creek Watershed Conservation Plan and Sonoita Plain. They include conservation of wildlife habitats and movement corridors, groundwater supplies, and dark night skies. Additional information on the Santa Cruz County Comprehensive Plan is included in Appendix F of this management plan, *Environmental Context and Management Planning*. (SCC 2016:17-20, 35; SCC 2018:9.4-9.13)

**ACTION: Support the Santa Cruz County and local residents in community planning initiatives that preserve and enhance natural resources and rural landscape character.**

*Timeframe and Responsibility: Medium and long-term activity of the Alliance Board, Conservation Committee, and NHA staff.*

## 2.6 DESERT SEAS – SAN RAFAEL VALLEY

The San Rafael Valley is the Desert Seas basin in the southeast corner of the National Heritage Area between the Canelo Hills on the east and the Patagonia Mountains on the west, both components of the Coronado National Forest. The valley is the headwaters of the Santa Cruz River as it gathers and flows south into Mexico.

The San Rafael Valley is significant as one of the finest stands of native grassland in the state. Its intact landscape is un-fragmented and relatively undisturbed from the mountain ridges down to the valley bottom. These grasslands have not suffered the problems of shrubs and cactus invasion nor have they been taken over by exotic plant species that affect so much of this vegetation type elsewhere in the state and the Southwest. The Nature Conservancy's 2004 assessment of international conservation priorities for the ecoregion assigned its highest priority conservation ranking to the region's grasslands complex based on measures of richness and irreplaceability. (TNC 2004)

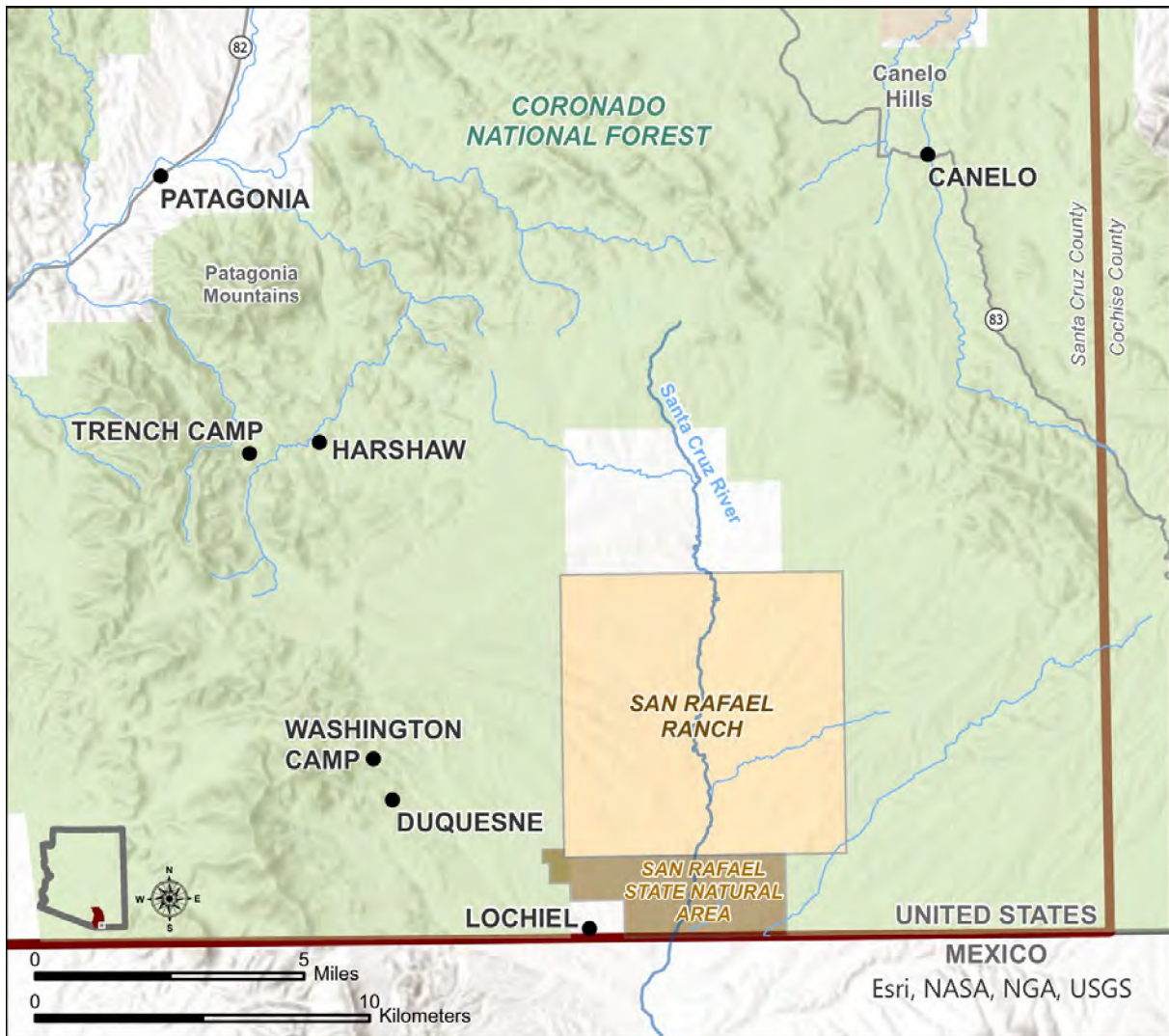
The San Rafael Valley is known for three major vegetation communities: open, rolling Plains grassland, Madrean evergreen woodland, and riparian deciduous broadleaf woodland. The valley bottom is largely intact native plant community and remains a perennial grass-dominated landscape. A significant feature is its diversity of plant life—253 plant species have been identified. The riparian deciduous broadleaf woodland community is associated with the Santa Cruz River and its springs and tributaries.

Most of the valley is privately owned ranch land. Cattle ranching has been the predominant activity in the San Rafael Valley for approximately 175 years. The valley's pristine condition is due largely to the land stewardship by the ranchers. (SRSNA 2020)

### 2.6.1 San Rafael State Natural Area

In 1999, Arizona State Parks purchased 3,557 acres on the southern section of the large former San Rafael Ranch as the San Rafael State Natural Area. The purchase was made with the cooperation of the family that had owned the ranch since 1903 and with the assistance of The Nature Conservancy. The remaining 17,574 acres of the ranch were protected by a conservation easement that is managed by Arizona State Parks. Together, the properties are referred to as the San Rafael Short Grass Prairie Preserve.

The Preserve conserves one of the last remaining un-fragmented remnants of a grassland ecosystem in the U.S. and ensures that the property will retain its scenic, undeveloped, natural condition while continuing to be operated as a cattle ranch. A management plan was prepared for the 3,557-acre State Natural Area in 2013 and provides the framework for conservation of the landscape. The plan identifies three management zones: Grassland Prairie Zone, Riparian and Aquatic Zone, and Cultural Resources Zone. For each management zone, desired future conditions are described, management goals are established, management strategies are identified, and actions and recommendations for achieving the strategies are outlined.



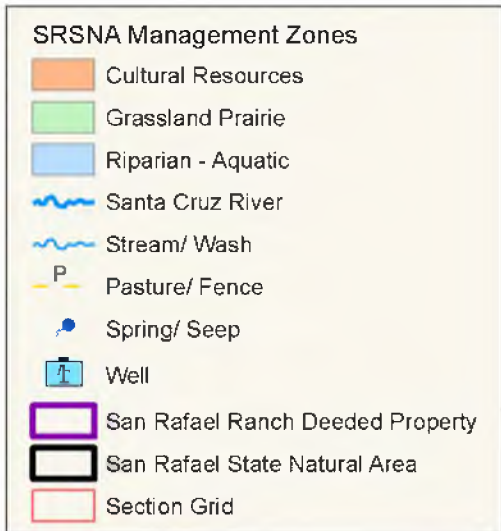
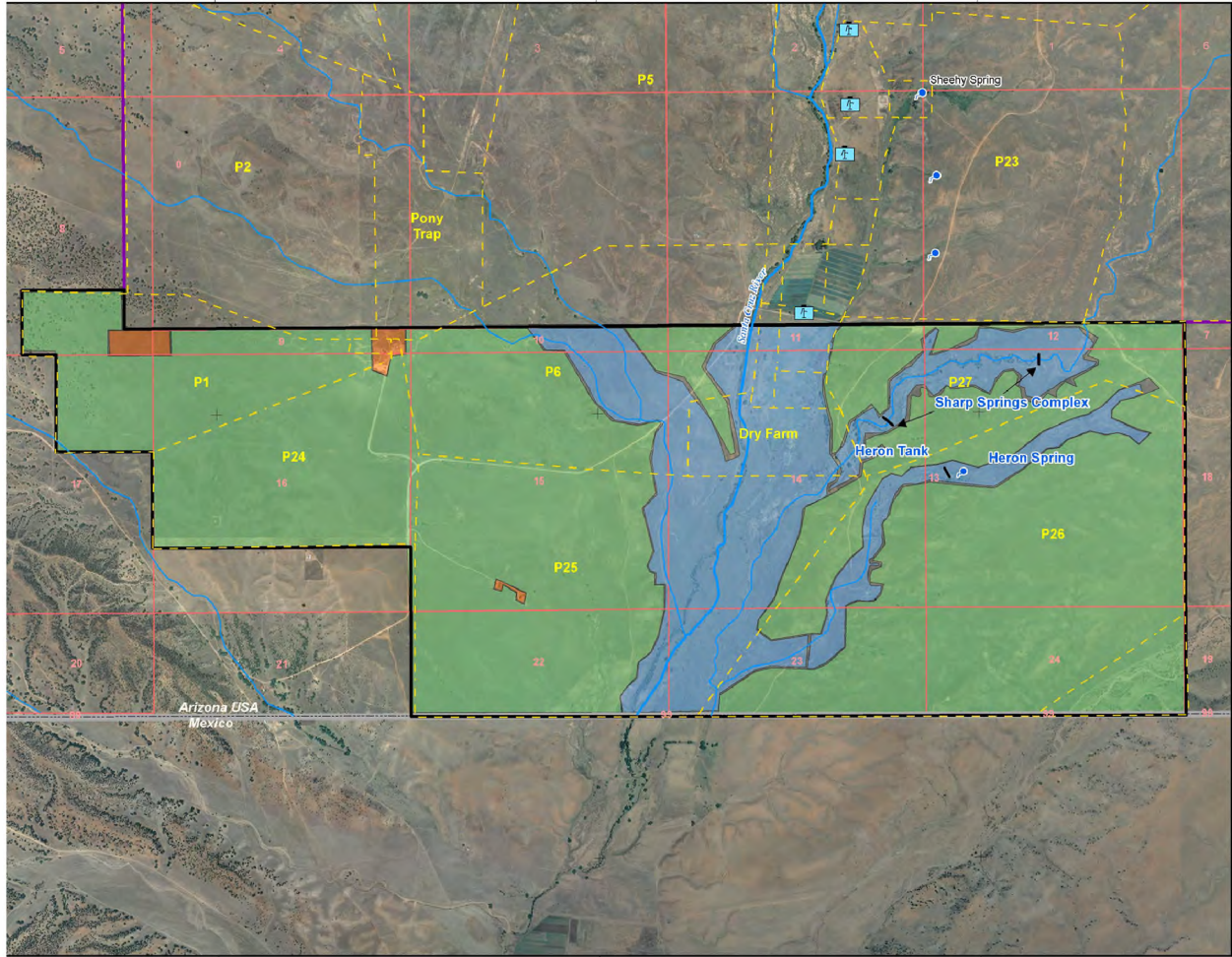
San Rafael Ranch and the San Rafael State Natural Area comprise most of the San Rafael Valley.

While the State Natural Area's grasslands are in good condition generally, there are areas of increasing occupation by non-native grasses such as Lehmann lovegrass and Cochise lovegrass. There also are areas occupied by slowly expanding populations of shrubs.

The State Natural Area also lies within the San Rafael Important Bird Area as designated by BirdLife International and the National Audubon Society covering 56,983 acres. The Important Bird Area has national recognition as a "Site important to Special Status Avian Species" and as a "Rare, Unique, or Exceptional Representative Habitat/Ecological Community". (SRSNA 2013)

The National Heritage Area's collaboration with and support for partners within the San Rafael Valley is expressed in Section 2.2.2 above.





Map of the San Rafael State Natural Area’s management zones. (SRSNA 2013:10)

### 2.6.2 Santa Cruz County Comprehensive Plan

The 2016 Santa Cruz County Comprehensive Plan identified the area in the vicinity of the San Rafael Valley as the Southeast Santa Cruz County Character Area. The plan recognizes that the San Rafael Valley has a rich and sustained ranching heritage that remains vital today.

The valley has experienced extremely low rates of growth, consistent with the available infrastructure and services and the valley's ranching character. Aside from the San Rafael State Natural Area, non-traditional land uses have not been established in the area in modern times. This Comprehensive Plan establishes that that trend should continue with the only exception being land uses that enhance and build upon the farming and ranching character, such as dude ranches.

The presence of the San Rafael State Natural Area supports the valley's conservation priorities. Through promoting education and respect of the ranching heritage, the Natural Area is an integral part of the county's goal that ranching history will be preserved for the future. Supporting the State Parks' mission in the area will help achieve the overall conservation goals. (SCC 2016:17-20, 35; SCC 2018:9.4-9.13)

**ACTION: Support Santa Cruz County and local partners in community planning, research, or public awareness initiatives that will further preserve and enhance the valley's grasslands and related natural resources.**

*Timeframe and Responsibility: Short-term and long-term activity of the Alliance Board, Conservation Committee, and staff.*

## 2.7 DESERT SEAS – UPPER SANTA CRUZ RIVER VALLEY

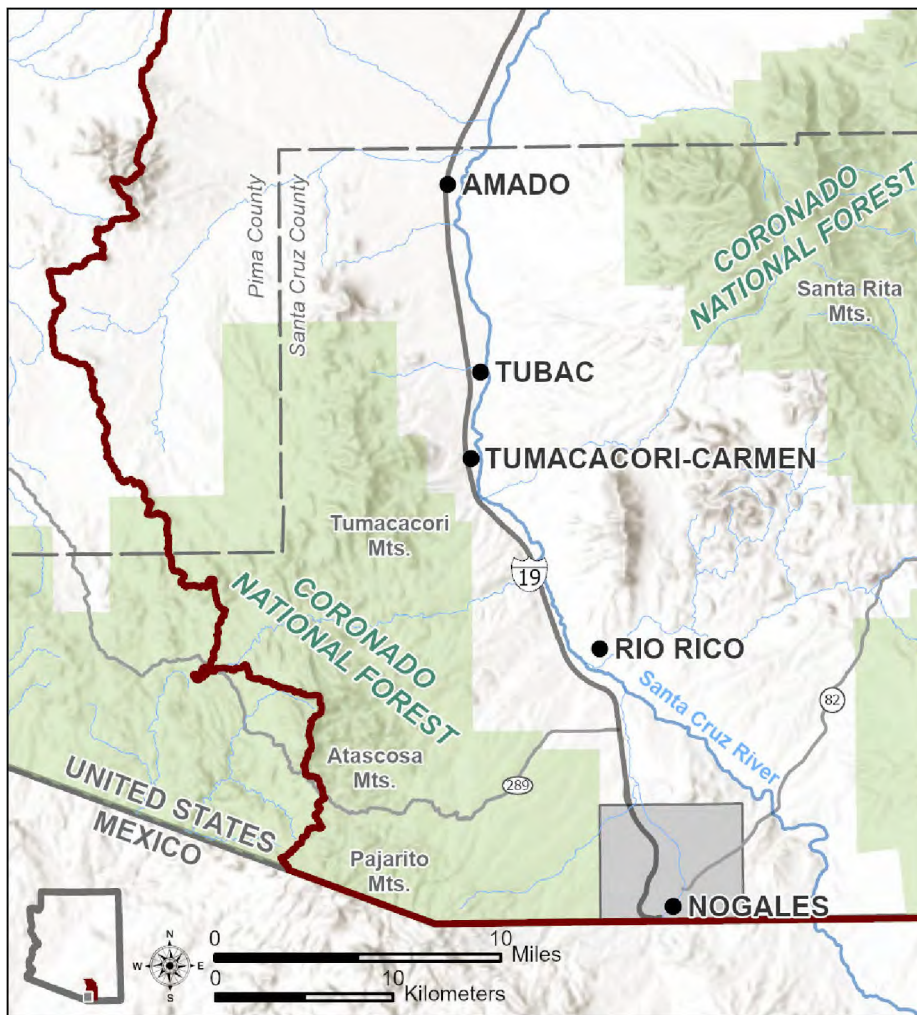
The Upper Santa Cruz River Valley is the Desert Seas basin between the Patagonia and Santa Rita Mountains on the east and the Tumacacori, Atascosa, and Pajarito Mountains on the west. The Santa Cruz River flows north through the valley from a point east of Nogales through Amado to the vicinity of Green Valley, where the surrounding vegetation type changes from the Desertscrub plant association of the Madrean Archipelago Ecoregion to the Mixed Paloverde-Cacti plant association of the Sonoran Desert Ecoregion. Historically, the river valley has been a location for human settlement, and today it constitutes the primary growth corridor for Santa Cruz County and southeastern Pima County.

The Upper Santa Cruz Valley is approximately 40 miles long (north-south) and 14 to 17 miles wide. Between the Sky Island mountains to the east and west, the river valley is composed chiefly of unconsolidated sediments eroded from the mountains. The river valley's surface geology consists of Holocene floodplain, terrace, and modern river channel deposits washed down from the adjacent highlands.

North from Nogales to Amado, the Santa Cruz Valley's basin-fill sediments form three aquifer units—the Nogales Formation, the Older Alluvium, and the

Younger Alluvium, in ascending order. The Nogales Formation is approximately 5,000 feet thick and consists of well consolidated conglomerates with interbedded volcanic tufts. It has poor water bearing characteristics and is not widely developed as a water source.

The Older Alluvium ranges from a thickness of approximately a few feet along the mountain ranges to over 1,000 feet in the north-central portion of the Upper Santa Cruz River Valley. It is composed of “locally stratified lenses of boulders, gravel, sand, silt, and clays with cemented zones or caliche.” Although the Older Alluvium is the most extensive unit within the river valley and as an aquifer and regional water supply stores a large volume of water, its transmissivity is generally low.



**The Upper Santa Cruz River Valley.**

The Younger Alluvium (also referred to as stream or floodplain alluvium) is found along the Santa Cruz River and some of its larger tributaries. It is 40 to 150 feet deep, with the thickness generally increasing in a northerly direction following the river’s path, and is comprised of unconsolidated sands, gravels, and boulders, usually coarser grained than the Older Alluvium. It is the most productive aquifer in the region due to its large hydraulic conductivity and is the

source of most of the water withdrawn from wells in the Santa Cruz Active Management Area. (TUMA 2019:9)

The Santa Cruz River is the major source of recharge for the Younger Alluvium aquifer and is an important corridor that allows species to travel between natural core areas. Vegetation consists of cottonwood-willow riparian forest and woodland lining the Santa Cruz River channel, velvet mesquite bosque (forest) and woodland on the low terraces bordering the channel, with a transition to savannah, semi-desert grassland, and desert (mesquite) scrub on the uplands away from the river.

Centuries of livestock grazing, conversion of land to agricultural uses, and fluctuating surface and groundwater profiles have substantially altered native vegetation and wildlife in the Santa Cruz River Valley. Southwestern cottonwood-willow and mesquite bosque ecosystems, in particular, have been heavily impacted. Human activities can affect the availability of water and nutrients, which in turn affects the plant and animal communities. The Santa Cruz River has been seriously impacted by water diversion, groundwater pumping, livestock grazing, land clearing and development, the elimination of native species such as the beaver, and the introduction of non-native animals and plants. Grazing has altered the area's vegetation, which in turn has altered wildlife populations through habitat modification and competition for resources. (TUMA 2019: 9-11)

Development in Santa Cruz County has historically been located along the Santa Cruz River and the road corridors paralleling it. Since 2000, approximately 97% of the population growth in the County has occurred along the I-19 corridor in the communities of Amado, Tubac, Rio Rico and south to the Nogales City limits. Southern Pima County has seen similar growth along the river over the past two decades. (SCC 2016:32-33)

### **2.7.1 Upper Santa Cruz River Partners**

A number of organizations are involved in various aspects of conservation and stewardship activity in the Upper Santa Cruz River Valley. These organizations frequently collaborate with each other in integrated or parallel initiatives. Together, they provide a strong regional partnership for benefit of the river corridor. The National Heritage Area's collaboration with and support for the Upper Santa Cruz River partners is expressed in Section 2.2.2 above.

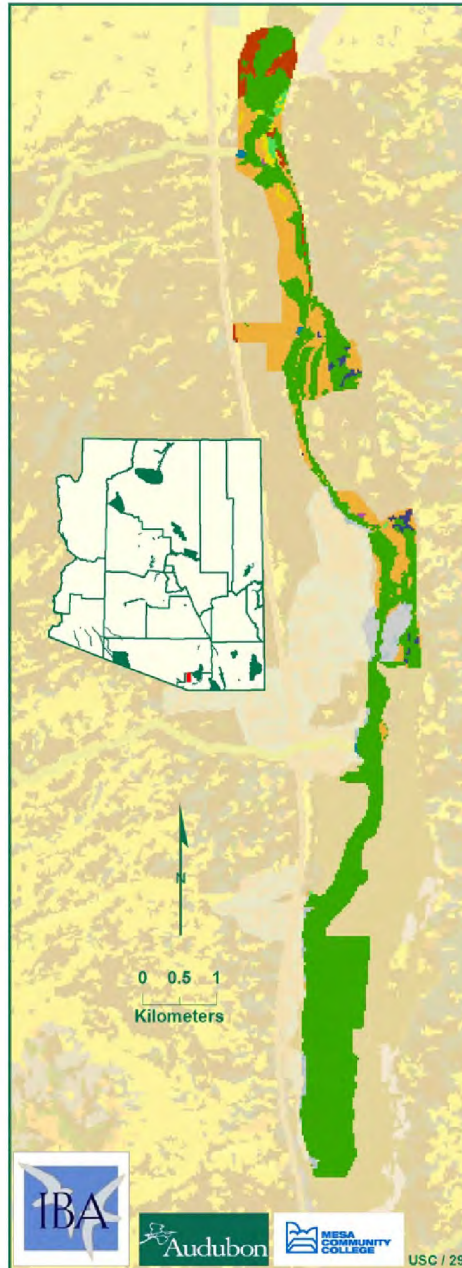
**Friends of the Santa Cruz River** – The Friends of the Santa Cruz River is a small non-profit organization comprised of volunteers dedicated to the river and its riparian ecosystem. The Friends are retained by the Arizona Department of Environmental Quality to monitor water flow rates and quality on a monthly basis. They also organize educational programming, river clean-ups and other activities, and advocate on behalf of the river.

**Sonoran Institute** – The Sonoran Institute is a Tucson-based conservation organization that has facilitated stewardship initiatives throughout the west since its founding in 1990. Within the National Heritage Area, the Sonoran Institute is focusing on restoration of the Santa Cruz River and its riparian

habitats through its *A Living River* Initiative, promoting river restoration, coordinating partners, and reconnecting communities to the river.

**Tucson Audubon Society** – The Tucson Audubon Society works throughout the National Heritage Area to preserve and restore critical landscapes and riparian areas. Tucson Audubon has identified the Upper Santa Cruz River as an Important Bird Area, holds conservation easements on selected properties, and monitors bird populations within the river corridor.

## Audubon Arizona Important Bird Area Vegetation Types



### Upper Santa Cruz River IBA

#### Southwest Regional GAP Analysis Project

- Apacherian-Chihuahuan Mesquite Upland Scrub
- Apacherian-Chihuahuan Piedmont Semi-Desert Grassland and Steppe
- Chihuahuan Creosotebush, Mixed Desert and Thorn Scrub
- Chihuahuan Mixed Salt Desert Scrub
- Chihuahuan Succulent Desert Scrub
- Developed, Medium - High Intensity
- Developed, Open Space - Low Intensity
- Riparian
- Sonora-Mojave Creosotebush-White Bursage Desert Scrub
- Sonoran Mid-Elevation Desert Scrub
- Sonoran Paloverde-Mixed Cacti Desert Scrub
- Wash

Upper Santa Cruz River Important Bird Area – vegetation types extending from the vicinity of Rio Rico on the south to Tubac on the north. (TAS 2021:IBA website)

**Tubac Nature Center** – The Tubac Nature Center is a volunteer non-profit organization based in Tubac whose mission is to provide educational programming that enhances appreciation for the Santa Cruz River and its environment. The Tubac Nature Center conducts a series of walks, talks, and activities along the river from September through April and has exhibits in its community building office in Tubac.

**Santa Fe Ranch** – Santa Fe Ranch is an active 3,600-acre ranch under the management of a non-profit family foundation. In addition to stewardship of its rangelands and mile-long stretch of riparian river corridor, Santa Fe Ranch models sustainable practices and conducts educational programming focusing on local youth from grades 6–12. The Ranch also owns the environmentally significant Las Lagunas de Anza wetlands north of Nogales with interpretation, trails, outdoor classroom, and ramadas for visitors and groups.

**Anza Trail Coalition of Arizona** – The Anza Trail Coalition is a non-profit organization of volunteers dedicated to the restoration, maintenance, protection, and interpretation of the Juan Bautista de Anza National Historic Trail. Founded in 1992, the Coalition has worked to open trail segments along almost the entire length of the river in Santa Cruz County. A small group of volunteers regularly maintains trail segments. The larger membership steps up for special events.

**Juan Bautista de Anza National Historic Trail** – The 1,200-mile Juan Bautista de Anza National Historic Trail interprets, retraces, and protects the route traveled by the Anza expedition of 1775-1776. Colonists on the expedition left what is now Sonora and Sinaloa, Mexico, to settle Alta California and establish a mission and presidio that would become the city of San Francisco. The Anza Trail was designated a National Historic Trail by Congress in 1990. In the National Heritage Area, the Anza Trail follows the Santa Cruz River in Santa Cruz and Pima Counties. The National Park Services administers the trail providing support to local land managers and partners.

**Tumacácori National Historical Park** – Tumacácori National Historical Park preserves the site of three Spanish colonial missions, Tumacácori, Guevavi, and Calabazas. The park is 360 acres in area in three units. The main unit of 330 acres includes a stretch of river corridor with mature riparian woodland habitat. Tumacácori National Historical Park is the local National Park Service partner of the National Heritage Area.

**Santa Cruz Valley Citizens Council** – The Santa Cruz Valley Citizens Council is an advocacy and educational organization that coordinates local residents on topics of local interest. The non-profit organization has been in service since 1984 and informs and educates members about issues that may arise affecting the Tubac area north to Amado. The Santa Cruz River and potential development within the region have been of primary focus.

**Tubac Heritage Alliance** – The Tubac Heritage Alliance is a group of local residents committed to preserving the historic integrity and natural environment of Tubac. The group came together in 2018 out of concern for threats posed by large-scale commercial development plans.

**Santa Cruz County** – The Upper Santa Cruz River is the primary growth corridor in Santa Cruz County with businesses and residential areas that serve as the county’s economic base. The Board of Supervisors and Community Development Department provide leadership and support for planning, conservation, development, and other local interests and initiatives.

**Pima County** – Growth along the river in southern Pima County has extended southward from the Tucson metropolitan area over the past two decades. Pima County has a strong growth management process through its 2015 comprehensive plan, *Pima Prospers*, and Conservation Land System, discussed with respect to the Lower Santa Cruz River later in this chapter. Pima County’s conservation program provides a potential model for implementation in Santa Cruz County as well.

**ACTION: Bring local partners together into a regional forum to discuss and address conservation actions that may be taken over time to enhance the Santa Cruz River corridor and communities.**

*Timeframe and Responsibility: Short-term and long-term activity of the Alliance Board, Conservation Committee, staff, and local partners.*

### 2.7.2 A Living River – Nogales Wash to Amado

The Sonoran Institute is implementing a dedicated program promoting and coordinating the restoration of the Santa Cruz River from Nogales north through Tucson. The program includes community outreach and the coordination of stakeholders, a yearly workshop to review conditions and ongoing initiatives, and a set of annual reports titled *A Living River* on different reaches of the river.

The annual *A Living River* report on the Upper Santa Cruz River covers the reach from Nogales north to Amado and the Santa Cruz County/Pima County line. The Santa Cruz River re-enters the U.S. from Mexico about five miles east of Nogales and flows north toward Pima County and Tucson. The Nogales Wash flows north intersecting the Santa Cruz River about ten miles north of the border. The Nogales Wash is a bi-national tributary with a modest perennial surface flow that infiltrates into the alluvium before it reaches the river. The wash is channelized with concrete walls within the City of Nogales to mitigate severe flooding during major rain events.

Since 1951, the Santa Cruz River has been bolstered by effluent flow from the Nogales International Wastewater Treatment Plant located in Rio Rico near the point where the Nogales Wash meets the river. The plant treats wastewater from Nogales, Arizona and Nogales, Sonora in Mexico. About 80% to 90% of the wastewater is from the Mexican side of the border.

Surface flow from the wastewater plant has traditionally extended about 16 miles northward almost to Amado before being fully infiltrated into the alluvium and the aquifer below. As a result of this flow, however, the river supports a rare southwest cottonwood-willow riparian vegetative community, one of the most endangered ecosystems in the U.S., that has matured and become more diverse and well-established over the decades.

In 2009, the treatment plant completed significant upgrades that significantly improved water quality, reducing levels of nitrogen in the released effluent. In 2013, Nogales, Sonora completed construction of a separate treatment plant in Mexico that diverts and treats some of the wastewater that would normally be sent to the U.S. plant. The diverted wastewater is released into a different river and flows south into Sonora.

The reduction of flow in the Santa Cruz River has had impacts on the river's riparian habitat. At Tumacácori National Historical Park, about seven miles north of the plant, the river stopped flowing in mid-April 2013 and remained dry into August. A no-flow period of this length has caused a change in the system's hydrodynamics and ecology and has eliminated localized habitat for many fish and other species. Coupled with the region's prolonged drought, the reduction of water levels in the river and its adjoining soils has put stress on riparian trees and plants.

The *Living River* report provides context and data for 12 indicators relating to aquatic and riparian conditions. The Friends of the Santa Cruz River monitor river flow monthly at five locations and submit their data to the Arizona Department of Environmental Quality. Indicators relate to flow extent, water quality, aquatic life, groundwater levels, and riparian vegetation.

Estimates and monitoring of water flow since 2015 suggest that minimum flow rates may be stabilizing in the river's Tubac reach. Both the maximum depth to groundwater and the annual January to June decline in groundwater levels are sufficiently shallow and stable to provide optimal conditions for cottonwoods and riparian trees in the Tubac reach. Observations of branch die-back and death of some trees in the Amado reach, however, suggest that trees have suffered following the treatment plant upgrade.

The *Living River* report brings together and summarizes important information about the river's conditions and makes that information widely available to decision-makers, partners, and the general public, highlighting considerations important to future conservation planning. (SI 2019b; TUMA 2021)

**ACTION: Assist in widely publicizing the *Living River* report and using its information and assessment for public awareness and to identify opportunities to enhance riparian conditions.**

*Timeframe and Responsibility: Short-term and ongoing activity of the Alliance Board, Conservation Committee and staff.*

### 2.7.3 Santa Cruz County Comprehensive Plan

Recognizing historic development patterns, the 2016 Santa Cruz County Comprehensive Plan establishes the Interstate 19 corridor paralleling the Santa Cruz River from Nogales through Rio Rico as the core of the County's commercial activity.

Seven growth areas have been identified in the County, all of which are located west of the Santa Rita Mountains and all but Nogales Airport and Kino Springs are along the I-19/river corridor. The seven growth areas are all considered to



have adequate access, support, and visibility to support new retail and commercial development. They include:

- Amado;
- Tubac;
- Rio Rico;
- I-19 Corridor, Rio Rico to Nogales
- Ruby Road;
- Nogales International Airport; and
- Kino Springs.

The Comprehensive Plan envisions that new development be designed to strengthen and enhance the character of existing communities and be appropriate to the character area descriptions outlined in the plan. New development reflecting those attributes of character further should set the tone for what is to come and should guide the design and the type of development appropriate for an area.

**ACTION: Support, as appropriate, Santa Cruz County and local communities in planning for growth in a manner that strengthens and enhances conservation and community character.**

*Timeframe and Responsibility: Medium and long-term activity of the Alliance Board, Conservation Committee, and staff in collaboration with Santa Cruz County.*

### **Environmental Element**

Santa Cruz County's Comprehensive Plan includes an environmental element that addresses the environmental significance of the Santa Cruz River, wildlife corridors and movement, and native vegetation. Most importantly, the plan prioritizes the goal that the Santa Cruz River and its watershed are conserved and managed as a "living river" ecosystem. Additional information on the Santa Cruz County Comprehensive Plan is included in Appendix F of this management plan, *Environmental Context and Management Planning*.

Conservation planning within the Upper Santa Cruz River corridor will be a high priority and be facilitated and supported by the National Heritage Area. Planning will identify protected lands, critical habitats, opportunities and priorities for future conservation action and conservation techniques. Pima County's Sonoran Desert Conservation Plan may provide an appropriate model for conservation planning in Santa Cruz County.

**ACTION: Collaborate with and support Santa Cruz County, conservation organizations, and local partners and local communities in conservation planning along the Upper Santa Cruz River corridor.**

*Timeframe and Responsibility: Medium and long-term activity of the Conservation Committee, partners, and staff.*

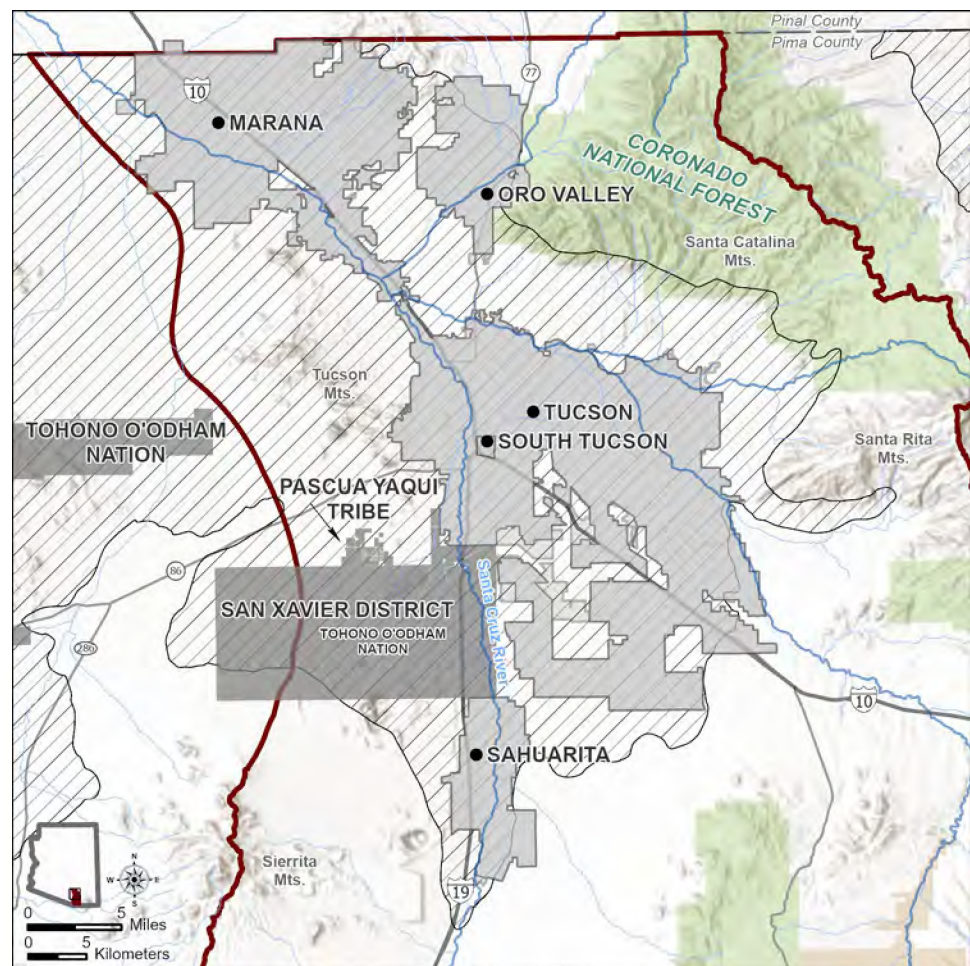
**ACTION: Collaborate with partners to implement conservation initiatives that protect and enhance the river corridor.**

*Timeframe and Responsibility: Long-term activity of the Alliance Board, Conservation Committee, partners, and staff.*

## 2.8 ARIZONA UPLANDS – LOWER SANTA CRUZ RIVER VALLEY

The Lower Santa Cruz River Valley is the most eastern part of the Arizona Uplands subdivision of the Sonoran Desert Ecoregion. It extends from the Santa Catalina, Rincon, and Santa Rita Mountains on the east to the western boundary of the National Heritage Area and includes the City of Tucson and surrounding metropolitan area.

The Lower Santa Cruz River flows south to north along the west side of the National Heritage Area. The Arizona Uplands is a broad expanse of piedmont and valley bottom comprised of alluvium washed down from mountains to the east and west in the form of broad, sloping alluvial fans and bajadas. The lower margin of the piedmont is defined by the intersection of the alluvial fans with the river's stream terraces and floodplain.



**The Lower Santa Cruz River Valley. The diagonal lines show the extent of the Arizona Uplands of the Sonoran Desert Ecoregion.**

A complex network of parallel tributaries and washes drain down through the alluvial fans and bajadas from the base of the mountains to the river floodplain. This network of washes creates a low hilly terrain providing numerous

opportunities for microhabitats with unique combinations of plant and animals adapted to their varied environmental conditions.

Sonoran Desertscrub is the dominant vegetation community within the Arizona Uplands and has as many as seven separate plant associations. A Southwestern Deciduous Riparian Forest vegetation community is found along washes, creeks, and rivers where groundwater is available and is among the most biologically unique plant communities in the Sonoran Desert Ecoregion. (SAGU Tucson Mtn: 7; Rincon: 11)

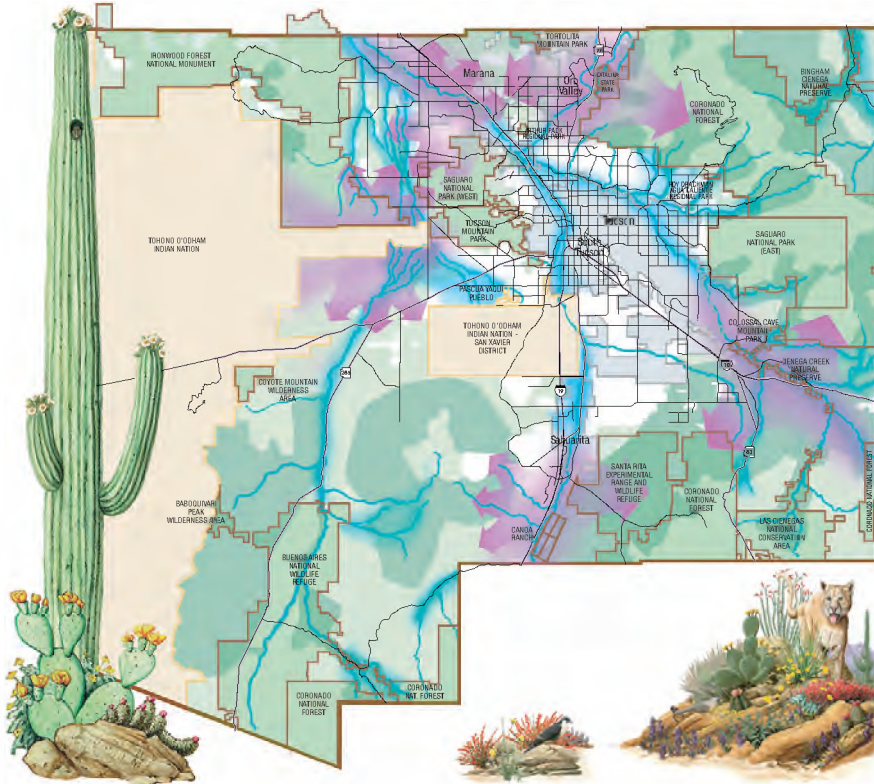
Lower elevations of the Santa Cruz Valley are dominated by a Mixed Paloverdi-Cacti plant association of the Sonoran Desertscrub community and are subject to winter freezing, limiting the range of desert species that can survive there. Upper areas of the alluvial fans feature a Creosotebush-Bursage plant association. The iconic giant saguaro cacti are present at the higher elevations near the base of the mountains along the eastern edge of the river valley, above the freezing areas of the valley bottom.

### **2.8.1 Sonoran Desert Conservation Plan**

In 1997, the cactus ferruginous pygmy-owl was listed as a federally endangered species under the Endangered Species Act. Listing involves a rigorous scientific and public process demonstrating that a species is in decline and that its numbers are reaching levels beyond which the species would have difficulty surviving. Once listed, the U.S. Fish and Wildlife Service is responsible for deciding how to protect the species and, if possible, facilitate its recovery. Areas of critical habitat for the species are identified, designated, and protected. The designation of critical habitat for the cactus ferruginous pygmy-owl severely disrupted planned development in areas of Pima County that were experiencing rapid growth. (PIMA 2000:2)

In response to the 1997 listing, the Pima County Board of Supervisors initiated preparation of the Sonoran Desert Conservation Plan (SDCP) to address the long-term conservation and preservation of the county's natural and cultural resources. Development of the SDCP was a rigorous process through which planning tools were developed using science-based principles, shaped by public input and review, and refined into proposals that reflected the community's values.

Work on the SDCP fulfilled three areas of need: (1) a science-based conservation plan, (2) updating of the county's comprehensive land use plan, and (3) compliance with federal regulations that protection of endangered species be addressed through habitat conservation. The ultimate goal of the planning process was the preparation of a federally approved Multi-Species Habitat Conservation Plan through which habitat for the cactus ferruginous pygmy-owl as well as other potentially threatened species are protected on a county-wide scale, rather than on a site-by-site and project-by-project basis as would otherwise be required. (PIMA 2000:1-2; PIMA 2011:10)



**SONORAN DESERT CONSERVATION PLAN**

**BIOLOGICAL CORRIDORS AND CRITICAL HABITAT**

The work on the biological corridors and critical habitat element of the Sonoran Desert Conservation Plan revealed that biology is the basis for all other elements. The strong interconnections of all five elements is critical in forming a viable land management plan that ensures continuing biodiversity for Pima County.

LEGEND

- Important Riparian Areas
- Biological Core Areas
- Multiple Use Areas
- Wildlife Corridors

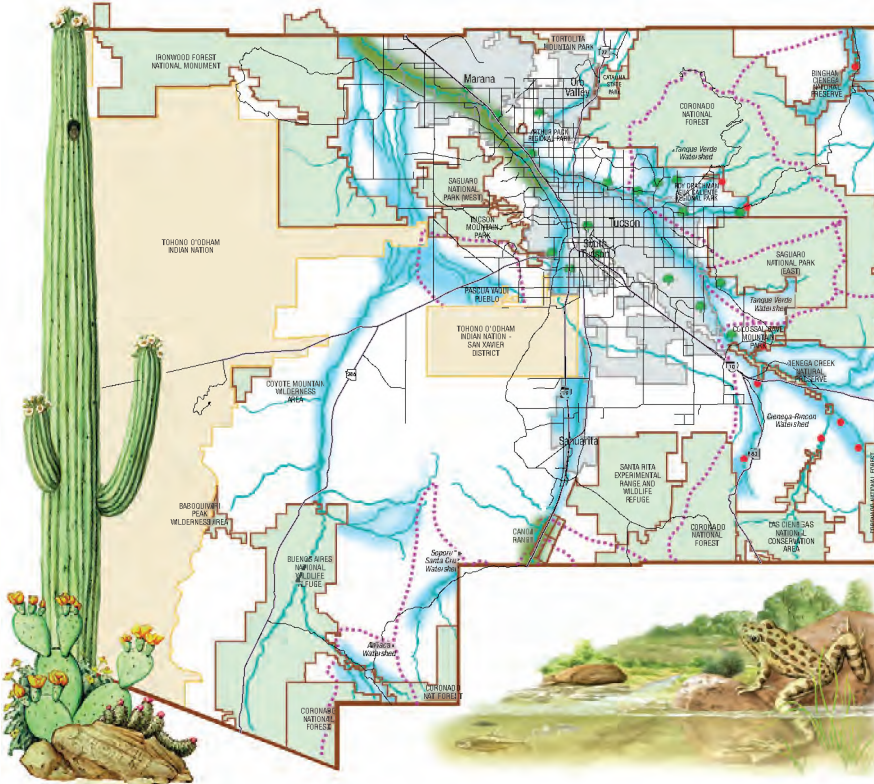


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[www.pima.gov/sdcp](http://www.pima.gov/sdcp)

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Biological Corridors and Critical Habitat map from the Sonoran Desert Conservation Plan.



**SONORAN DESERT CONSERVATION PLAN**

**RIPARIAN RESOURCES**

Riparian areas in a desert environment are vital places. Although sixty to seventy-five percent of all species in Arizona rely on a riparian environment at some point during their life cycle, a number of streams and springs in and near Tucson have ceased to flow year round or are affected by a lower water table. Our streams and springs need protection as well as restoration.

LEGEND

- Riparian Restoration/Rehabilitation
- Effluent-Based Riparian Projects
- Springs
- Other Projects or Studies
- Watershed Boundary



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Riparian Resources map from the Sonoran Desert Conservation Plan.

**Biological Corridors and Critical Habitat** –The Biological Corridors and Critical Habitat elements embody the biological goal of the SDCP – to ensure the long- term survival of the full spectrum of plants and animals that are indigenous to Pima County by maintaining or improving the habitat conditions and ecosystem functions necessary for their survival.

Through an intensive research effort, a list of priority vulnerable species was identified, the best available vegetation maps were assembled, and the science community identified habitat and connecting corridors that established an effective and lasting strategy to improve the status of these species.

**Riparian Resources** – Riparian resources and aquatic systems have been the most vulnerable habitats in Pima County. Although 60 to 75 percent of all species in Arizona rely on a riparian environment at some point during their life cycle, a significant number of streams and springs in and near Tucson have ceased to flow year-round or are affected by a lower water table.

Following a devastating flood in 1983, the Pima County Regional Flood Control District enacted regulations to minimize development in floodplains and to require developers to dedicate water courses to the public domain. These actions reduced risks of flooding and laid the groundwork for a regional open space and riparian system that now includes thousands of acres of protected floodplain environment.

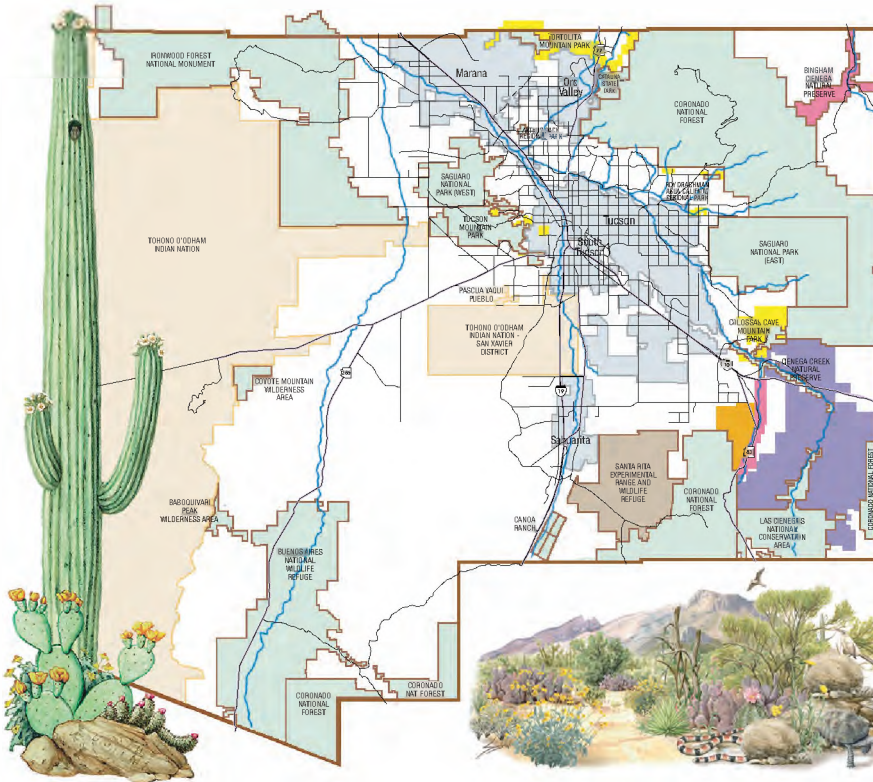
The Riparian Element of the SDCP proposed that other natural riparian systems be preserved, restored, and managed to compensate for decades of largely unintended destruction of these systems.

**Mountain Parks and Natural Preserves** – The SDCP’s Mountain Parks and Natural Preserves element recognizes the significant amount of publicly owned lands through which important natural landscapes and critical habitats are preserved. Mountain parks and natural preserves have always played an important role in recreation in the community. Pima County’s establishment of Tucson Mountain Park in 1929 and development of the Park by the Civilian Conservation Corps for outdoor recreation marked the beginning of a conservation ethic that established the course for conservation policy.

In addition to the large amount of federally owned lands, Pima County’s preserved lands include Tucson Mountain Park, Tortolita Mountain Park, and Colossal Cave Mountain Park, as well as the Cienega Creek and Bingham-Cienega Natural Preserves. SDCP planning identified possible expansion areas for the parks and preserves for recreational purposes.

**Ranch Conservation** – The SDCP’s Ranch Conservation map shows the extent of ranch lands in eastern Pima County including a mosaic of approximately 1.4 million acres of private and public land ownership. Historically, ranching has been a significant determinant of a definable urban boundary in eastern Pima County. Virtually all of the larger ranches include both privately owned and leased public lands. Most ranches are family-owned enterprises, often operated by the descendants of original homesteaders who established ranching operations in the late 1800s.

The SDCP outlines a conservation strategy through which the County’s vast landscape of working ranches may be preserved and continued in ranch use, establishing an urban boundary, preserving open space, maintaining natural connectivity, and preserving the region’s rural heritage and culture. (PIMA 2011:12-15)



## SONORAN DESERT CONSERVATION PLAN

### MOUNTAIN PARKS AND NATURAL PRESERVES

Pima County's establishment of Tucson Mountain Park in 1929 marked the beginning of an unparalleled conservation ethic. Two other parks and a natural preserve followed: Ironwood Forest National Monument and Las Cienegas National Conservation Area were established in 2000. Even so, we have not yet assembled a system that protects groups of plants and animals. We must expand our efforts at creating mountain parks to sustain biological diversity in the Sonoran Desert and provide recreation for our citizens.

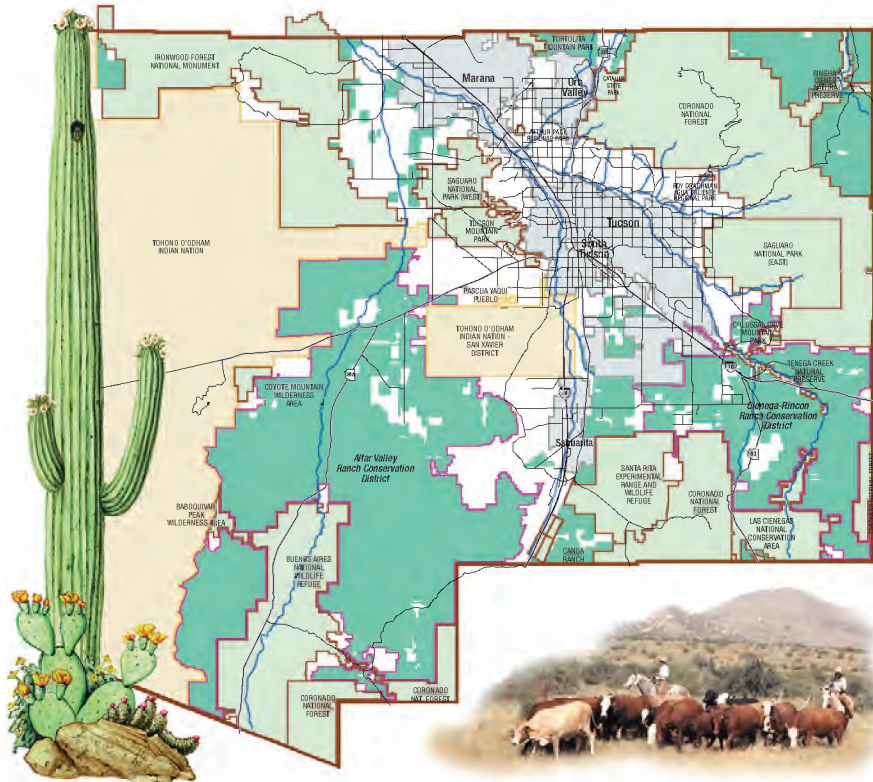
- LEGEND
- Proposed Mountain Park Expansion
  - Proposed Natural Preserve
  - Proposed New Mountain Park
  - Las Cienegas Planning District
  - Existing Preserves

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Mountain Parks and Natural Preserves map of the Sonoran Desert Conservation Plan.



## SONORAN DESERT CONSERVATION PLAN

### RANCH CONSERVATION

Historically, ranching has probably been the single greatest determinant of a definable urban boundary in eastern Pima County. While over half of our 2.4 million acre region appears to be open, unused land, virtually all of this open space is used in ranching, an extensive but low-intensity land use. Through the conservation of working ranches that surround the Tucson metropolitan area, vast landscapes of open space are preserved, natural connectivity is maintained, and the rural heritage and culture of the Southwest are preserved.

- LEGEND
- Ranch Lands
  - Existing Reserves
  - Incorporated Jurisdictions
  - Ranch Conservation District Boundary

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Ranch Conservation map of the Sonoran Desert Conservation Plan.

More than 200 background reports were prepared in support of the SDCP over an approximately four-year process by qualified volunteers, consultants, and county staff. Report topics covered a wide range, including ecological conditions, habitats, plant and animal species, water, climate change, cultural resources, mapping, community planning, conservation techniques, and others.

The SDCP was summarized in maps illustrating five key planning elements, four of which are related to natural resource conservation and are reproduced here.

**ACTION: Support Pima County in the continuing public awareness of the Sonoran Desert Conservation Plan.**

*Timeframe and Responsibility: Medium-term and ongoing activity of the Alliance Board, Conservation Committee, and partners.*

**ACTION: Provide information, guidance, and advice on conservation needs and priorities and on policy decisions implementing the SDCP.**

*Timeframe and Responsibility: Medium-term and ongoing activity of the Alliance Board, Conservation Committee, and partners.*

***Pima County Conservation Offices***

While many regional conservation organizations play an active role in advocating for and supporting conservation in Pima County, three County agencies have primary responsibility for management and implementation of the county's conservation initiatives.

**Office of Conservation and Sustainability**

Pima County's Office of Sustainability and Conservation works to conserve natural and cultural resources through the implementation of the county's adopted environmental policies, most specifically the Sonoran Desert Conservation Plan. The office is organized into four divisions:

- The Conservation Science Division supports the biological goal of the SDCP, which is to ensure the long-term survival of the full spectrum of indigenous plants and animals, and administers the County's Multi-species Conservation Plan.
- The Cultural Resources & Historic Preservation Division implements county policies seeking to preserve cultural and historical properties, including ancestral sites, traditional cultural places, historic buildings, districts, objects, living traditions, and working landscapes.
- The Sustainability Programs Division implements the county's Sustainable Action Plan for County Operations focused on the reduction in energy consumption and cost savings.
- The Water Resources Unit focuses on water policy regarding county use of surface water, groundwater, effluent and reclaimed water, water conservation, and water asset management.



### **Department of Natural Resources, Parks and Recreation**

The Department of Natural Resources, Parks, and Recreation manages Pima County's extensive park system including natural landscapes such as Tucson Mountain Park, Conoa Ranch, Cienegas Creek Natural Preserve, Colossal Cave Mountain Park, Tortolita Mountain Park, and others. Department staff participate in environmental monitoring and conservation planning throughout the county in partnership with other conservation organizations. The Department also manages conserved ranch lands and grazing leases acquired through the county's bond programs and placed back into use as working landscapes through leasing agreements with private sector ranchers.

### **Pima County Regional Flood Control District**

Pima County Flood Control District is a regional agency providing comprehensive flood protection programs and floodplain management services. The District has regulatory authority through the county's Floodplain Management Ordinance, though it does not regulate floodplains within municipal boundaries. The District has a long history of acquiring land and constructing improvements to improve flood safety and enhance environmental conditions within the county's rivers, tributaries, washes, and floodways. (PIMA 2021a)

**ACTION: Invite Pima County's conservation offices to participate in the Conservation Committee of the National Heritage Area to help coordinate with countywide processes and initiatives.**

*Timeframe and Responsibility: Short-term and ongoing activity of the Conservation Committee.*

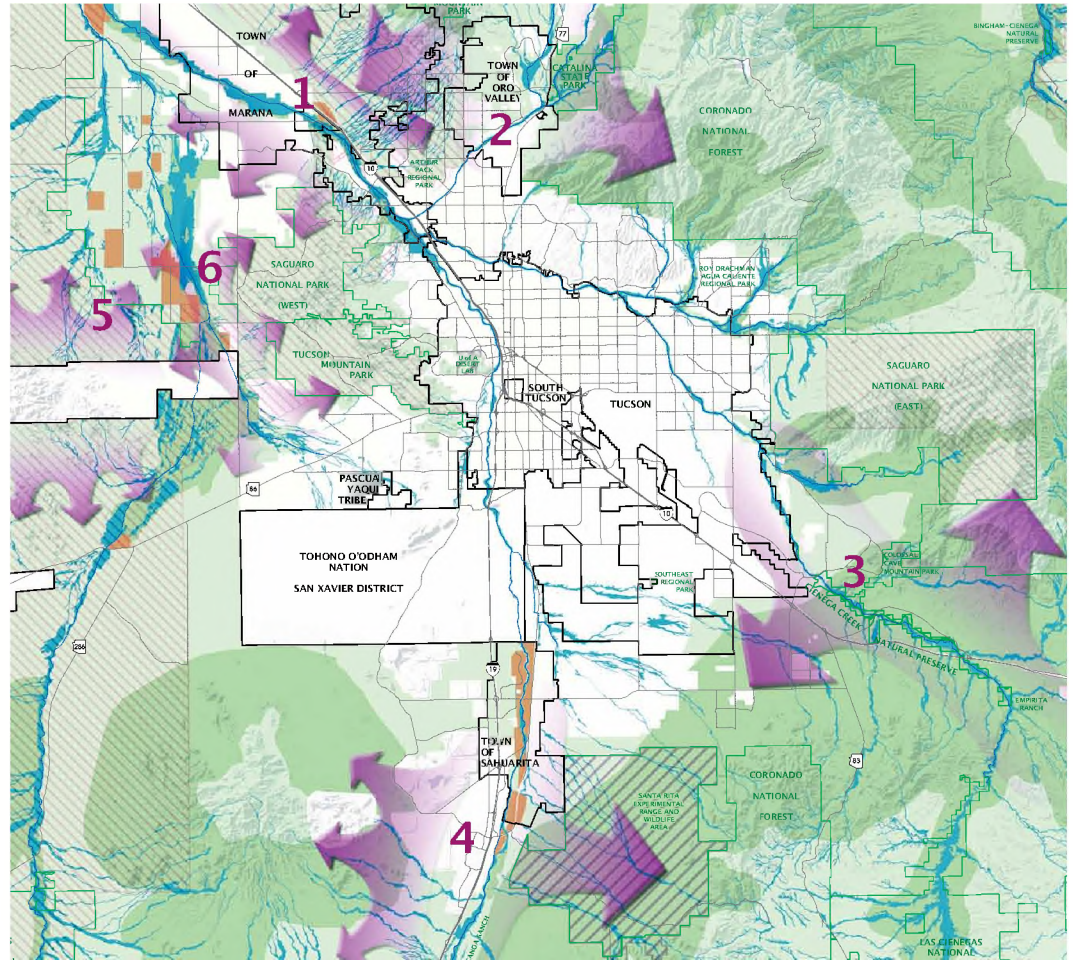
## **2.8.2 Pima County's Conservation Land System**


The *Biological Corridors and Critical Habitat* and *Riparian Resources* elements of the SDCP were implemented in 2001 through adoption of the Maveen Marie Behan Conservation Lands System (CLS) as the Environmental Element of the *2001 Pima County Comprehensive Plan Update*. The CLS was re-adopted as part of *Pima Prospers*, the County's 2015 Comprehensive Plan Update, where it is included as Section 3.4 of Chapter 3, Use of Land.


Based on the SDCP, the CLS identifies, defines, and maps seven conservation land categories in the county where priority biological resources occur. Each of the seven conservation land categories identified has a set of associated conservation guideline policies that are outlined in Section 3.4 of *Pima Prospers*. The seven categories and associated land conservation objectives incorporated into the guideline policies are illustrated on the following page.


The county's Board of Supervisors implements the CLS and its conservation guidelines when considering discretionary land use changes such as re-zonings, comprehensive plan amendments, and conditional use applications for proposed projects on private property within the mapped conservation areas.

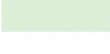
A considerable portion of eastern Pima County is included in the CLS and is subject to its conservation guidelines. The Important Riparian Areas, Biological Core, and Special Species Management Areas are the most critical conservation





- 


**Important Riparian Areas** are critical elements of the Sonoran Desert where biological diversity is at its highest. These areas are valued for their higher water availability, vegetation density, and biological productivity. They are also the backbone to preserving landscape connectivity.  
*Landscape conservation objective: 95% undisturbed natural open space.*
- 


**Biological Core Management Areas** are those areas that have high biological values. They support large populations of vulnerable species, connect large blocks of contiguous habitat and biological reserves, and support high value potential habitat for five or more priority vulnerable wildlife species.  
*Landscape conservation objective: 80% undisturbed natural open space.*
- 

**Special Species Management Areas** are those areas that are crucial to the survival of three species of special concern to Pima County: the cactus ferruginous pygmy-owl, Mexican spotted owl, and southwest willow flycatcher.  
*Landscape conservation objective: 80% undisturbed natural open space.*
- 

**Multiple Use Management Areas** are those areas where biological values are significant, but do not attain the level associated with Biological Core Management Areas. They support populations of vulnerable species, connect large blocks of contiguous habitat and biological reserves, and support high value potential habitat for three or more priority vulnerable species.  
*Landscape conservation objective: 66% undisturbed natural open space.*
- 

**Scientific Research Areas** are those lands within the Tucson Basin that are managed for scientific research: the Santa Rita Experimental Range and the University of Arizona's Desert Laboratory at Tumamoc Hill.  
*Landscape conservation objective: Continue management for the purpose of promoting scientific research on the environment and natural resources.*
- 

**Agricultural In-Holdings** consist of active, or abandoned, agricultural lands that lie within the Conservation Lands System.  
*Landscape conservation objective: Ensure that future, non-agricultural land uses conserve on-site resource values where present, facilitate the movement of native wildlife and the pollination of native flora across the landscape, and do not adversely impact surrounding CLS lands.*
- 

**Critical Landscape Connections** are six broadly-defined areas where biological connectivity is significantly compromised, but where opportunity to preserve or otherwise improve the movement of wildlife between major conservation areas and/or mountain ranges still persists.  
*Landscape conservation objective: Protect existing wildlife habitat linkages, remove obstacles to wildlife movement, and restore fragmented landscapes.*
- 

**Areas Outside of Conservation Lands System**

**Conservation Land System map in eastern Pima County. (PIMA 2011b:16-17)**

land categories, each intended to be preserved as 80% to 95% undisturbed natural open space through the guidelines.

In addition to the conservation guidelines, implementation of the CLS resulted in the revision and refinement of documentation and review procedures that promote conservation. They include the modification of inventory, impact study, and submittal requirements for re-zoning applications, conditional use permit applications, and comprehensive plan amendments to better identify the presence of conservation values and to identify areas most suitable for development. The CLS allows for off-site mitigation when on-site guidelines cannot be fulfilled. (PIMA 2015:3.25-3.35; PIMA 2002b; PIMA Undated a & b)

**ACTION: Use Pima County’s Conservation Lands System to help guide decision-making on conservation priorities for initiatives in which the Heritage Alliance may choose to participate.**

*Timeframe and Responsibility: Medium-term and ongoing activity of the Heritage Alliance, Conservation Committee, and partners.*

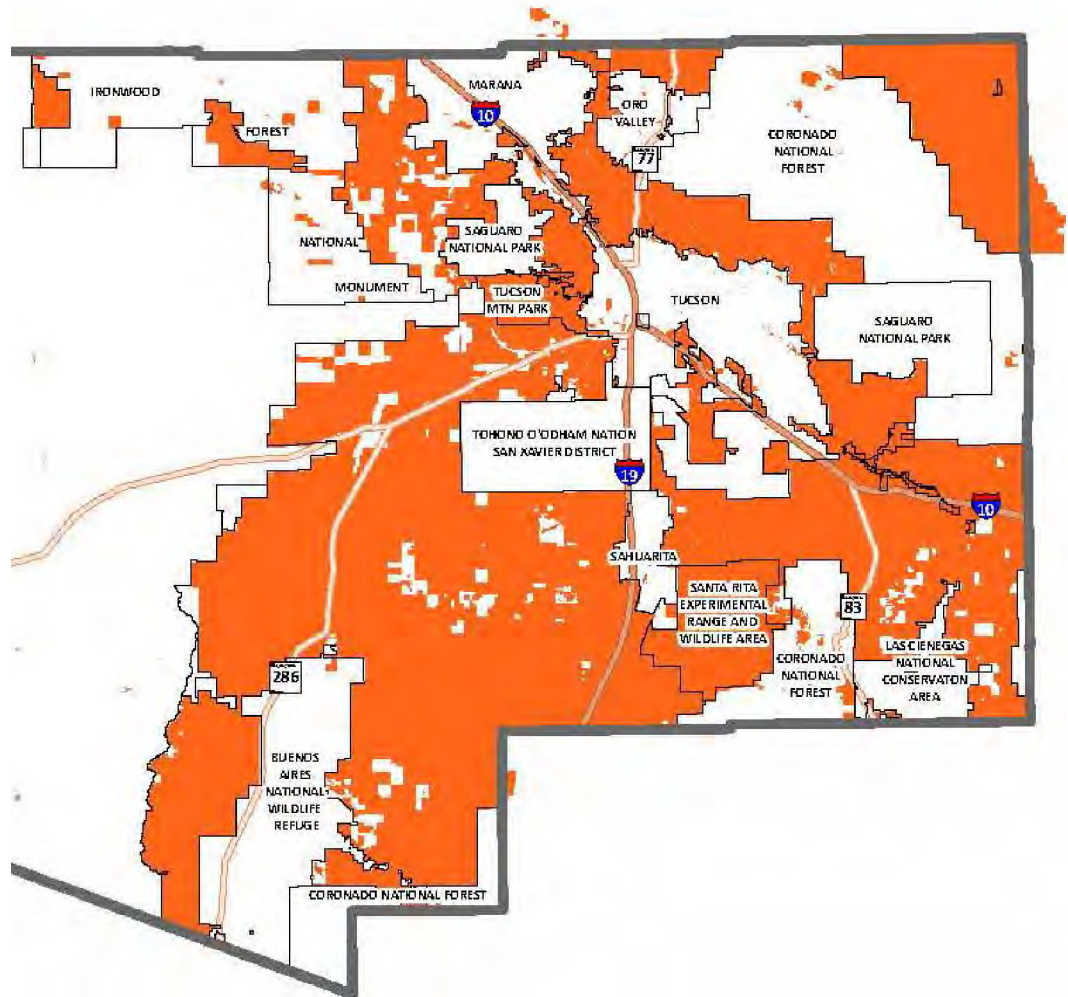
### 2.8.3 Multi-species Conservation Plan

Development and implementation of Pima County’s Multi-species Conservation Plan (MSCP) is the means through which the county meets its obligations under the Endangered Species Act since the listing of the cactus ferruginous pygmy-owl was endangered in 1997. The MSCP is a direct outgrowth and culmination of work on the Sonoran Desert Conservation Plan.

The MSCP was officially approved by the U.S. Fish and Wildlife Service (USFWS) in July 2016 through issuance of an *Incidental Take Permit* (Section 10 (a)(1)(B) permit). The permit has a 30-year period, until 2046, and may be renewed or extended. An annual report on permit compliance is submitted by the county to the USFWS in March of each year.

The area for which the Section 10 permit applies is known as the *Permit Area* and includes those lands under the legal authority of the Pima County Board of Supervisors or the Pima County Regional Flood Control District Board of Directors. The Permit Area does not include federal lands, tribal lands, or incorporated municipalities.

The MSCP is a set of formal commitments for Pima County to conserve habitat for species listed under the Endangered Species Act and other species considered at risk for federal listing. The MSCP addresses protection for 44 *Covered Species* (4 plants, 7 mammals, 8 birds, 5 fishes, 2 amphibians, 6 reptiles, and 12 invertebrates) that may be impacted as a result of the otherwise lawful activities of Pima County and its development community. The Section 10 permit recognizes that limited local impacts on some species and habitat may occur but that any such impacts will be mitigated through implementation of the broader countywide MSCP.



**Permit Area in eastern Pima Count for the USFWS' Section 10 permit shown in orange. (PIMA 2-16:14)**

A primary focus of the MSCP is on the acquisition of mitigation lands to create a county preserve network with long-term habitat protection and enhancements for Covered Species. As of 2016 and the approval of the Section 10 permit, Pima County had already acquired over 74,000 acres of fee-owned lands and over 124,000 acres of state lease lands to fulfill the permit mitigation obligations. Most of these lands were conserved through implementation of the County's 1997 and 2004 bond programs.

**ACTION: Help build public support for natural resource conservation in the county's implementation of the MSCP.**

*Timeframe and Responsibility: Medium-term and ongoing activity of the Conservation Committee and partners.*

### **Ranch Conservation**

Pima County views ranch conservation as a key mechanism in preserving remaining undeveloped and unprotected natural landscapes within the county. As a regional strategy, ranching in its current, low intensity form is consistent with the conservation goals of the MSCP through:

- Landscape and watershed protection by maintaining an unfragmented ecosystem that is largely devoid of roads and other infrastructure;
- Providing connectivity of plant and animal populations across valleys to adjacent, higher elevation areas, thereby providing conservation of areas ranging from valley bottoms to mountain tops;
- Bringing together private, state, and Federal land units into unified, large areas that make conservation activities more uniform and efficient; and
- More clearly defining the metropolitan and rural interface, which maintains a more compact urban form.

The acquisition and lease of ranchland is a central focus of the county's mitigation lands program. As part of its bond acquisition program, Pima County has acquired a number of working cattle ranches which are then leased to independent operators, who own the cattle, manage day-to-day operations, and are responsible for operational costs.

In addition to fee-simple acquisition, Pima County has purchased conservation easements on several parcels where ranchers chose to retain certain private property rights, generally in the vicinity of the ranch headquarters. Conservation easements are tailored to the property they cover in order to best conserve on-site resources and meet the seller's needs. (PIMA 2016:49, 57, 72-73)

The National Heritage Area can support ranching as a conservation strategy by helping to raise public awareness of its importance and effectiveness and by providing support for the business of ranching through heritage tourism, interpretation, and initiatives emphasizing ranching as central to the region's character.

**ACTION: Emphasize the conservation of ranch lands and the continuation of ranching as a primary land conservation strategy being implemented by National Heritage Area partners.**

*Timeframe and Responsibility: Medium-term and ongoing activity of the Conservation Committee and partners.*

### **2.8.4 San Xavier District**

The San Xavier District of the Tohono O'odham Nation is located within the National Heritage Area and is the site of tribal conservation efforts contributing to the restoration surface water flow to portions of the Santa Cruz River. The San Xavier District has diverted a portion of the water they receive from the Central Arizona Project to re-water irrigation channels and the river.

Known as the Wa:k Hik dan Riparian Restoration Project, the re-watering supports cottonwood, mesquite, and willow trees and serves as a focal point for

tribal ceremonies and culture. The location of the project is one the river’s course has not been altered by major flooding, indicating that it stable enough to support the restoration of long-term riparian vegetation. One positive result is the raising of the water table in the vicinity from 20 feet to 8 feet below grade, shallow enough to provide water to the roots of the cottonwood and willow trees. Such projects would be appropriate for National Heritage Area support.

**ACTION: Support conservation initiatives of the San Xavier District and Pascua Yaqui Tribe in the stewardship of natural areas significant to tribal culture.**

*Timeframe and Responsibility: Medium-term and ongoing activity of the Alliance Board, Conservation Committee, and NHA staff.*

### 2.8.5 A Living River – Central Tucson to Marana

As discussed for the Upper Santa Cruz River, the Sonoran Institute is implementing a dedicated program promoting and coordinating the restoration of the Santa Cruz River from Nogales north through Tucson. The program includes community outreach and the coordination of stakeholders, a yearly workshop to review conditions and ongoing initiatives, and a set of annual reports titled *A Living River* on different reaches of the river.

The annual *A Living River* report on the Lower Santa Cruz River covers the reach from Central Tucson to Marana. The Santa Cruz River in Tucson and Marana is channelized, flows year-round, and provides the principal wetland habitat in Pima County. River flows are sustained by the release of effluent— highly-treated wastewater—from two regional reclamation facilities in Northwest Tucson. The purified reclaimed water is released into the river and flows some distance as it percolates into the river bottom, providing recharge to the regional groundwater aquifer.

In December 2013, Pima County completed work in upgrading its treatment facilities resulting in improved water quality that enhances the aquatic environment along the river, reduces odors, and increases re-use of reclaimed water. In 2019, the City of Tucson used existing infrastructure to pipe recycled water to a point south of downtown near the heart of the city, creating a new stretch of riparian vegetation within the river corridor.

The purpose of the *Living River* report for Tucson and Marana is to monitor and report on wetland and riparian conditions at various intervals downstream of the effluent discharge points. The report provides details on the water context and data for 16 indicators of river health for over 23 miles of river that are divided into four sections delineated by their differing hydrology, geology, and adjacent land use. Six species of fish, including the endangered Gila topminnow, and an increased diversity of aquatic invertebrates (insects, crustaceans, and worms) have been observed.

The length of the flowing river north of the two treatment plants has decreased and is more variable due to a combination of factors, including increased water infiltration from reduced nutrient levels, scouring floods, reductions in volume

of water released, and changes in flow management. There has been a decrease in willows and increased variability in streamside plants in the sections of reduced flow.

The *Living River* report brings together and summarizes important information about the river's conditions and makes that information widely available to decision-makers, partners, and the general public, highlighting considerations important to future conservation planning. (SI 2019a:2-4)

**ACTION: Collaborate partners to enhance riparian habitat within the Lower Santa Cruz River.**

*Timeframe and Responsibility: Long-term activity of the Conservation Committee and NHA staff.*

**ACTION: Assist in widely publicizing the *Living River* report and using its information and assessment for public awareness and to identify opportunities to enhance riparian conditions.**

*Timeframe and Responsibility: Short-term and ongoing activity of the Alliance Board, Conservation Committee and NHA staff.*



The City of Tucson introduced recycled water to a location of the Santa Cruz River near downtown, creating a new stretch of river corridor supporting riparian vegetation.

## 2.9 CONCLUSION – CONSERVATION IN THE NATIONAL HERITAGE AREA

This chapter outlines the extensive amount of inventory, research, monitoring, and conservation activity being undertaken within the Santa Cruz Valley National Heritage Area. Most of this work is being undertaken by National Heritage Area partner organizations. These organizations will continue to lead the region's conservation work into the future with the support of the National Heritage Area through education and public awareness programs, volunteerism, research, and other initiatives.

The National Heritage Area will serve as a forum for a comprehensive regional approach to conservation through which the variety of active conservation organizations can assess, coordinate, and prioritize action. Through the National Heritage Area's Conservation Committee, these organizations and partners will identify specific programs and projects on a yearly basis that the National Heritage Area can participate in to support their efforts.

Different landscape areas within the National Heritage Area have differing issues, needs, and approaches to conservation. The National Heritage Area is a regional entity through which customized support can be provided to each of these distinctive landscape areas.

The natural landscape and its biotic communities are central to the National Heritage Area's character, identity, and importance. The environmental challenges faced by the region are significant, and the conservation and protection of the landscape and its biotic communities are a priority of the National Heritage Area and this management plan.





SANTA CRUZ VALLEY  
NATIONAL HERITAGE AREA



## CHAPTER 3 – LIVING HISTORY AND CULTURAL TRADITIONS

The Santa Cruz Valley has been a focus of human cultural occupation, adaptation, and life for at least 12,000 years. Successive and evolving ancestral peoples have lived here, often concentrating in the same places along the river and its tributaries where water was available and food could be gathered or grown. Evidence shows that people have farmed along the river for at least 5,000 years. The Santa Cruz Valley is one of the oldest continuously cultivated areas in North America.

The concept of the National Heritage Area’s living landscape is one in which natural and cultural influences are inextricably intertwined. The peoples who lived here adapted to, but also helped shape, the natural landscape. The locations where they settled, where water was available, were *places of persistence* and *cultural continuity*. They remain so today.

Chapter 3 addresses the recognition and preservation of the physical components of the region’s heritage and the investigation of the historic cultural traditions with which they were associated. Discussion of today’s mix of cultural traditions is addressed in Chapter 5, *Heritage Experiences*.

## 3.1 FOUNDATION FOR PRESERVATION

The primary foundation document for the Santa Cruz Valley National Heritage Area is the heritage area’s designating legislation, to which the management plan must align. Based on the legislation, the National Heritage Area’s vision, mission, and goals were presented in Chapter 1 and lay the groundwork for topics addressed in the plan, including the topic of historic preservation and the protection of historic and cultural resources.

### 3.1.1 Designating Legislation

The management plan for the Santa Cruz Valley National Heritage Area must meet requirements outlined in its designating legislation in order to be approved by the Secretary of the Interior. Many of the same provisions in the legislation cited in Chapter 2, *Thriving Ecosystems and Biotic Communities*, related to natural resources are applicable to historic and cultural resources as well. However, the legislation also includes several provisions specifically related to historic resources.

Under the section on Administration and Duties, the legislation states that as the local coordinating entity, the Santa Cruz Valley Heritage Alliance will assist partners and stakeholders in carrying out the approved management plan by implementing programs and projects that **recognize, protect, and enhance important resource values** (b.2.B.i) and increase **public awareness of, and appreciation for, historical and cultural resources** (b.2.B.iv).

Specific to historic resources, the Alliance will also assist partners and stakeholders in carrying out the approved management plan by **protecting and restoring historic sites and buildings that are consistent with National Heritage Area themes** (b.2.B.v).

Under the section discussing the management plan, the legislation requires that the plan include an **inventory of resources** and of **any other property that is related to the themes of the National Heritage Area and should be preserved, restored, managed, or maintained because of the significance of the property** (c.2.C.i).

The plan is required to provide a description of the **actions** partners and stakeholders have agreed to take **to protect historical and cultural resources** (c.2.B.iii) and a program of implementation **to promote plans for resource protection, restoration, and construction**, including **specific commitments** by partners for the first five years (c.2.B.iv).

The management plan should recommend **policies and strategies for resource management** that consider and detail the application of appropriate land and water management techniques, including the development of inter-governmental and inter-agency cooperative agreements **to protect historical and cultural resources** (c.2.D). Under the criteria for its approval, the plan must demonstrate that its **resource protection strategies**, if implemented, **would adequately protect** the National Heritage Area’s historical and cultural resources (c.4.B.iii).

This management plan directly addresses the designating legislation's requirements for the preservation and protection of historic and cultural resources through the information, strategies, and actions outlined in this chapter.

### 3.1.2 Vision, Mission, and Goals

The National Heritage Area's vision and mission as articulated in Chapter 1 emphasize stewardship of the National Heritage Area's living landscape, including both its natural and cultural attributes. Among the National Heritage Area's seven goals, three relate directly to this chapter on the preservation of historic and cultural resources:

**Goal 1** seeks to achieve *deep public engagement with the Santa Cruz Valley's biotic and cultural landscapes and enduring public support for their stewardship.*

This goal is addressed primarily through interpretation and public outreach as outlined in Chapter 4 of the management plan, *Storytelling: Interpretation and Education*. The interpretive topics and themes outlined in Chapter 4 convey the significance of the National Heritage Area's cultural landscape to residents and visitors and highlight the historic and cultural resources associated with the successive cultural groups that have lived here—Ancestral, Spanish, Mexican, Anglo, and others.

**Goal 4** emphasizes *historic and cultural resources that are preserved and protected and that fully represent the Santa Cruz Valley's rich cultural heritage.* This goal is specifically related to this chapter on historic preservation. Through Goal 4, this chapter observes that historic and cultural resources are part of our regional identity and that, wherever possible, historic and cultural resources should be preserved, protected, and incorporated into our growing community.

**Goal 5** encourages *broad recognition and support for the Santa Cruz Valley's living cultural traditions.* While associated primarily with Chapter 5 of the management plan, this goal also relates to the historic cultural traditions of our predecessors and the cultural continuity they bring to our lives today. The Santa Cruz Valley is comprised of a mix of cultures that have come at different times, interacted with the landscape and with each other, and evolved together in rich and distinctive ways. The physical resources left by these cultures help us understand and appreciate their way of life and historic cultural traditions.

As with natural resources, the vision, mission, and goals articulated by the Santa Cruz Valley National Heritage Area focus on the preservation and protection of historic and cultural resources as central to the National Heritage Area's work and identity.

## 3.2 NATIONAL AND STATE PRESERVATION CONTEXT

To a significant degree, historic preservation is a product of grassroots initiatives fostered by many decades of interest and effort by private citizens. Over the past 50 years, federal, state, and local governments have established a framework that aids and encourages local community preservation efforts. A comprehensive structure has been developed to help identify significant resources, encourage their preservation, and plan for their future.

This structure emanates from the federal government based upon a nationwide consensus on preservation standards. However, preservation programs are implemented primarily at the local level by and in accordance with the goals, beliefs, priorities, and capabilities of local communities and their citizens. The grassroots nature of historic preservation is a fundamental concept and the strength of historic preservation programs. Local grassroots involvement at the county and municipal levels provides a foundation for historic preservation within the Santa Cruz Valley National Heritage Area.

Historic preservation programs at the federal, state, and local levels are interrelated, but depend on the establishment of local preservation programs in counties and municipalities throughout the National Heritage Area and the inclusion of preservation values and interests in community planning policies, documents, and processes.

### 3.2.1 National Historic Preservation Program

Over the decades, the federal government has established historic preservation programs in recognition of its responsibility to protect historic, cultural, and natural resources on federally-owned lands and on other lands where federally sponsored activities are undertaken. Together, these programs have evolved into a comprehensive national historic preservation program. Through example and through a network of nationwide partnerships, the federal government provides leadership, encouragement, and support in the stewardship of historic resources associated with our nation's heritage.

The cornerstone of the national program is the *National Historic Preservation Act of 1966*, as amended (NHPA). The NHPA establishes as federal policy that the government will provide leadership in the preservation of historic resources and will administer a national preservation program in partnership with states, Native American tribes, and local governments.

The NHPA establishes a partnership through which State Historic Preservation Officers (SHPOs) in each state and Tribal Historic Preservation Officers (THPOs) for each recognized tribe administer the national historic preservation program at the state, tribal, and local levels. In Arizona, the SHPO leads the Arizona State Historic Preservation Office (AZ SHPO), which is a division of Arizona State Parks and manages the statewide historic preservation program. Federal funding is provided to support the work of the AZ SHPO through the Historic Preservation Fund, a yearly allocation authorized by Congress in the federal budget.

The Santa Cruz Valley National Heritage Area will establish an organizational structure and process to maintain communication with federal and state

preservation programs and entities and provide guidance and support where possible and appropriate.

**ACTION: Establish a Preservation Committee to advise and update the Board about preservation activities and opportunities.**

The Preservation Committee may be comprised of key historic preservation and community planning partners within the National Heritage Area and will advise the Heritage Alliance Board regarding the National Heritage Area's participation in preservation programs and initiatives. See Chapter 6, Management and Implementation.

*Timeframe and Responsibility: Short-term action of the Alliance.*

**ACTION: Maintain awareness of federal historic preservation programs and initiatives within the National Heritage Area and provide input and guidance when appropriate.**

*Timeframe and Responsibility: Short-term and ongoing action of the Preservation Committee and NHA staff.*



The Santa Cruz County Courthouse is located within the Marsh Heights National Register Historic District as well as being individually listed. The National Register of Historic Places is a cornerstone of the national and state historic preservation programs. (Photo: Ammodramus)

### 3.2.2 Arizona State Historic Preservation Program

The AZ SHPO is the backbone of the national historic preservation program in Arizona. It connects the national program to the local level and assures that the program is customized to state and local circumstances and interests in accordance with established national standards.

The AZ SHPO manages a number of national level programs in Arizona of direct relevance to local communities, including the National Register of Historic Places, Certified Local Government (CLG), federal Historic Tax Credit, and environmental historic preservation compliance for federal and state projects.

Additionally, the AZ SHPO manages a set of complementary state level preservation programs, including a statewide survey program, an inventory of historic resources, technical assistance to local communities, a public archaeology program, and the State Historic Property Tax Program.

The AZ SHPO oversees state level compliance related to historic resources as outlined in the State Historic Preservation Act (A.R.S. 41-861 et. seq.), which mirrors the NHPA. As required by the State Act, each state agency is responsible for the inventory, designation, and preservation of historic resources under its ownership or control as well as the impact on historic resources that may be affected by its actions.

The AZ SHPO has developed Arizona's Statewide Historic Preservation Plan Update 2019 (2019-2023) to prioritize and guide preservation partnerships and actions throughout the state. The plan may be accessed online through the AZ SHPO website.

The Santa Cruz Valley National Heritage Area will be a regional partner to the AZ SHPO, providing input, support, and guidance when appropriate. The National Heritage Area will participate in the periodic updating of the Statewide Historic Preservation Plan.

**ACTION: Establish a close working relationship with the Arizona State Historic Preservation Office (AZ SHPO) as a regional partner within the National Heritage Area.**

*Timeframe and Responsibility: Short-term and ongoing action of the Preservation Committee and NHA staff.*

**ACTION: Maintain awareness of AZ SHPO programs being implemented within the National Heritage Area and provide input, support, and guidance when appropriate.**

*Timeframe and Responsibility: Short-term and ongoing action of the Preservation Committee and NHA staff.*

### 3.2.3 Tribal Historic Preservation Programs

Similar to State Historic Preservation Offices, the NHPA provides for the establishment and funding of Tribal Historic Preservation Officers (THPOs) for each federally recognized Native American tribe. Within the Santa Cruz Valley National Heritage Area, THPOs represent the Tohono O’odham Nation and Pascua Yaqui Tribe. The Tohono O’odham THPO represents the entire Nation, not just the San Xavier District. Hopi and Apache tribes may also have interests within the boundaries of the National Heritage Area and will be consulted.

The primary responsibility of the two THPOs within the National Heritage Area is to undertake NHPA Section 106 compliance reviews for historic preservation of federally funded or licensed projects that may impact cultural sites associated with the tribe they represent. Projects may be on reservations associated with the tribe or off-reservation on lands historically significant to the tribe.

Hundreds of archaeological sites associated with the Tohono O’odham and Pascua Yaqui are located along the rivers and creeks as well as elsewhere within the Santa Cruz Valley. As many as 30 projects may be under review by a THPO in any one month. The role of the THPO is to mitigate potential damage to the archaeological sites. The THPOs may also undertake research related to the tribes, provide guidance to the tribe with respect to treatment of historic resources, collect oral histories, and perform other preservation services as assigned.

As discussed later in this chapter, the preservation of archaeological sites in the National Heritage Area’s places of persistence where successive ancestral cultures lived is among the top priorities for historic preservation. The Santa Cruz Valley National Heritage Area will be a strong proponent for the preservation of archaeological sites in partnership with regional THPOs.

**ACTION: Establish a close working relationship with Tribal Historic Preservation Officers with interests within the National Heritage Area.**

*Timeframe and Responsibility: Short-term and ongoing action of the Preservation Committee and NHA staff.*

**ACTION: Maintain awareness of THPO programs being implemented within the National Heritage Area and provide input, support, and guidance when appropriate.**

*Timeframe and Responsibility: Short-term and ongoing action of the Preservation Committee and NHA staff.*

### 3.2.4 Federal and State Agencies

The Santa Cruz Valley National Heritage Area is fortunate to have a number of strong federal and state partners that are active in land conservation and historic preservation.

The National Heritage Area’s most direct relationship is with the National Park Service (NPS), which manages the National Heritages Area Program through which the Heritage Alliance is in part funded and which also maintains two national park units within the National Heritage Area. As outlined in Chapter 1,

the NPS Regional Office in Denver works with the Santa Cruz Valley Heritage Alliance under a cooperative agreement with respect to the National Heritage Areas Program.

Locally, the lead NPS partner to the Santa Cruz Valley National Heritage Area is Tumacácori National Historical Park, which collaborates closely with the Heritage Alliance in coordinating National Heritage Area initiatives. Other key NPS partners within the National Heritage Area include Saguaro National Park and the Juan Bautista de Anza National Historic Trail. Each of these NPS entities have important historic preservation responsibilities with respect to resources on the properties they manage.

The U.S. Forest Service manages the Coronado National Forest which is partially located within the Santa Cruz Valley National Heritage Area. Forest lands include about 648,000 acres and encompasses the heritage area's Sky Islands as discussed in Chapter 2.



**The 1879 Finley House is listed on the National Register and located on the Hale Ranch in the ghost town of Harshaw in the Patagonia Mountains. (Photo: The Old Pueblo)**

The Bureau of Land Management is an important partner within the Cienega Creek watershed where it manages the Las Cienegas National Conservation Area as well as a large area of associated State Trust grazing leases.

A number of sites and resources on these federally managed lands are listed on the National Register of Historic Places, such as the Kentucky Camp Historic District, Canelo Ranger Station, and James Finley House within Coronado National Forest and Empire Ranch within Las Cienegas National Conservation Area. The Los Santos Ángeles de Guevavi ruins, San Cayetano de Calabazas ruins, and Tumacácori Museum, all associated with Tumacácori National Historical Park, are National Historic Landmarks.

Section 106 and Section 110 of the NHPA require that federal agencies take into account the effect of any federal, federally assisted, or federally licensed undertaking on any resource that is included in or eligible for inclusion in the



National Register. This requirement has led to the survey and investigation of many sites related to public projects such as highways within the urban areas that have yielded significant information about the lifeways of ancestral peoples.

The Denver office of the NPS will assist the National Heritage Area with Section 106 compliance that pertains specifically to the projects they are undertaking with partners, and on occasion, the National Heritage Area may be invited to consult on federal/state related Section 106/110 projects.

State agencies managing land within the National Heritage Area include Arizona State Parks, State Trust Lands, and the University of Arizona.

**ACTION: Establish close working relationships with federal and state agencies managing historic properties and resources within the National Heritage Area.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee and NHA staff.*

### 3.3 INVENTORY OF HISTORIC AND CULTURAL RESOURCES

The inventory and research of historic and cultural resources within the Santa Cruz Valley has been undertaken since the late 19<sup>th</sup> and early 20<sup>th</sup> centuries as academic archaeologists and historians began studying sites associated with the at least 12,000-year history of the region. Since the early 1960s, inventory work has intensified, with the dramatic growth of the metro Tucson area, the number of federal and state agencies undertaking projects within the region, and the increasing need to comply with federal, state, and local historic preservation requirements.

Today, an extensive inventory of historic and cultural resources exists within the Santa Cruz Valley National Heritage Area that continues to grow as additional research is undertaken and new sites continue to be investigated. This existing inventory fully meets the inventory requirements of the heritage area's designating legislation.

The inventory of archaeological resources has been a priority in Arizona and is well developed and extensive. The inventory of buildings and structures was a focus of state funded survey work in the 1980s and 90s but has not been funded in recent years and has been left to communities at the local level.

#### 3.3.1 Inventory of Archaeological Resources

The Santa Cruz Valley has been an important borderlands corridor and homeland for millennia. The oldest artifacts found in this region indicate human presence since at least 12,000 years ago. Maize agriculture spread northward through this valley about 4,000 years ago. The early farming culture that flourished in the valley for the next 2,000 years developed the earliest pottery, canals, and villages in western North America. Later in prehistory, the valley was a boundary between the Hohokam culture spreading southward from the Phoenix Basin and the Trincheras culture centered in northern Sonora. When the first Spanish colonists and Jesuit missionaries arrived in the late seventeenth

century, they found numerous villages of the Sobaipuri Pima (O'odham) Indians along the riverbanks. Archaeological sites containing artifacts, remnants of structures, and human remains are significant as the remaining physical traces of these prehistoric cultures and events and for the information they provide about these cultures. The National Heritage Area can support partners in the identification and stewardship of archaeological sites and in their interpretation to residents and visitors. (Alliance 2005:57)

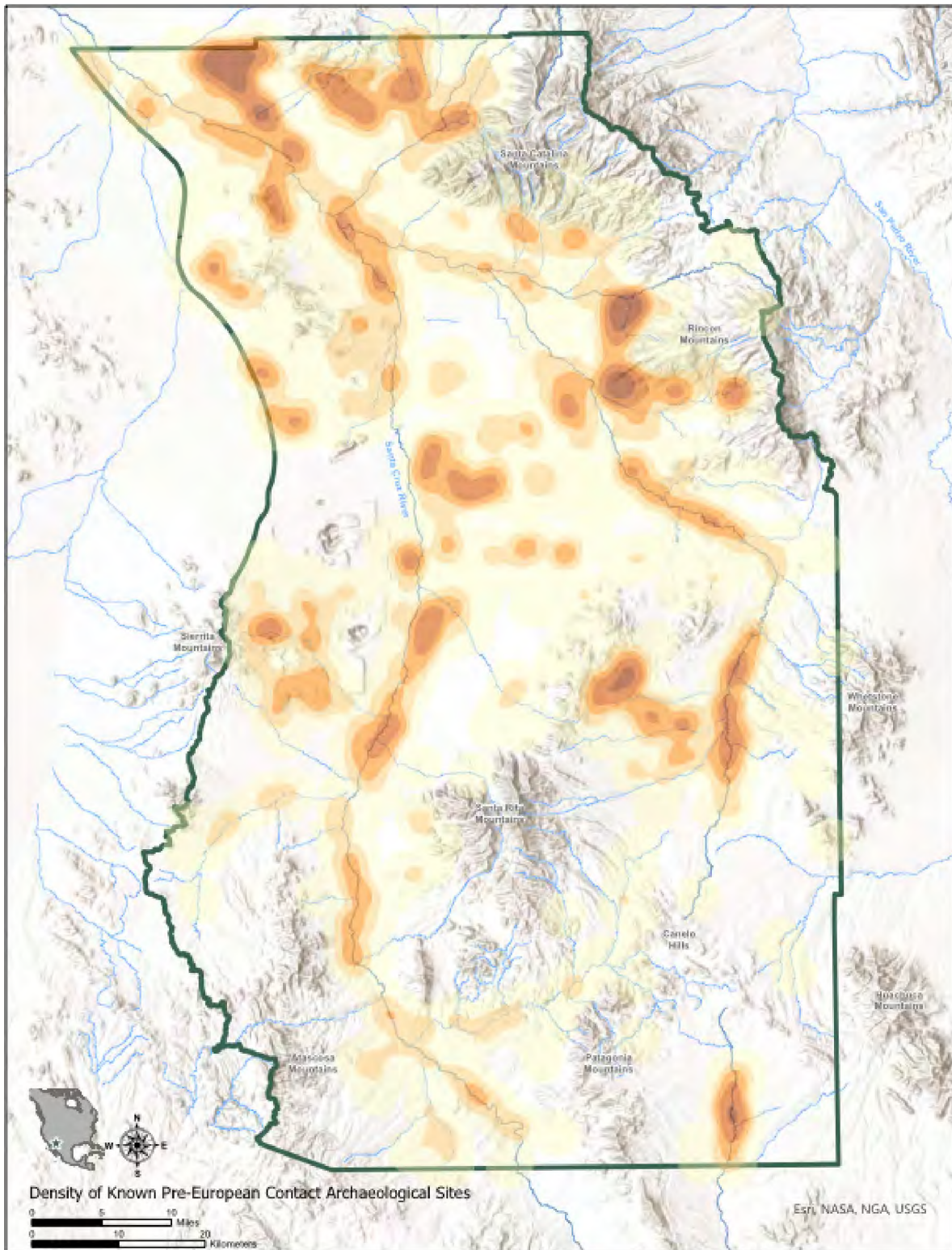
Archaeological survey information in Arizona is archived at the Arizona State Museum in Tucson, which is part of the University of Arizona. In 1995, the Arizona State Museum, Archaeological Research Institute, Arizona State Historic Preservation Office, and Museum of Northern Arizona signed a memorandum of agreement that created the AZSITE Consortium, with the multi-year goal to computerize and share electronically archaeological and historical site files for the State of Arizona.

Over the past three decades, AZSITE has been fully developed as a Geographic Information System (GIS) that serves as a consolidated informational network of recorded cultural resources, including prehistoric and historic sites and properties, and surface surveys within the State of Arizona. AZSITE is the official repository for cultural resource information for Pima and Santa Cruz Counties and their municipalities. Using AZSITE, Pima County has prepared a series of maps illustrating the number and locations of surveyed historic and cultural sites within the Santa Cruz Valley National Heritage Area.

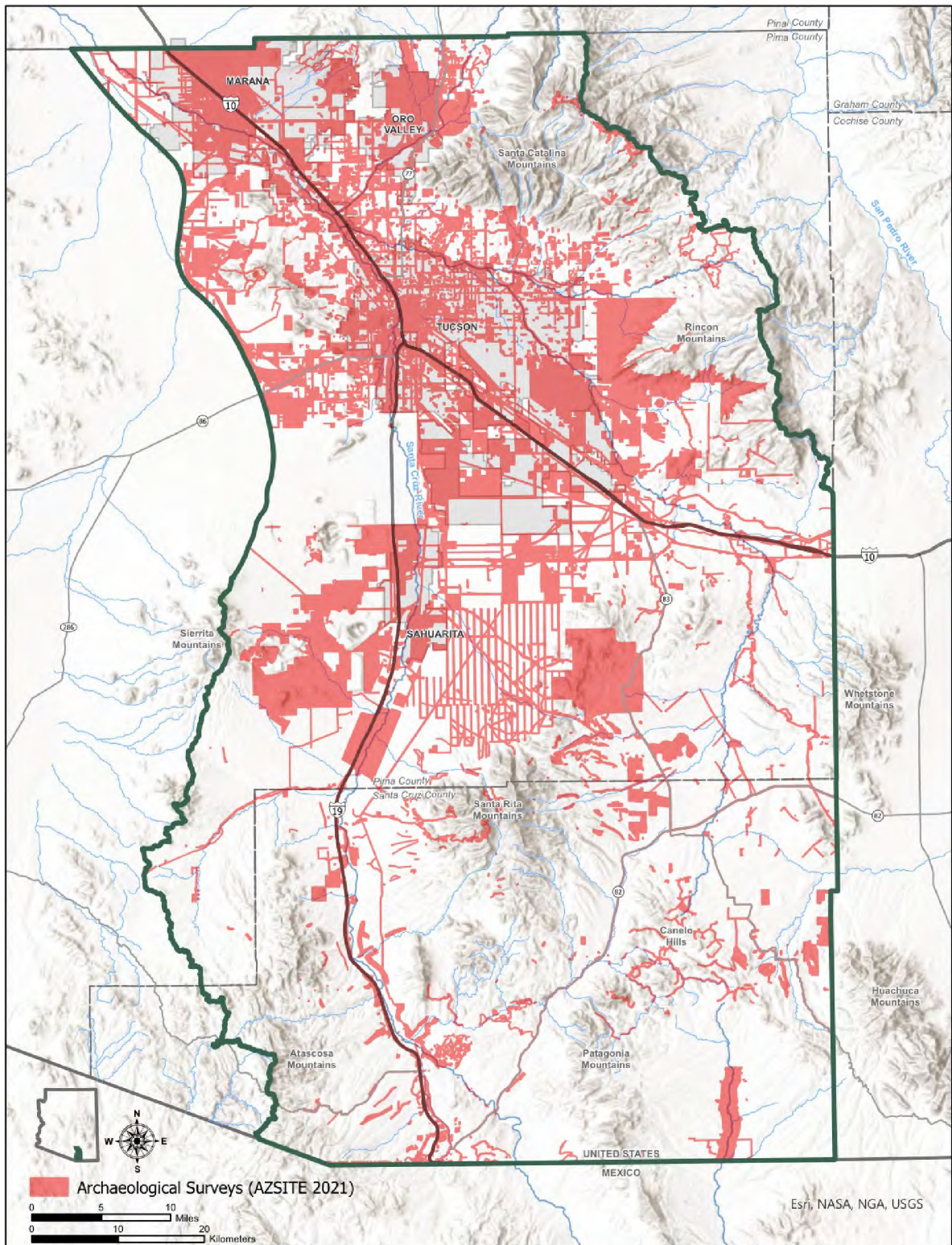
Since passage of the various federal, state, and local historic preservation laws beginning with the NHPA in 1966, the number of cultural resource inventories undertaken for compliance purposes has increased in number and scope. In addition, federal and state land management agencies like the National Park Service, Bureau of Land Management, Forest Service, Bureau of Reclamation, and the Arizona State Land Department have sought to fulfill their mandated requirements to inventory their lands and prepare management plans to ensure conservation. The 1980s in particular was a time of substantial efforts to inventory these public lands leading to large areal surveys, which both served the land management agencies and provided the basis for academic research and compliance studies required in advance of development.

Notable among the large areal inventories undertaken prior to 1986 are the Northern and Southern Tucson Basin, Los Robles, Catalina State Park, Schuk Toak, San Xavier, Santa Rita Mountain, Central Arizona Project, and Saguaro National Park East inventories. About 800 inventories or surveys had been completed by 1986, representing more than 50 years of record keeping at the Arizona State Museum.

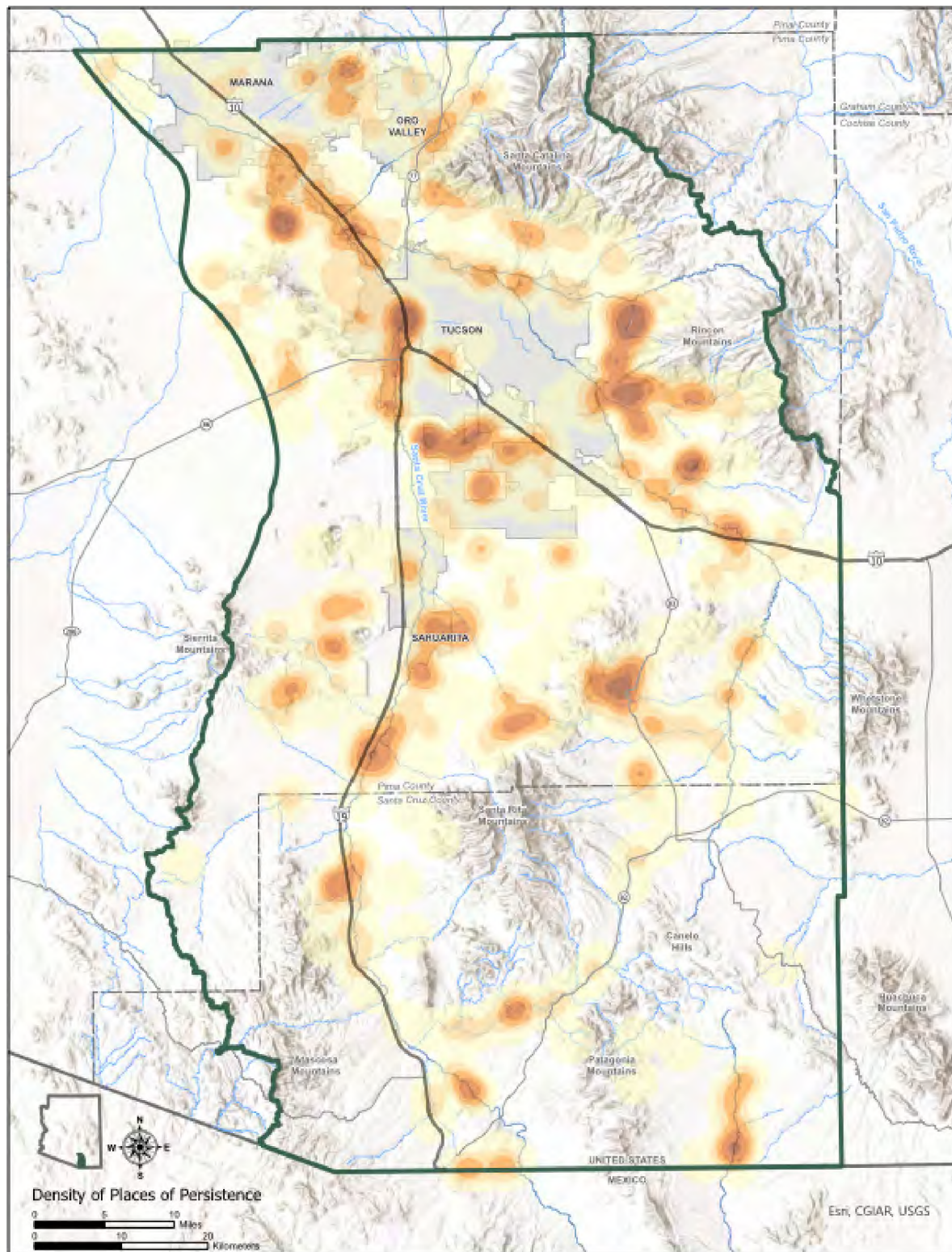
Following these large areal inventories completed by federal and state agencies, inventories in advance of development and construction projects by agencies and the private sector greatly increased during the housing and real estate boom of the 1990s and since. By 1986, about 11% of eastern Pima County had been surveyed; by 1995, the area surveyed had increased to about 16%. (PIMA 1999:22)



Density map showing the concentrations of inventoried pre-European contact archaeological sites within the National Heritage Area and illustrating the extent of inventory work that has been undertaken.



Areas surveyed for historic and archaeological resources within the National Heritage Area. Survey work has focused on federal lands, urban growth areas around Tucson, and places where federally or state funded projects have been undertaken.



**Places of Persistence – density map showing the concentration of archaeological sites occupied by successive peoples and cultures including pre-European contact and post-European contact communities and settlements.**

Today, AZSITE documents a total of 4,566 surveys that have been undertaken within the Santa Cruz Valley National Heritage Area over the decades for which archival records are available. Survey coverage includes 769 square miles, or 23%, of the 3,300 square miles of the National Heritage Area.

A total of 4,728 archaeological sites have been inventoried, including 3,096 pre-European contact sites and 760 post-European contact sites. The general vicinities of these sites are shown on the maps on the preceding pages. The 1687 expedition of Father Eusebio Francisco Kino into the Santa Cruz River Valley in southern Arizona is used as the date of separation between pre- and post-European contact periods.

Inventory and survey methodologies have developed over time and become more rigorous and comprehensive, especially in the late twentieth century as the profession of cultural resource management evolved in response to federal and state compliance requirements. Despite variations in quality, however, many early inventories are invaluable because the sites they surveyed have been lost to development of the expanding Tucson metropolitan area. Today, remaining undisturbed sites within the metropolitan area are the most important to preserve because of the evidence of ancestral peoples and lifeways they retain.

**ACTION: Provide support for continued ongoing inventory and research programs for archaeological resources by partners within the National Heritage Area.**

*Timeframe and Responsibility: Long-term action of the Preservation Committee, Partnership Council, and Alliance Board.*

### 3.3.2 Inventory of Built Resources

As noted above, the inventory of buildings and structures was a focus of state-funded survey work in the 1980s and 90s but has not been funded in recent years and has been left to communities at the local level. Unlike those for archaeological resources, surveys of built resources have not been digitized. Paper copies are archived at the AZ SHPO as well as in local communities.

Community preservation programs within the National Heritage Area are discussed later in this chapter. The quality and extent of inventories of buildings and structures within the National Heritage Area's communities varies according to the capacity of those communities to fund inventory projects. In some communities, such as Nogales, inventories date to the 1980s and 90s when state funding was provided and have not been updated to expanded to new areas. In other communities, inventories have not been conducted.

Historic resource inventories are fundamental historic preservation tools that are essential in providing the knowledge base that informs community planning and historic preservation initiatives. The National Heritage Area can play a critical role in supporting new inventory projects in communities and thereby providing a foundation for historic preservation of buildings and structures within the Santa Cruz Valley.

**ACTION: Encourage and support communities in establishing, updating, and expanding inventories of historic buildings and structures throughout the National Heritage Area.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee, and Alliance Board.*

### 3.3.3 National Register of Historic Places

The National Historic Preservation Act authorizes the Secretary of the Interior to maintain the National Register of Historic Places composed of districts, sites, buildings, structures, and objects significant in American history, architecture, archaeology, engineering, and culture. The National Register is the nation's official list of historic resources that have been determined worthy of preservation. Resources may be significant at the local, state, or national level.

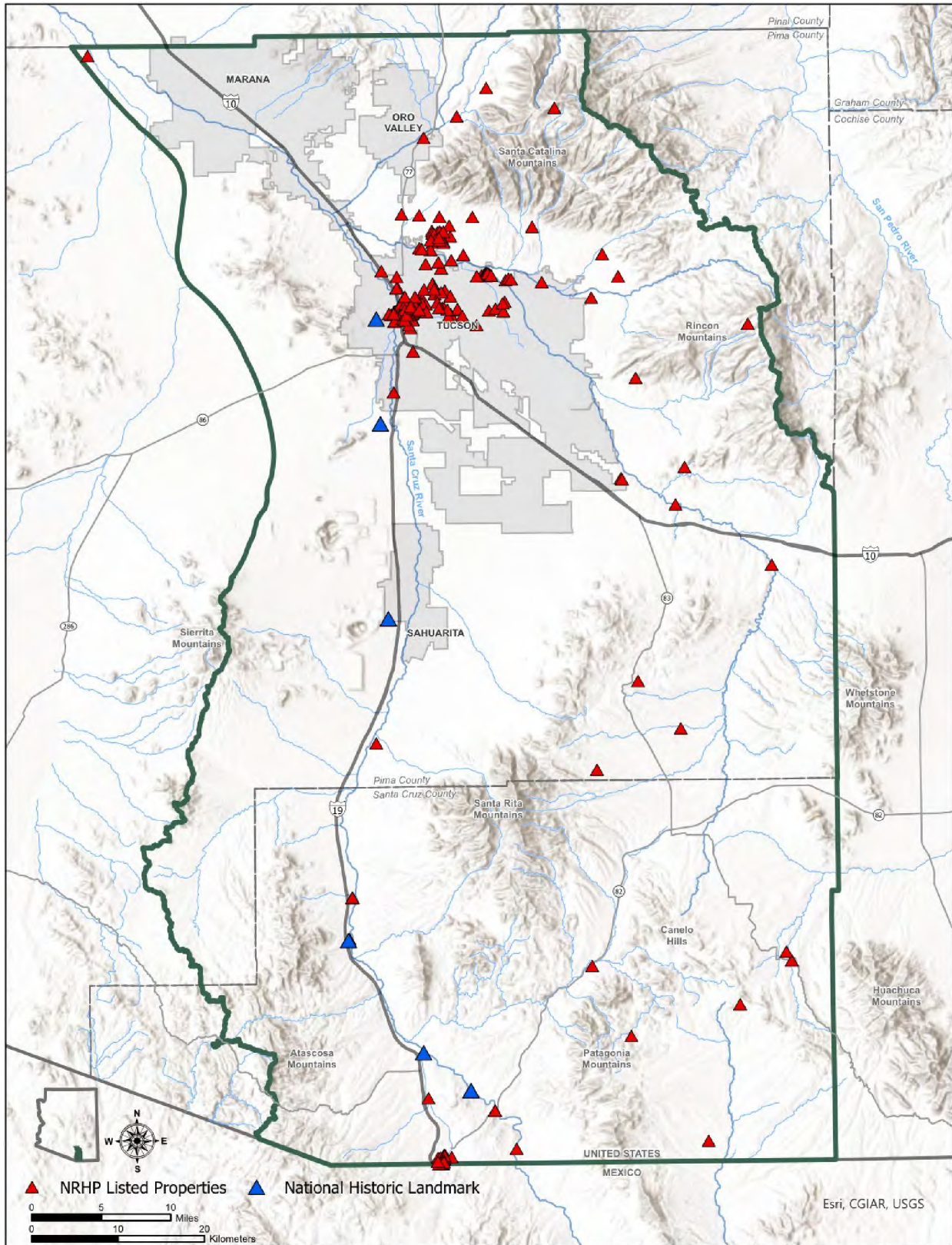
The National Register is administered by the National Park Service and supports the efforts of public agencies, private organizations, and individuals to identify, evaluate, and protect significant historic and archaeological resources. The National Register includes more than 95,000 listings representing more than 1.8 million individual contributing resources.

The National Register is the core designation program within the national historic preservation program. Listed properties are recognized as having met professionally developed criteria for historical significance at the national, state, or local level. Listing on the National Register is purely an honorary recognition. It recognizes the importance of a historic resource without placing any obligations or restrictions on the resource owner. Listing does not give the federal government any ownership rights or regulatory controls with respect to a property.

Listing in the National Register provides economic and other benefits, including:

- Makes the resource eligible for federal and state rehabilitation tax incentives;
- Provides the resource with protection from federal actions under the Section 106 review process; and
- Qualifies a resource for federal historic preservation grants when funds are available.

The Arizona State Historic Preservation Office (AZ SHPO) administers the National Register program in Arizona on behalf of the National Park Service. Once voted on favorably by the AZ SHPO's Historic Sites Review Committee at one of its three yearly review meetings, nominations of eligible properties are forwarded to the National Park Service in Washington, D.C. for review, approval, and listing.



**Locations of National Register listed properties and National Historic Landmarks within the Santa Cruz Valley National Heritage Area.**



Although a national program, the National Register is important on a local level because it identifies and evaluates resources according to uniform, professionally recognized standards and criteria. These criteria are specifically designed to help state and local governments, organizations, and individuals identify important historic and archeological resources worthy of preservation and consideration when making local planning and land development decisions. Listing on the National Register highlights the prominence of a resource and helps raise public awareness of its significance.

The locations of National Register listed properties within the National Heritage Area are shown on the accompanying map. They include a total of 257 properties, including 141 individual properties and 64 districts in Pima County and 44 individual properties and eight districts in Santa Cruz County.

The large majority of National Register listings in Pima County are within the City of Tucson and its immediate vicinity. Of the county's 64 historic districts, 41 are within the city limits. Other Pima County National Register districts include archaeological, ranch, park, and landscape districts. The city's National Register historic districts include a significant number of residential neighborhoods as well as commercial corridors, university, and site-specific districts. The number of National Register listings that have been completed in Tucson in recent years is impressive—at least 96 since 2000 and 44 since 2010.

Twenty-nine of the individual National Register listings located in Santa Cruz County are for buildings located in Nogales and were listed in 1985. Only five National Register listings have been completed in Santa Cruz County since 2000. The nine National Register historic districts in the county include:

- Ruby, (mining townsite) (1975)
- Tumacácori National Monument (Tumacácori National Historical Park) (1966)
- Marsh Heights Historic District (Santa Cruz County Courthouse), Nogales (1985)
- Crawford Hill Historic Residential District, Nogales (1985)
- Tubac Townsite Historic District (1994)
- Kentucky Camp Historic District, Coronado National Forest (1995)
- Pennington Rural Historic Landscape (Stone House Ranch) (2000)
- Barrio de Tubac Archeological District (2003)
- San Rafael Ranch, San Rafael Valley (2008)

Community historic preservation programs are discussed later in this chapter. Communities with active preservation programs are capable of identifying and nominating resources and districts to the National Register with support from the AZ SHPO. The National Heritage Area's federal and state agencies are also capable of identifying resources that may be listed, though funding support may be needed.

Communities without active preservation programs could need additional encouragement, assistance, and support. The National Heritage Area's focus will be on those communities in need of support as well as on rural areas of the National Heritage Area without advocates where significant sites may be endangered, particularly ancestral archaeological sites.

**ACTION: Encourage communities and partners in identifying properties eligible for listing in the National Register of Historic Places and provide assistance and support when possible and appropriate.**

*Timeframe and Responsibility: Long-term action of the Preservation Committee and NHA staff.*

**ACTION: Support community and other partner efforts in preserving properties listed and/or eligible for listing in the National Register of Historic Places.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee and NHA staff.*

### 3.3.4 National Historic Landmarks

Properties that are nationally significant and possess exceptional value or quality in illustrating or interpreting the heritage of the nation may be designated as National Historic Landmarks by the Secretary of the Interior. National Historic Landmarks are the highest level of designation within the national historic preservation program.

Authorized in the NHPA, approximately 2,600 properties across the country have been designated as National Historic Landmarks, only a small percentage of which are owned by the federal government. The National Historic Landmarks Program is managed by National Park Service staff, who assist organizations and citizens from across the country in the nomination and review process.

Six sites within the National Heritage Area are designated as National Historic Landmarks:

- San Xavier del Bac Mission, San Xavier District (1960)
- Desert Laboratory, Tucson (Tumamoc Hill) (1965)
- Tumacácori Museum, Tumacácori National Historical Park (1987)
- Los Santos Ángeles de Guevavi, Tumacácori National Historical Park (1990)
- San Cayetano de Calabazas, Tumacácori National Historical Park (1990)
- Air Force Facility Missile Site B (Titan II ICBM Site 571-7), Green Valley (1994)

Designation as a National Historic Landmark:

- Ensures that stories of nationally significant historic events, places, or persons are recognized and preserved for the benefit of all citizens;
- Provides the property's historic character with a measure of protection against projects initiated by the federal government; and

- Qualifies a resource for grants, tax credits, and other opportunities when available to help maintain the property's historic character.

The Save America's Treasures grant program funded through the federal Historic Preservation Fund is specifically dedicated to bricks and mortar projects at National Historic Landmarks. Designation as a National Historic Landmark is purely an honorary recognition. It does not give the federal government any ownership rights or regulatory controls with respect to a property.

Efforts to expand the number of National Historic Landmarks within the National Heritage Area would be worthwhile purely as an additional honor. The designation of the Tumacácori Museum could be revised to include the entire mission property. The National Heritage Area will work with partners to identify and prioritize resources for designation

**ACTION: Collaborate with partners in the identification of resources eligible as National Historic Landmarks and support partners' work toward their designation.**

*Timeframe and Responsibility: Long-term action of the Preservation Committee, partners, and NHA staff.*

**ACTION: Support community and other partner efforts in preserving properties designated and/or eligible for designation as National Historic Landmarks.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee and NHA staff.*

### 3.3.5 Tribal Inventories

The Tohono O'odham Nation, Pascua Yaqui Tribe, and other regional tribes such as the Hopi and Apaches maintain their own inventories of historic and cultural resources located on tribal lands. These inventories are managed by the tribal THPOs and are not shown within the available AZSITE database. The THPOs undertake research projects associated with tribal history and resources and undertake field investigations on tribal lands when necessary.

In addition to their federal, state, and local compliance reviews, the THPOs also maintain awareness of specific sites of cultural interest beyond tribal lands. The San Xavier District has an Ethnographic Committee that retains professional support in the research and investigation of archaeological sites of particular cultural significance within the Santa Cruz Valley in the vicinity of the District and Tucson.

**ACTION: Maintain an ongoing relationship with Tribal Historic Preservation Officers and appropriate staff from the San Xavier District, Pascua Yaqui Tribe, and other interested tribes in the inventory, research, and preservation of cultural sites of tribal interest. Provide support for projects when possible and appropriate.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee and NHA staff.*

### 3.3.6 Pimería Alta/Kino Missions World Heritage Designation

Partners within the Santa Cruz Valley have recently begun collaborating with organizations and governmental entities in Mexico on a nomination for a UNESCO World Heritage designation of the Spanish Colonial period mission chain spanning the U.S.-Mexico border. This network of missions in several river valleys was established among northern Piman-speaking O’odham communities of the Pimería Alta by the missionary Father Eusebio Francisco Kino between 1687 and 1711. Today, the physical legacy of this mission chain includes 27 actively used churches, ruins, and archaeological sites on both sides of the U.S.-Mexico border. The proposed bi-national, tri-cultural World Heritage designation will recognize the “outstanding universal value” of the mission chain and routes of Kino’s explorations and missionary work in what is now northern Sonora, Mexico, and southern Arizona, and celebrate the region’s shared cultural landscape and heritage.

The goals of this initiative are to study and preserve these historically related missions in an integrated way, and to bring international recognition of the historical and cultural significance of the mission chain. Designation is also expected to create economic benefits to the living mission communities and border region through sustainable heritage tourism. The area in the United States related to this initiative falls within the Santa Cruz Valley National Heritage Area. This initiative builds on decades of active cross-border agreements and collaborations, and the designation will complement the ongoing implementation of the Santa Cruz Valley National Heritage Area management plan.

**ACTION: Support the actions of partners in the potential designation of the Pimería Alta/Kino Missions World Heritage Designation.**

*Timeframe and Responsibility: Long-term action of the Alliance Board.*



Mission San Cayetano de Calabazas, built in the 1760s, is a National Historic Landmark and may be a featured site in the Pimería Alta/Kino Missions World Heritage designation. The mission ruin is within Tumacácori National Historical Park. (Photo: NPS)

### 3.4 ETHNIC CULTURAL LANDSCAPES

Cultural landscapes are places where people have made significant connections to the land, combining natural settings with human influences. As identified by the National Park Service, the components of cultural landscapes include human-modified ecosystems, such as rivers, grasslands, or forests, as well as constructed works, such as agricultural fields, roads, structures, and settlements.

Consideration of the significance of the Santa Cruz Valley National Heritage Area's living landscape recognizes how the region's natural and cultural landscapes are inextricably intertwined. Cultural resource inventories of the National Heritage Area, discussed above, demonstrate how extensively the landscape was occupied by successive peoples and cultures over many thousands of years.

Over this extended time period, the successive cultures have influenced the landscape, especially in the landscape's *places of persistence*, primarily along rivers and tributaries where water was available and that were suitable for cultivation and settlement. Changing cultural traditions and evolving technologies altered the ways these places were developed and managed, altering their appearance and the manner in which they functioned.

Successive cultures have had differing conceptual relationships with the landscape as well, different ways in which they thought of and represented the surrounding landscape.

Ancestral peoples, for instance, had a conceptual storied relationship to the larger landscape. Place names had stories associated with them. These stories influenced how people viewed themselves and formed a template for transmitting cultural traditions. Ancestral peoples had maps as memories, memories that were maintained in their minds. These memories were often stories about supernatural and other events that make the landscape come alive with meaning. In effect, past and present co-exist, as ancient stories are one with current existence.

In contrast, people with traditions based in European values represent the physical landscape as a surface inscribed with named places and landmarks, as in the European tradition of map making. This is a very different way of memorializing the landscape. In this cultural tradition, maps represent memory. Maps allow people to transmit knowledge of places about which the reader may know a great deal or almost nothing.

Changes in the landscape can be complex and are comprised of layers built one upon another over time. These layers of change may be difficult to perceive and are often taken for granted. The Santa Cruz Valley's overall geology, landforms, drainage patterns, and ecology provide the foundational setting for the landscape and are instrumental in the characteristics determining spatial patterns, topography, natural systems and features, and vegetation. Settlements, road networks, and land divisions create large-scale patterns related to circulation and land use.



**Santa Cruz Valley cultural landscapes have both physical and conceptual significance. (Photo: Visit Tucson)**

Both the physical and conceptual natures of cultural landscapes are significant. Traditional cultural places and landscapes carry meaning and help define a sense of place and a sense of identity.

In the investigation, preservation, and interpretation of historic places within the National Heritage Area, it is important to convey both the physical and conceptual character of the landscape and how they have changed over time through the presence of successive peoples and cultures. While some places may have importance to only one cultural group, other places may have importance to several cultures. (PIMA 2001a:4,54-55)

The National Park Service has led the recognition and study of cultural landscapes in the United States and has developed methodologies and guidelines for their identification, assessment, and treatment. In general, the identification and analysis of physical cultural landscape characteristics and features include:

- Natural systems and features
- Spatial organization and patterns
- Land use
- Circulation
- Cultural Traditions
- Topography
- Vegetation
- Cluster arrangement
- Buildings and structures
- Views and vistas
- Constructed water features
- Small-scale features
- Archeological sites
- Other special considerations

The National Park Service has developed *Guidelines for the Treatment of Cultural Landscapes* which discusses the characteristics outlined above and how to apply the *Secretary of the Interior's Standards for the Treatment of Historic Properties* to landscapes.

These cultural landscape methodologies and guidelines can be useful in helping to understand how successive influences have shaped the landscape over time. They provide a set of best practices that can help us recognize and preserve the physical character defining features of the landscape significant to the character and identity of a place. The National Heritage Area should encourage a cultural landscape approach to the understanding of the Santa Cruz Valley's living landscape and the natural, historic, and cultural resources of which it is comprised.

**ACTION: Encourage a cultural landscape approach to the investigation, evaluation, understanding, and presentation of historic and cultural resources within the National Heritage Area.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee, partners, and NHA staff.*

**ACTION: Support recognition of both the physical and conceptual aspects and significance of cultural landscapes as they apply to different peoples and times in research, documentation, interpretation, and stewardship.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee, partners, and NHA staff.*

### 3.4.1 Ancestral Cultural Landscapes

Ancestral peoples have by far the longest history of residency within the National Heritage Area landscape. Today, the Tohono O'odham Nation encompasses only a fragment of the landscape once occupied by their ancestors. Consequently, many cultural landscape locations and places that are important to the Tohono O'odham people are found throughout the National Heritage Area. To the Tohono O'odham, this landscape is central to their identity as a people and the focus of their cultural values. (PIMA 2001a:7)

Pascua Yaqui people have also maintained a strong presence within the Sonoran Desert region pre-dating European contact. Yaqui traditional knowledge tells of Yaqui trade routes and settlements from the Rio Yaqui valley in the south to the Gila River in the north.

Other tribes with cultural interests within the National Heritage Area include the Hopi, Zuni, and Apache. The Apache played a strong role in the viability of the Santa Cruz Valley as a place of settlement due to their raids in the 18<sup>th</sup> and 19<sup>th</sup> centuries. Hopi and Zuni connections to the region relate to the migrations of their ancestors in the distant past. The history and culture of each tribe is a unique story and may be told separately. (PIMA 2001a:4,14)

### ***The Physical Ancestral Cultural Landscape***

Archaeological investigations have provided a significant amount of evidence of the physical character of the landscape during different periods. Near the end of the Ice Age, about 11,000 B.C., Paleoindian hunters of the Clovis culture traveled the Santa Cruz Valley in search of mammoths and other now-extinct large mammals. Their spear points are currently the oldest evidence of human presence in the region, and they mark the beginning of the long and rich human history of the Santa Cruz Valley.

Traces of a series of prehistoric cultures that flourished during various timespans between about 11,000 B.C. and the late 17th century AD are preserved on and beneath the surface. These cultures included groups of the earliest people on the continent, the first farmers and villagers in the Southwest, unique variants and blends of the Hohokam and Trincheras cultures of the Sonoran Desert, and the first southern Arizona tribe to come in permanent contact with Europeans. All of these prehistoric cultures were centered on the linear oasis created by the river—the common thread through their histories. (Alliance 2005:97)

The Tohono O’odham consider the Hohokam as their predecessors who inhabited the many ancient villages discovered through archaeological investigations within the Santa Cruz Valley. The Hohokam culture spread into the Santa Cruz Valley between roughly 550 and 750 AD. Beginning at approximately 750 AD, villages in the upper Santa Cruz Valley were also influenced by the Trincheras culture centered in Sonora, Mexico. For the next several hundred years, the river valley was a borderland between these two Sonoran Desert cultures, which were blended in local communities.



**Petroglyphs on desert mountain rock formations are among the significant resources of the ancestral cultural landscape. (Photo: Visit Tucson)**



The cycle of change in Hohokam culture is traced through the archaeological record as village locations were abandoned, new locations were established, changes in agricultural practices were instituted, and new types of dwellings and structures were built, all evidence of evolving cultural practices.

Between about A.D. 1400 and 1450, the Hohokam culture of southern Arizona collapsed after a population decline. By the time that the Spanish arrived in the 1680s, the Hohokam villages were no longer occupied and people were living in scattered rancherias, many of which were located along the Santa Cruz River. (Alliance 2005:97-100)

The physical record gleaned from archaeological investigations provides critical clues to the lifeways and cultural traditions of the heritage area's ancestral peoples but does not provide a full understanding of these cultures.

### ***The Conceptual Ancestral Cultural Landscape***

Ancestral cultures were structured in ways that provide the flexibility to adapt to the desert, in which one must work with the environment rather than against it. Places of cultural significance to the Tohono O'odham include a wide range of natural resources.

Mountains, rivers, and springs are natural features with cultural importance, in part because of their association with life-giving waters. Mountains are regarded as the locations of rainhouses, positioned in the cardinal directions, which have all of the trappings of rain—winds, clouds, and rainbows. Caves are imbued with cultural significance, some notable as microenvironments with cool temperatures and reliable water, and some serving as shrines.

Many species of plants and animals have cultural uses and often have associated oral traditions that explain their origins and how to care for them so they can continue to provide for the people. The saguaro in particular has many uses and is such an important resource that it occupies a central role in a body of oral tradition and ceremonial activities. Agave, mesquite, sage, yucca, beargrass, and a variety of animals have important uses in daily life and cultural tradition. Ancestral villages, rock art, burials, and campsites are believed to be edifices of the ancestors. (PIMA 2001a:20,21)

The ancestral cultural landscape encompasses the entirety of the Santa Cruz Valley and is of significance today to the cultural traditions of the National Heritage Area's Tohono O'odham and Pascua Yaqui peoples. These cultural landscapes and traditions will be highlighted within the work of the National Heritage Area. The pre-European contact cultural landscapes and places associated with ancestral communities within the Santa Cruz Valley will continue to be studied and preserved where possible.

**ACTION: Recognize, document, and present the historic cultural landscapes, places, and resources associated with pre-European contact ancestral communities.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee, partners, and NHA staff.*

**ACTION: Recognize, document, and present the differing cultural perspectives of the successive ancestral peoples who have lived in or had relationships with the Santa Cruz Valley landscape in close cooperation with tribal partners.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee, Tohono O’odham, Pascua Yaqui, and NHA staff.*

### 3.4.2 Post-European Contact Cultural Landscapes

European ethnic groups began to influence the historic cultural landscape of the Santa Cruz Valley beginning with the expedition of Father Eusebio Francisco Kino in 1687. Kino and accompanying priests and soldiers were the first Europeans to travel north along the Santa Cruz River into what is now southern Arizona and the Santa Cruz Valley National Heritage Area. Kino began the missionization of the river valley in the 1690s, though it was not until the 1730s that a permanent European presence was established. (Alliance 2005:108)

Prior to the United States’ purchase of the region in 1854, the Spanish and then Mexican foothold within the Santa Cruz Valley was tenuous at best. The Hispanic population was focused near missions and military posts, while a few individuals tried their hands at ranching on land grants or at mining. Even at its apex, the Hispanic population during the Spanish and Mexican eras was well below that of the resident Native American peoples.

Yet the Spanish influence upon the cultural landscape was significant. Maps were drawn. The locations where Spanish settlement focused were the same places of persistence to which ancestral peoples had been attracted over thousands of years—places where water was available and where cultivation was possible.

Settlements surrounded the missions and presidios and included both Hispanic and Native American populations. New features in the landscape included missions and churches, cemeteries, presidios, shrines, and changes in land division and use. Land grants were used to incentivize ranching. Religious and economic life was transformed as can be seen in the enduring tradition of festivals and events among today’s Hispanic and Tribal peoples.

Anglo presence increased within the Santa Cruz Valley following the Gadsden Purchase in 1854. Military, mining, and ranching influences altered places in the landscape while the earlier Spanish, Mexican, and Tribal influences remained dominant. The Anglo presence increased following the completion of the railroad in 1880 and the subjugation of the Apache.

Construction of the railroad during the 1870s brought Chinese laborers to the Santa Cruz Valley, beginning their long cultural history within the region. The Chinese became known for their gardens which evolved into produce stores throughout the young city of Tucson. The Chinese maintained aspects of their homeland through foodstuffs and food preparation techniques, which they translated into a thriving economic endeavor. New immigrants arrived through family connections. Chinese residents were diffused throughout the community,

rather than concentrated in a single neighborhood, yet have retained a strong cultural continuity to the present.

Mormon settlement was initiated along the Rillito River in 1898 and increased into the early 20<sup>th</sup> century. Today the initial Mormon community has been subsumed into the expanding region, but the Mormon presence remains and vestiges of the historic community remain. (PIMA 2001a:48-51)



**A modern cultural landscape—Tucson’s Sunshine Mile Historic District. (THPF 2018:109)**

The dramatic expansion of the Tucson region following World War II through the late 20th century to the present has created a modern cultural landscape of importance today. A number of the early city’s historic neighborhoods have survived, though urban growth, urban renewal, and suburban expansion have replaced much of what was present prior to the 1940s.

The sheer extent of the region’s growth and expansion is breathtaking and has transformed the northern portion of the Santa Cruz Valley well beyond what could have been imagined in earlier historic times. Aspects of this dramatic growth have become historically significant in-and-of-themselves, such as Tucson’s Sunshine Mile Historic District along Broadway (National Register listed in 2020) and Miracle Mile Historic District (National Register listed in 2017). Today’s cultural landscape is discussed further in the interpretation of the theme *Community of Conservation and Creativity* outlined in Chapter 4, *Storytelling: Interpretation and Education*.

The evolving post-European contact cultural landscapes and places associated with different ethnic communities that have come to the Santa Cruz Valley will continue to be studied and preserved where possible.

**ACTION: Recognize, document, and present the historic cultural landscapes, places, and resources associated with post-European contact ethnic communities.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee, partners, and NHA staff.*

### 3.5 PRESERVATION ARCHAEOLOGY

The discipline of *Preservation Archaeology* seeks to identify and preserve archaeological sites intact rather than undertaking the kinds of field investigations that would essentially destroy them. The identification of sites should be undertaken with minimally intrusive techniques. Identified sites should be avoided and preserved. Where avoidance of sites due to new construction is not possible, the sites should be fully investigated and recorded. Public information about the sites should be broadly circulated.

Preservation Archaeology is more than studying and protecting the past. Preservation Archaeology looks forward as well as back. It respects Indigenous history and honors diverse ways of knowing. It actively protects and advocates for the protection of archaeological sites and cultural landscapes. It breaks down barriers to understanding, respecting, celebrating, and finding inspiration in these places.



**Aerial view of fields from 1200 B.C. at the site of Las Capas on Tucson’s north side revealing a pattern of irrigation ditches that watered adjacent areas of cultivated field. (AS 2010:6)**

Specifically, Preservation Archaeology is an ever-evolving ethic, philosophy, and practice grounded in science, conservation, and the humanities. It prioritizes big-picture questions about life in the past and nondestructive or low-impact ways of finding answers to those questions. In practice, this typically means collecting, analyzing, and disseminating existing archaeological data from projects undertaken in the distant or recent past. It can also mean documenting what is present and leaving it in place. Preservation Archaeology widely shares insights and information through discussion, digital and print media, and hands-on and in-person experiences—and it attends to knowledge and experiences offered in response.

Practicing Preservation Archaeology requires holistic thinking and relationship-building—within the profession, with other professions, with Indigenous communities, with government agencies, with host communities, and with a variety of stakeholders. Preservation Archaeology is archaeology for the future,

and the future of Preservation Archaeology is greatly expanded conversation and collaboration.

The inventory of archaeological resources within the National Heritage Area has been extensive, as discussed in the preceding section of this chapter and shown on the accompanying maps. While most formal survey work has been concentrated in Pima County in the vicinity of urban growth areas, sites have been identified throughout the National Heritage Area and especially along the Santa Cruz River and its tributaries.

Spanish era and pre-European contact ancestral sites are of particular significance and will be a priority for continuing survey work and for preservation. Comparing surveyed areas with the locations of identified pre-European contact sites, it is evident that pre-European contact archaeological sites may be found almost wherever one looks.

However, the density and importance of sites vary. Sites located near rivers and tributaries and especially near places of concentrated settlement have a higher number and complexity of features, more significant features, deeper layering over time, and are rich in terms of the information they retain. More remote upland sites tend to be transient camps and similar sites significant to a variety of ancestral groups and tend to yield a less layered range of information. Both, however, are significant.

Important archaeological work has been undertaken throughout the National Heritage Area but especially in the vicinity of metro Tucson, where archaeological investigations have been concentrated due to the number of public projects that have been constructed and their required compliance with state and federal regulations. Existing inventories within the urban growth area around Tucson are comprehensive, and the level of awareness of archaeological potential is high.

A number of important archaeological sites have been investigated in detail in the Tucson vicinity over the years as building and road construction projects have been undertaken. Several important projects have been investigated in the city's downtown area. A significant amount of information has been documented from investigated sites, adding to the body of knowledge about pre-European contact ancestral peoples and post-European contact sites. The continuing investigation of urban sites remains important. Even sites that have been previously built upon may still retain features and information below grade.

Yet the extensive urban and suburban growth that has occurred within the Tucson vicinity has led to the loss of large areas of archaeological potential. Where possible, a few important archaeological sites have been preserved through the re-routing of roadways and other means. Most known sites within the Tucson vicinity have either been protected or destroyed.

Larger landscape areas with archaeological potential remain farther away from metro Tucson, such as along the Upper Santa Cruz River in Santa Cruz County and along Sonoita and Cienega Creeks. Larger landscapes in the vicinity of Tubac, Tumacácori, Guevavi, and Calabazas are particularly significant and have

yet to be fully studied and understood. Landscape preservation efforts will be focused on these remaining as yet undisturbed and intact areas. Areas within about two miles of mission, presidio, and other settlement centers are of most potential significance.

Archaeological research and investigation will be actively supported throughout the National Heritage Area. The use of preservation archaeological perspectives and methodologies will be encouraged to maximize the preservation of archaeological sites as they are being studied.

Federal and state compliance programs whether for publicly funded projects or on federal lands remain important in the identification, investigation, and protection of archaeological sites. Priority for National Heritage Area initiatives will focus on assisting partners in the understanding and preservation of remaining intact larger archaeological landscapes in the vicinities of rivers, tributaries, and former settlements. Where appropriate, the National Heritage Area will encourage the coordination of preservation of archaeological sites with the preservation of conservation lands as outlined in Chapter 2 of this management plan.

**ACTION: Encourage partners to prioritize the investigation and preservation of intact large landscapes of pre-European contact and mission period archaeological areas along waterways and in the vicinity of historic settlement areas.**

*Timeframe and Responsibility: Long-term action of the Preservation Committee and partners.*

**ACTION: Encourage partners to coordinate the preservation of archaeological sites with the preservation of conservation landscapes as outlined in Chapter 2.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Conservation Committee, Preservation Committee, and partners.*



Aerial sketch of features documented at Mission Guevavi in Tumacácori National Historical Park by the Guevavi Mission Field School, 2013 and 2015, a cooperative educational and management project with goals of characterizing the extent of pre-European contact occupation and learning about daily life during the mission period occupation. (Photo: Desert Archaeology, Inc.)

### 3.6 COMMUNITY PRESERVATION PROGRAMS

Community historic preservation programs are more fully mature in portions of the National Heritage Area that have experienced significant growth and where threats to and loss of historic resources have been experienced. Tucson, in particular, as outlined later in this section, has developed an exemplary historic preservation program that serves as a model within the region and the state. Pima County's preservation program benefitted from studies and initiatives undertaken as part of the Sonoran Desert Conservation Plan.

In less developed portions of the National Heritage Area, historic preservation programs are less mature due to limited capacity. These areas, such as along the Upper Santa Cruz River and Sonoita Creek valleys, have not yet been subjected to the levels of intense development pressure as have locations in the vicinity of Tucson.

Because their historic programs are less robust, however, these areas may be vulnerable to development and the subsequent loss of historic resources. They are considered threatened. Proactive inventory work and the implementation of best practice preservation techniques are needed and will be a priority for National Heritage Area initiatives.

**ACTION: Actively support and assist historic preservation initiatives of communities and partners throughout the National Heritage Area.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee, AZ SHPO, partners, and NHA staff.*

#### 3.6.1 Certified Local Government Program

The National Historic Preservation Act establishes a program through which local governments can become certified to participate in the national historic preservation program. The Certified Local Government Program is a preservation partnership between local, state, and national governments focused on promoting historic preservation at the grassroots level. In Arizona, the program is jointly administered by the National Park Service and AZ SHPO, with each local community working through a certification process to become recognized as a Certified Local Government (CLG).

There are four designated CLGs within the Santa Cruz Valley National Heritage Area:

- Pima County
- City of Tucson
- Town of Oro Valley
- City of Nogales

As CLGs, these four governments have access to yearly federal grants specifically designated to support local preservation planning. Technical assistance is also provided to CLGs by the AZ SHPO and NPS to assist in addressing preservation issues and opportunities. Local governments have the opportunity to network with other CLGs through the National Alliance of Preservation Commissions and other programs such as the National Main Street

program. Designation as a CLG provides recognition that a local government has demonstrated the commitment and capability to implement historic preservation planning at a professional level.

The National Heritage Area will provide support to communities in taking advantage of the CLG program, both in becoming designated and in implementation as appropriate. Santa Cruz County, for instance, included designation as a CLG as a proposed action in its 2016 Comprehensive Plan but has not yet been able to implement that action. Unincorporated communities and rural areas throughout the county would benefit from the resources that would become available through such designation. If requested, the National Heritage Area could assist Santa Cruz County in achieving designation by providing the resources to assist county staff in the designation process or through other means. In Nogales, the National Heritage Area could assist in providing matching funds to CLG grants for qualifying historic preservation inventory, designation, and implementation projects.

**ACTION: Work with local CLGs to apply for the federal grant support available to them for implementation of priority preservation projects.**

*Timeframe and Responsibility: Medium-term and o action of the Preservation Committee, AZ SHPO, partners, and NHA staff.*

**ACTION: Encourage and assist communities to become CLGs so they will be able take advantage of grant and technical assistance benefits.**

*Timeframe and Responsibility: Long-term action of the Preservation Committee, communities, and NHA staff.*



Private residence in Tucson. The Certified Local Government program assists communities in the documentation, planning, and preservation of historic resources.



### 3.6.2 Pima County

Pima County has a robust cultural resources program managed through the Cultural Resources & Historic Preservation Division of the Office of Sustainability and Conservation. The program applies to the unincorporated portions of the county and is aligned with the County's Sonoran Desert Conservation Plan (SDCP). The Office of Sustainability and Conservation has been a primary supporter in preparation of the Santa Cruz Valley National Heritage Area Management Plan.

The implementation of the SDCP through successive bond programs has preserved important historic and cultural resources through the acquisition of conservation lands and application of conservation easements. Historic ranch complexes and archaeological sites have been beneficiaries of the county's land conservation initiatives.

Initially established in 1986, the Cultural Resources & Historic Preservation Division today has a staff of four and coordinates closely with Development Services and other County planning departments. The office was designated a Certified Local Government by the AZ SHPO and NPS in 2012. Its responsibilities include:

- Managing the County's Certified Local Government program in close cooperation with the AZ SHPO;
- Making sure that County projects are in compliance with federal, state, and local historic preservation laws and policies;
- Ensuring private sector compliance with County cultural resource policies and ordinances for land use and development;
- Management and protection of cultural resources on existing County natural area preserves and other properties;
- Identifying and procuring grant funding (such as CLG grants) for inventory, planning, National Register nominations, historic property acquisition, rehabilitation, and adaptive reuse;
- Public programming and outreach;
- Implementation of bond program funding for historic preservation when monies are available; and
- Updating the cultural resource element of the SDCP through updates to its database of cultural resources and preparation of technical reports.

#### ***Priority Cultural Resources***

In 2002, the SDCP identified 238 priority cultural resources that have guided implementation of the County's preservation program and in particular the use of land acquisition and conservation easement through various bond programs. These priority cultural resources include:

- 71 individual archaeological sites;
- 29 clusters or "complexes" of archaeological sites in locations of repeated use of the landscape over thousands of years; and
- 138 historic resources built over the past two centuries.

These are high value cultural resources that because of their importance to the history and culture of the County and its residents are deserving of conservation in the public interest. (PIMA 2002:4)

### ***Pima Prospers***

*Pima Prospers*, the County's 2015 comprehensive plan, was an outgrowth of the SDCP and delineated policies for its implementation as the County continues to grow and develop. The plan's Cultural Resources Element goal establishes County policy in conserving and protecting cultural resources. The 18 policies it outlines describe most of the activities being performed by the Cultural Resources & Historic Preservation Division as presented above. Policies state that the County should continue to inventory resources, monitor and evaluate resources over time, and encourage in-place protection of cultural resources as a part of land use planning.

Policies support the basic tenants of *preservation archaeology* by seeking to avoid impacts on cultural resources. Where avoidance is not possible, policies seek to mitigate negative impacts by legally prescribed strategies requiring recovery of archaeological and historical information contained within the resource before it is adversely impacted by private or public development actions.



**Canoa Ranch Headquarters—listed on the National Register and preserved as a county park and conservation landscape initiative. (Photo: Jon Roanhaus)**

### ***Protection of Resources on County-owned Lands***

The Pima County Board of Supervisors has enacted a policy (C3.17) to conserve and protect cultural resources on County-owned lands and to mitigate any negative effects that Pima County operations and land use planning decisions may have on those lands.

Pima County is in ownership of a considerable land area including parks and preserves and conservation land acquired in compliance with the Multi-species Conservation Plan. Much of this land is of environmental significance. Other

land areas are related to sensitive drainage-ways and washes. The amount of ranch and grazing land area that has been acquired by bond programs has been particularly significant.

Policy C3.17 requires that all County departments and units comply with federal, state, and local cultural resource laws and regulations. No land disturbance or other work may be commenced prior to review and approval of the Cultural Resources & Historic Preservation Division.

Projects undertaken by third parties on County properties and rights-of-way require review and compliance and mitigation of any negative impacts, if any, before permits are issued. County properties with cultural resources are sold with protections in place for the resources as a condition of sale, such as conservation easements or restrictive covenants enforceable by the County.

### ***Policies Enacted through Development Processes***

Most larger subdivision and land development projects in unincorporated portions of Pima County require Comprehensive Plan Amendments, Rezoning Requests, and Site Construction Grading permits subject to County review and approval. Comprehensive Plan Amendments and Rezoning Requests provide opportunities for negotiation for the treatment of identified resources in accordance with County policies. In each of these cases, the Cultural Resources & Historic Preservation Division is given the opportunity and responsibility of aligning the proposed projects with County policies on preserving cultural resources.



**Old Vail Post Office in Vail, an unincorporated community in Pima County.  
(Photo: Ammodramos)**

### ***Historic District and Landmarks Zones***

Pima county has enacted *Chapter 18.63 Historic Zones* of the Zoning Ordinance providing the possibility of creating zoning overlay districts over areas of historic and cultural significance. Two types of overlay are possible: Historic District Zones related to areas and neighborhoods and Landmark District Zones related to areas around designated County landmarks. Once designated, Historic District Zones and Historic Landmark Zones are subject to design review for proposed new development, for changes or alterations to contributing historic buildings, and for proposed new buildings or additions.

To date, three County landmarks and three Historic District Zones have been designated. The Historic District Zones are currently being reviewed in relation to recent state legislation that might require changes. Two areas, the San Xavier Environs Historic Zone (H-1) and Fort Lowell Historic District Zone (H-2), each have special customized requirements outlined in the ordinance.

Pima County's historic preservation program is thoughtful and comprehensive and has received added impetus through development of the SDCP. Gaps exist in the review of private sector projects that do not require federal or state review and may not fit into categories requiring County review.

Nonetheless, the Pima County program is well conceived, well staffed, and is a leader within the region. National Heritage Area collaboration and support will be helpful, and there may be opportunities for substantive collaborative projects in the future.

**ACTION: Provide guidance and support to the Pima County historic preservation program upon request.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee, Partnership Council, and Alliance Board.*

**ACTION: Actively seek out potential collaborative projects to be undertaken together by the County, Alliance, and others that would preserve, protect, enhance, and interpret significant previously threatened sites.**

*Timeframe and Responsibility: Medium-term and ongoing action of Pima County, the Alliance Board, Preservation Committee, partners, and NHA staff.*



Cienega Creek Bridge in Pima County's Cienega Creek Natural Preserve, built in 1920-21 and listed on the National Register. (Photo: \$1LENCE)

### 3.6.3 City of Tucson

The City of Tucson has an exemplary historic preservation program that serves as a model for the region and the state. Tucson's historic preservation ordinance dates to 1972, and the City was designated as a Certified Local Government in 1990.

As outlined in the *Guide to Tucson's Historic Neighborhoods*, Tucson's historic neighborhoods are a vibrant expression of the community's diverse cultural heritage. Its origins can be traced back to the prehistoric and early historic Native American agricultural communities and Spanish period mission and presidio settlements on both sides of the Santa Cruz River. During Tucson's Mexican period, neighborhoods were based on Spanish community planning principles—attached, street-abutting buildings enclosing outdoor courtyards—and occupied by the increasingly mixed populations of Mexican and Anglo descent. Barrio Sin Nombre in the Menlo Park Historic District is within the area considered as Tucson's birthplace.

After the arrival of the railroad in 1880, Tucson experienced an increasing Americanization evident in everything from fashions and food to building materials and neighborhood character. New neighborhoods were established and reflected American traditions of urban planning—detached houses on a gridiron pattern of streets and blocks—and an eclectic mix of architectural styles, including the ubiquitous bungalow.

By the 1920s, Tucson developers began promoting regional revival styles—Spanish, Colonial, Mission, and Pueblo—to connect with the imagery of the romantic Southwest. Some new subdivisions were developed outside of the corporate limits using curvilinear streets, native landscaping, and architectural themes regulated through deed restrictions.

Tucson's post-World War II population boom led to new subdivisions extending further away from the city core and defined by community planning that was increasingly automobile oriented. The modern Ranch-style house soon replaced the regional revival styles as the dominant residential expression. (Tucson 2015)

Since the 1970s, the range, character, and significance of these historic neighborhoods have been increasingly recognized and have led to grassroots preservation efforts for their stewardship. Tucson's early preservation initiatives were brought about in reaction to urban renewal projects of the 1960s through which older, highly significant historic neighborhoods in the downtown area were lost. The City's earliest historic districts surrounding downtown—Armory Park, El Presidio, and Barrio Libre—were designated in 1976 and 1978. Since then, the significance of Tucson's residential neighborhoods and commercial corridors have been broadly recognized as central to the City's identity, along with the need for and benefits of their preservation.



Armory Park Historic Residential District.



Blenman-Elm Historic District.



Barrio Libre Historic District.



Barrio El Hoyo Historic District.



Barrio El Membrillo Historic District.



El Encanto Estates Residential Historic District.

Representative character of Tucson's National Register-listed residential neighborhoods.  
(Photos: Wiijay, Jon Roanhaus, User:awjrichards, Jon Roanhaus, Adria Willet, Jon Roanhaus)

### ***National Register Historic Districts***

As discussed earlier in this chapter, Tucson has listed 41 National Register Historic Districts on the National Register of Historic Places. Many are located in the vicinity of the City’s downtown core and include historic neighborhoods, commercial areas, and commercial corridors. The number of National Register districts listed in recent years is impressive—14 since 2010 and the most recent being 2021.

While non-regulatory, these National Register Historic Districts provide clear community recognition of the historic character of the City’s neighborhoods, raise public awareness about historic character, and influence planning and development. The National Heritage Area can help support community stewardship initiatives by promoting the historic character and national recognition of designated neighborhoods to residents and visitors. Historic neighborhoods will be considered visitor attractions, and the City and local neighborhoods may be encouraged to develop initiatives for their interpretation through the Community Interpretation program outlined in Chapter 4 of this management plan.

**ACTION: Promote Tucson’s use of the National Register Historic Districts to residents and visitors to encourage appreciation of the districts’ historic character and foster support for community preservation stewardship.**

*Timeframe and Responsibility: Medium-term action of the Preservation and Interpretive Committees.*

**ACTION: Encourage interpretation of Tucson’s National Register Historic Districts through the Community Interpretation program outlined in Chapter 4.**

*Timeframe and Responsibility: Medium-term action of the Interpretive Committee.*

### ***Plan Tucson 2013***

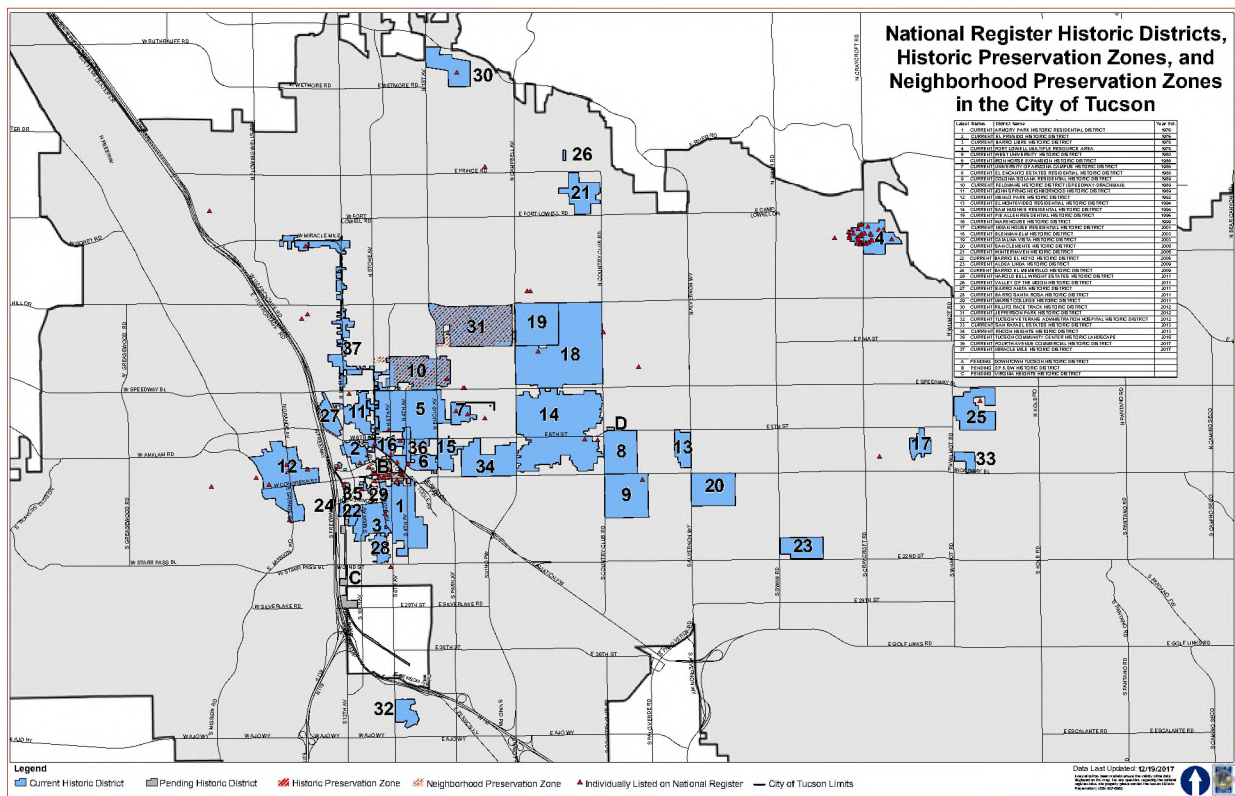
*The City of Tucson General & Sustainability Plan 2013* leads its discussion of *The Built Environment* with a section on historic preservation. The section outlines the benefits of historic preservation with respect to property values, business development, and quality of life and highlights actions that the City has taken in support of preservation. The plan does not present the full scope of the City’s historic preservation program but does outline eight general policies to provide guidance as actions are identified and decisions are made about future disposition and treatment of Tucson’s historic resources. They include:

- Providing incentives to private property owners;
- Providing technical assistance to commercial areas and low- to moderate-income neighborhoods;
- Identifying and preserving historic streetscapes;
- Including preservation considerations in land use decisions; and
- Mitigating impacts on historic, cultural, and archaeological resources as a result of City projects.

### Tucson's Historic Preservation Program

Tucson's historic preservation program is managed by the Historic Preservation Office within the Planning Development Services Department. The Tucson-Pima County Historical Commission is a joint City/County designated commission that advises the City on preservation issues, and the Tucson Historic Preservation Foundation is an independent non-profit organization that advocates for historic preservation and undertakes preservation initiatives within the City.

Tucson's preservation ordinance is a component of the City's Unified Development Code (UDC) under overlay zones as Section 5.8, "H" Historic Preservation Zone (HPZ) and "HL" Historic Landmark (HL). The ordinance is comprehensive and well crafted. It allows for the establishment of Historic Preservation Zones (local historic districts) and the designation of individual properties as local Historic Landmarks. Six Historic Preservation Zones have been established, four of which were originally created in the mid-1970s and two of which were created in the 1980s. Four of the districts were amended in 1995/96. They include several of the City's earliest and most historic neighborhoods.



**National Register Historic Districts and Historic Preservation Zones in Tucson. (City of Tucson)**

Designation as a Historic Preservation Zone or Historic Landmark requires design review when changes to buildings or new construction are proposed. Advisory committees are established for each Historic Preservation Zone that provide advice on design review applications to City staff. Advice is also sought from the Tucson-Pima County Historical Commission. Decisions on design review applications are made by the Director of the Planning Development Services



Department with appeal to the Mayor and City Council. Design standards for review are included within Section 5.8 of the UDC ordinance. Additionally, comprehensive design standards are included in a separate Technical Standards document that supports the UDC.

In 2011, the City added a Historic Landmark Signs ordinance to Section 5.8 to help preserve historic mid-century modern signage for which Tucson is known. Section 5.8 also includes provisions on maintenance that address potential demolition by neglect. The ordinance's provisions on demolition review allow for a 90-day period of demolition delay during which alternatives to demolition may be explored. Final decision on proposed demolition within a Historic Preservation Zone is made by the Mayor and City Council and may be denied.

A number of surveys, studies, and reports have been prepared for historic resources in Tucson, some of which are intended for the general public. The City has an extensive set of area plans for individual neighborhoods which encourage consideration of neighborhood character. Section 5.10 of the UDC allows for the establishment of Neighborhood Preservation Zones through which neighborhoods can manage and preserve desirable features and characteristics.

The City is also sensitive to archaeological potential. As noted previously in this chapter, several important archaeological investigations have been undertaken in the downtown center that have yielded important information on Spanish era and pre-contact settlement. Several separate areas of archaeological sensitivity have been identified. Even routine infrastructure work within the City rights-of-way may yield important information.

The City should consider establishing several of its National Register Historic Districts as new Historic Preservation Zones or consider some other format for their protection and appropriate treatment. Of particular interest would be the historic commercial corridors such as the Miracle Mile and Sunshine Mile Historic Districts.

Tucson's historic preservation program has its own dynamics and does not need extensive input from the National Heritage Area. The heritage area will support and promote preservation initiatives when possible and appropriate and will highlight the City's historic character and placemaking in its public outreach.

**ACTION: Support and promote Tucson's historic preservation program and provide input and advice on specific initiatives when possible and appropriate.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee and Alliance Board.*

**ACTION: Support City staff, local residents, and community advocates in the inventory, documentation, preservation, and stewardship of historic neighborhoods, barrios, and historic commercial corridors.**

*Timeframe and Responsibility: Long-term action of the Preservation Committee and NHA staff.*

### 3.6.4 Town of Oro Valley

The Town of Oro Valley, north of Tucson, enacted its current historic preservation ordinance in 2006 and became designated as a Certified Local Government in 2009. Despite intense development of the area, historic preservation interests have been supported, promoted, and a focus of community investment. The Town's historic preservation program is a model for other developed municipalities within the National Heritage Area. It includes a comprehensive inventory of historic resources, preservation of historic and cultural sites as community parks, interpretive programs, and a preservation ordinance.

#### **General Plan 2016**

Our Future, Your Voice, General Plan for the Town of Oro Valley, Arizona 2016 includes a chapter on Environment which outlines policies focused on the protection of cultural resources. Under Section 4.7, *Cultural Resources Focus*, the policies state:

- Identify, preserve, and interpret significant cultural resources within Oro Valley and the larger planning area;
- Provide appropriate public access to and education about Oro Valley's cultural resources in order to enrich the sense of community; and
- Build and maintain partnerships with federal, tribal, state and local agencies and community organizations to preserve or rehabilitate and to celebrate culturally significant Town structures, records, and places.

Chapter 6 of the General Plan lists actions to be taken for implementation. They include public outreach for interpretation to inform residents about the Town's cultural resources, maintaining the Town's CLG status with the AZ SHPO, preparation of a Cultural Resources Management Plan for the Town, and avoidance, minimization, or mitigation of potential effects on pre-historic and historic sites during the Town's planning and design processes.

#### **Inventory and Preservation**

A comprehensive cultural resource inventory was prepared for Oro Valley in 2010 that summarized previous inventories and investigations and assessed landscapes, neighborhoods, and sites for their historical and cultural significance. This inventory may serve as a model for other developed communities within the National Heritage Area. The 2010 inventory was followed by preparation of a preservation plan that outlined a number of initiatives and steps through which sites could be protected.

Oro Valley has protected two significant historic sites as public parks. The 13-acre Honey Bee Village Archaeological Preserve was preserved as an interpreted public park within a development area following archaeological investigations that were conducted in 2007. Steam Pump Ranch was acquired by the Town in 2007 in partnership with Pima County. A master plan for the historic ranch was completed in 2008 and includes preservation of historic buildings and landscape features and interpretation of ranch and regional history.

As an intensely developed contemporary residential community, Oro Valley demonstrates a commitment to the identification and preservation of remaining historic and cultural resources. Raising public awareness and support through interpretation and programming is a central part of the Town’s preservation program.

**ACTION: Promote the Town of Oro Valley’s historic preservation program as a model to other developed communities within the National Heritage Area.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee and NHA staff.*

**ACTION: Support the Town of Oro Valley’s public outreach and interpretation of historic and cultural resources.**

*Timeframe and Responsibility: Medium-term action of the Preservation Committee and NHA staff.*



**Steam Pump Ranch—listed on the National Register and preserved as a local park. (Photo: Kent Thornell)**

### ***Oro Valley’s Historic Preservation Code***

The Planning Division of the Town of Oro Valley’s Department of Community and Economic Development manages the Town’s historic preservation regulatory program. Article 6-10 of the Town Code is the *Historic Preservation Code* which outline’s the Town’s preservation program in accordance with its designation as a CLG. The ordinance is well crafted and thorough. Additionally, the Town has enacted an Environmentally Sensitive Lands Ordinance [(O) 11-01] as a zoning overlay which includes lands with potential cultural resources.

Article 6-10 authorizes the preparation of a Historic Preservation Register for cultural resources in the Town and the undertaking of Historic Resource Surveys for its periodic updating. The establishment and duties of the Town’s Historic Preservation Commission are outlined. Section 21.9 of the Town’s Zoning Code reiterates the Historic Preservation Commission’s role.

Section 6-10 outlines the process for the designation of Historic Districts and Historic Landmarks in Oro Valley as a zoning overlay. Design review is required for proposed alterations and changes to contributing resources. Certificates of Appropriateness are issued for approved projects by the Historic Preservation Commission following a public review process. Appeals of decisions may be made to Town Council. Certificates of Appropriateness are also required for any proposed demolition within the Historic Districts or of a Historic Landmark. Maintenance of contributing resources is required to prevent potential demolition by neglect.

Adding to the intangible benefits of owning a property recognized as an important community resource, Article 6-10 provides that Town Council and the Historic Preservation Commission may provide property owners with preservation incentives including:

- Recommendation to the Planning and Zoning Department that an alternate or transitional use be considered;
- Advice in locating potential sources of financial assistance and tax credits;
- Advice in preparing grant applications and potential third party sponsorship;
- Technical information and referrals;
- Assistance in locating buyers and/or sellers;
- Assistance in the formulation of a neighborhood association;
- Assistance in obtaining other benefits as may become available.

Oro Valley's historic preservation program is well conceived and in accordance with expectations of a designated CLG. Further steps could be taken to preserve culturally sensitive sites and historic neighborhoods. The National Heritage Area will provide support for its program when possible and appropriate.

**ACTION: Serve as a regional historic preservation resource in support of the Town of Oro Valley's actions to preserve historic and cultural resources during planning and design processes.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee and NHA staff.*



Historic wall remnant in Oro Valley's Honey Bee Park.

### 3.6.5 Towns of Marana and Sahuarita

The Towns of Marana and Sahuarita recognize the significance and value of historic and cultural resources through policies outlined in their General Plans but do not have governmentally established historic preservation programs or historical commissions.

Marana recognizes several important pre-European contact ancestral sites that have been identified and investigated within its boundaries and supports their preservation and interpretation. The Town's General Plan considers preparation of a Cultural Resources Master Plan to identify cultural resources for preservation and create strategies for their preservation. The plan considers Town acquisition of culturally sensitive sites as one possible means for their preservation.

Both Marana and Sahuarita endorse preserving, protecting, and raising public awareness about cultural resources, including prehistoric or historic sites or objects, and potentially significant historic buildings or structures. Policies seek to address mitigation of potential impacts to historic districts, historic landscapes, or landmarks during proposed rezoning processes as a condition of rezoning approval. Yet neither community has a defined program or set of processes through which resources may be identified and protected.

The National Heritage Area could assist Marana and Sahuarita in developing community historic preservation programs, perhaps using initiatives of the Town of Oro Valley as a model.

**ACTION: Serve as a regional historic preservation resource in support of the Towns of Marana and Sahuarita preserving historic and cultural resources.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Preservation Committee and NHA staff*

### 3.6.6 Santa Cruz County

Santa Cruz County has incorporated preservation components in its Comprehensive Plan and Zoning and Development Code that may be used to help identify and preserve the County's significant historic areas and sites. The National Heritage Area could be helpful in assisting the County and local areas with preservation planning initiatives.

#### ***Comprehensive Plan 2016***

Santa Cruz County's 2016 *Comprehensive Plan* has clear recognition of the significance of the region's historic and cultural resources both as community assets and as economic assets in support of heritage tourism. Among other qualities, the Comprehensive Plan's vision statement notes that:

*Through careful management Santa Cruz County will be a place where cultural heritage is an integral part of the environment and our historic, cultural, and archaeological sites are protected and preserved.*

Historic and cultural resources are addressed under Goal 1 within the Comprehensive Plan's Land Use Element. In the description of character areas within the County, Goal 1 is uniformly cited as important to the community and local quality of life.

Goal 1 states that:

*The historic, cultural, ranch, and agricultural heritage of Santa Cruz County is preserved through land use patterns and development styles.*



The 1912 Canelo School is representative of vulnerable rural historic resources within Santa Cruz County. The building is listed on the National Register of Historic Places.

The County's rich heritage of ranching and farming are of particular significance and continue to shape the character of Santa Cruz County. Through the conservation of this important heritage, the open vistas, predominance of the landscape, grassland, and vegetation that are integral to the County's history will remain evident into the future. Objectives and actions related to Goal 1 include:

**Objective 1.1: Identify, inventory, preserve and protect important cultural and historic sites and the archaeological resources of the County.**

- The County will continue to use the Historic Zone Overlay ordinance as a tool for conservation of historic resources within the County.
- The County will assist in identifying cultural sites, posting warnings, and enforcing appropriate penalties for vandals and polluters.
- The County will codify regulations requiring that new developments identify archaeologically and historically significant sites and provide appropriate conservation, preservation, and/or interpretation as a condition of development.
- The County will establish archaeological survey guidelines and regulations as part of the development review process to aid in identifying and protecting ancient sites.

**Objective 1.2: Educate residents and visitors about the history and culture of Santa Cruz County.**

- The County will, through support of local Chambers of Commerce and other organizations, publish and provide easily accessible, accurate information about the history and culture of Santa Cruz County.
- The County will work with state and federal governments to provide interpretive centers at appropriate locations in public parks, at trailheads, and public facilities.
- The County will establish an Historic Commission and encourage liaison between all area historical societies.
- The County will coordinate with the Historic Commission to develop and adopt an Historic Resources Conservation, Protection, and Education Plan.
- The County, in coordination with the State Historic Preservation Office, will perform the necessary tasks to qualify as a Certified Local Government in order to receive pass-through historical preservation funds to fund and map historic resources in the County.

**Objective 1.3: Encourage traditional ranching, dude ranches, and farming.**

- The County will work with private landowners, organizations, and entities to identify opportunities for the conservation and continuation of working ranches and farms.

**Objective 1.4: Preserve historic barrios.**

- The County will support and encourage policies to revitalize and preserve historic barrios and communities and discourage their gentrification.

Goal 13 in the Comprehensive Plan's *Growth Area Element* recognizes the importance of historic and cultural resources in their contribution to the County's economy through heritage tourism. Action related to Goal 13 states that the County will improve public access to natural areas and historic sites and support the development of additional interpretive sites and facilities.

A number of the actions outlined in the Comprehensive Plan remain to be fulfilled and could benefit from support through the National Heritage Area. Specifically, assistance could be provided in the inventory of historic resources, interpretation and promotion of historic resources, establishment of a Historical Commission, designation as a Certified Local Government, development of archaeological survey guidelines, and preparation of a historic preservation plan.

**ACTION: Encourage and support Santa Cruz County in the implementation and further development of historic preservation actions outlined in the County's Comprehensive Plan and future updates.**

*Timeframe and Responsibility: Medium and long-term action of the Preservation Committee and NHA staff.*



The 1907 Lowe House (left) and an 1890 residence (right) located within the Tubac Townsite National Register Historic District. The historic village core of Tubac has been designated as a Historic Zone by Santa Cruz County as part of the County's historic preservation program. (Photos: Marine 69-71)



### ***Santa Cruz County's Historic Preservation Program***

Santa Cruz County designated the historic village core of Tubac as a Historic Zone in 1983 with a zoning overlay. Design guidelines were prepared for the Tubac Historic Zone in 1990. Today, Article 21, *Historic Zone*, of the County's Zoning and Development Code describes the zoning overlay program and process as applied to Tubac and other potential historic areas. To date, however, Tubac remains the County's only Historic Zone. Building activity within the historic village has been minimal, and there has been little need for design review processes.

Article 21 outlines the process by which Historic Zones may be established and Historic Sites may be designated. Within a Historic Zone, design review is required for alterations to existing buildings and new construction and proposed demolition applications may be delayed to allow time for consideration of possible alternatives to demolition.

Santa Cruz County has the potential to significantly expand its historic preservation program both through the use of Article 21 and through other non-regulatory means. Article 21 is similar to other historic preservation ordinances described in this chapter and would meet the requirements for the County's designation as a Certified Local Government should the County so choose. Designation as a Certified Local Government would provide the County access to grant funding for preservation initiatives and was included as a desired action in its 2016 Comprehensive Plan.

The National Heritage Area will provide planning assistance and support in helping to significantly develop the County's historic preservation program should the County so desire. Preparation of a countywide historic preservation plan that could assess existing conditions, identify issues, and explore preservation options is one potential tool that will be considered and for which the National Heritage Area could provide support.

**ACTION: Assist and support Santa Cruz County in the development and implementation of a countywide historic preservation program as outlined in the County's Comprehensive Plan.**

*Timeframe and Responsibility: Medium-term action of the Preservation Committee and NHA staff.*



The Tumacacori Museum has been designated as a National Historic Landmark.  
(Photo: Ammodramus)

### 3.6.7 City of Nogales

The City of Nogales has a unique set of historic and cultural resources that help establish a strong character, identity, and sense of place for the community. The interrelated nature of Nogales, Arizona and Nogales, Mexico as a single urban complex and economic center with deep cultural roots is distinctive. The City is a unique community and destination within the National Heritage Area.

#### ***Vision 2020: City of Nogales General Plan***

The City of Nogales has recently completed work on a General Plan that outlines an ambitious program of revitalization and redevelopment for the community. Nogales has grown from a two-nation border town dependent on ranching into a diverse international economy based on agribusiness, produce distribution, and international commerce. Cross-border retail commerce and tourism is an important part of the City's economy.

*Vision 2020* outlines specific initiatives and proposals for different planning areas within the City. The Centro Cultural Planning Area encompasses the historic urban core of the City and is envisioned as a mixed-use, walkable urban center where historic preservation, restoration, revitalization, and redevelopment play a key role. The historic downtown is the cultural heart of Nogales and is envisioned as a vital retail base with services, plazas with outdoor performance space, art galleries and studios, restaurants, and outdoor cafes creating an atmosphere that attracts visitors and residents.



**Downtown Nogales would benefit from revitalization initiatives emphasizing the restoration and adaptive reuse of historic downtown buildings and that have been shown to be successful across the nation—strengthening historic character and promoting Nogales as a heritage tourism destination.**

The General Plan envisions development of a Centro Cultural Revitalization Plan that:

- Promotes the City's Downtown Historic District;
- Supports a Main Street program;
- Provides incentives for revitalization of historic buildings and facades;
- Encourages preservation and adaptive reuse of under-utilized buildings by providing opportunities for mixed-use development;
- Establishes design themes for streetscape enhancement; and
- Creates a vibrant Arts District.

The National Heritage Area can play a strong supporting role in the revitalization of the Centro Cultural Planning Area by assisting in the implementation of historic preservation initiatives.

**ACTION: Support the City of Nogales in the revitalization of its downtown center emphasizing the role of historic preservation.**

*Timeframe and Responsibility: Medium-term action of the Alliance Board, Preservation Committee, and NHA staff.*

**ACTION: Support the City of Nogales in the development and implementation of a heritage tourism initiative as part of its revitalization planning for the Centro Cultural Planning Area (see Chapter 5).**

*Timeframe and Responsibility: Medium-term action of the Alliance Board, Preservation Committee, and NHA staff.*



Representative buildings within Nogales’ Crawford Hill Historic Residential District, which is listed on the National Register of Historic Places and demonstrates the significance and appeal of the City’s historic neighborhoods. (Photos: Ammodramus)

Inventories of historic buildings in Nogales were undertaken in the early and mid-1980s, and 29 buildings and two historic districts were nominated to the National Register of Historic Places in 1985, as discussed earlier in the chapter. The two National Register Historic Districts include the Crawford Hill Historic District, with 216 buildings, and Marsh Heights Historic District. The additional Pennington Rural Historic Landscape was listed on the National Register in 2000.

The Cultural Heritage/Historic Element of the 2020 General Plan recognizes and supports the efforts of the City's Cultural Heritage Commission in implementation of the Cultural Heritage Ordinance adopted in 1999. Adoption of the ordinance led to the City's designation as a Certified Local Government in 2000.

In implementation of the General Plan, the Cultural Heritage/Historic Element outlines the need to inventory and assess the role of historic resources within each of the City's planning areas and the implementation strategies for those planning areas. The re-assessment and implementation of Cultural Heritage Districts should be undertaken citywide as envisioned in the Cultural Heritage Ordinance along with non-regulatory measures to encourage and support the preservation of historic buildings and enhancement of historic neighborhood character. Development and implementation of a comprehensive historic preservation plan for the City is recommended.

The role of historic preservation in the revitalization of downtown Nogales is emphasized in the Cultural Heritage/Historic Element, as discussed above. The close relationship between historic preservation and the establishment of a cultural arts district should be at the core of the revitalization strategy.

The National Heritage Area will work closely with the City of Nogales in developing a citywide historic preservation and revitalization strategy and program that addresses the vision outlined in the City's General Plan.

**ACTION: Support the City of Nogales, as appropriate, in its historic preservation initiatives.**

*Timeframe and Responsibility: Medium-term action of the Alliance Board, Preservation Committee, and NHA staff.*



Historic downtown park serving as a placemaker for interpretation and events.

### 3.6.8 Town of Patagonia

Patagonia was incorporated in 1948 and takes pride as an active and friendly small town in a scenic natural setting. The Town has a strong community spirit that encourages excellence in quality of life, education, and local businesses representative of the residents' individualistic character. Patagonia strives toward ecological and economic sustainability.

#### **General Plan 2020**

Patagonia's 2020 revision to its General Plan continues to support and embrace its unique small-town culture. The natural setting and friendly lifestyle of the Town meets the needs of individuals and families seeking the characteristics of a small town and rural lifestyle.

Agriculture, tourism, and recreation continue to be principal economic activities within the Town's planning area. The area will continue ranching and cattle operations along with other agrarian and equestrian activities. Visitors will continue to travel through the area for its outstanding recreational opportunities.

Patagonia's residents support moderate growth and seek to ensure that new development projects fit the character of the town. Paramount in Patagonia is the desire to preserve community character. New development can be a threat to town character if it does not conform to basic architectural, size, location, layout, and operational characteristics. Design review of proposed development is strongly supported.



**Cady Hall (left) and Patagonia Station (right) are representative of Patagonia's distinctive small-town character. (Photos: bonnyboy, Trip101)**

Patagonia has developed into a truly mixed-use community where homes, businesses, and commercial activities generally co-exist well without the use of a zoning ordinance. Goal 1 of the Town's General Plan is the preservation of community character and promotion of development and redevelopment that is consistent and compatible with overall Town character. Policies include:

- Establishing clear and concise community design guidelines for non-residential construction;
- Preparing standards for formula businesses, including appropriate

- restrictions on locations, quantities, architecture, size and signs;
- Establishing a review process, including a conditional use permit requirement, for construction proposals for all non-residential development;
- Preserving and renovating vernacular architecture where appropriate; and
- Maintaining consistent residential scale within the Town.

The National Heritage Area can assist the Town of Patagonia with planning support for the preservation and enhancement of Town character, including an inventory of historic resources, assessment of community character, and potential preparation of design guidelines and implementation of a process for design review and approval.

**ACTION: Assist and support the Town of Patagonia in planning for the preservation and enhancement of community character in support of the Town’s General Plan.**

*Timeframe and Responsibility: Medium-term action of the Alliance Board, Preservation Committee, and NHA staff.*

### 3.7 CONCLUSION

The range, extent, and significance of historic resources within the Santa Cruz Valley National Heritage Area is well recognized and has been a subject for inventory and preservation over many years. In the northern portion of the National Heritage Area—the growth area surrounding metropolitan Tucson—strong preservation programs have developed over the past decades led by experienced entities.

While a great number of resources have been lost to urban and suburban development, recognition of the issue is strong and processes have been put in place to help minimize and mitigate such loss. The presence of federal agencies around Tucson has increased the level of inventory and compliance work undertaken. In this area, the National Heritage Area can play a supporting role to that of other partners and can undertake or support specific preservation initiatives of interest.

In the southern portion of the heritage area where development has been less intense, inventory work for both archaeological and built resources remains to be completed and preservation programs have not been widely implemented. Here, the National Heritage Area can play a stronger role in organizing technical expertise and resources in support of community planning and preservation goals.

The interests of Native American tribes in historic and cultural preservation are recognized, both for the Tohono O’odham and Pascua Yaqui, who are resident within the region, and other tribes who are not resident but have cultural ties. The differing nature of their relationship with cultural resources is recognized and respected. Historic preservation will be a central component of the Santa Cruz Valley National Heritage Area program.



## CHAPTER 4 – STORYTELLING: INTERPRETATION AND EDUCATION

Interpretation — storytelling through public exhibits and media — is a means of exposing residents and visitors to the rich and diverse stories of the Santa Cruz Valley. The Santa Cruz Valley National Heritage Area tells the stories of the region’s living landscape—its unique desert environment and the diverse cultures that have adapted to it and helped shape it over thousands of years. Storytelling is at the center of the National Heritage Area’s mission, building public awareness of the region’s heritage and the places that forge its identity.

The region has been a world class destination for visitors for many decades. People are drawn here by the region’s climate and distinctive character, and visitation continues to be an important part of the regional economy. While they are here, visitors seek out and experience the region’s many natural, cultural, and historic attractions.

A principal role of the National Heritage Area is to help strengthen storytelling by organizing a regional framework and interpretive presentation that connects individual sites around regional themes and storylines. Through storytelling, residents and visitors become increasingly aware of the significance of this place and how its significance is woven into who we are and everything we do.

## 4.1 CONTEXT FOR INTERPRETATION AND EDUCATION

The Santa Cruz Valley has a rich context for interpretation and education with many diverse partners experienced in storytelling and engaged with local and national audiences. Attractions are heavily promoted through Visit Tucson, the region's very capable destination marketing organization, through appealing and effective messaging and media. There is no shortage of things to do and places to explore.

The Santa Cruz Valley National Heritage Area provides a new branding and messaging opportunity through which the region's sites and attractions may be organized and presented and through which the region's stories may be told.

### 4.1.1 Foundation for Interpretation and Education

The National Heritage Area's designating legislation and its vision, mission, and goals provide the foundation for its role and approach to interpretation and education. Both are summarized in Chapter 1 of this management plan, and aspects related to interpretation and education are outlined below.

#### *Designating Legislation*

Storytelling is a big part of what most National Heritage Areas do. The Santa Cruz Valley National Heritage Area's designating legislation specifically requires that its management plan include an **interpretive plan** (c.2.C.vii) for the National Heritage Area, which is represented by this chapter. The management plan is required to incorporate an **integrated and cooperative approach for the interpretation** of natural, cultural, historic, scenic, and recreational resources (c.2.A).

Interpretation is a primary means through which the National Heritage Area helps increase **public awareness of, and appreciation for, natural, historical, scenic, and cultural resources** (b.2.B.iv). The interpretive and educational programs and projects of National Heritage Area partners directly support recognition, protection, and enhancement of the National Heritage Area's **important resource values** (b.2.B.i).

As the local coordinating entity, among the Santa Cruz Valley Heritage Alliance's duties is assisting partners in **establishing and maintaining interpretive exhibits and programs** in the National Heritage Area and **developing educational opportunities** (b.2.B.ii,iii). Through collaboration, the National Heritage Area's many partners and stakeholders interpret the stories of their individual sites within the larger heritage area context as outlined in the management plan (b.2.B).

The designating legislation also requires that the Alliance assist partners in ensuring that **clear, consistent, and appropriate signs identifying points of public access and sites of interest** are posted throughout the National Heritage Area (b.2.B.vi).

This Management Plan directly addresses the designating legislation's requirements for interpretation and education through the information, strategies, and actions outlined in this chapter.



### ***Vision, Mission, and Goals***

The National Heritage Area’s mission as presented in Chapter 1 emphasizes its role in connecting people to the Santa Cruz Valley’s living landscape. Interpretation and education are a primary means through which this mission is achieved. Most National Heritage Areas emphasize interpretation and storytelling in their missions as a means for building heritage tourism as a component of regional economic development.

Beyond its economic goal, the purpose of interpretation and public outreach is to raise awareness and build public support for the landscape’s long-term protection and stewardship. Among the National Heritage Area’s goals:

**Goal 1** seeks to achieve *deep public engagement with the Santa Cruz Valley’s biotic and cultural landscapes and enduring public support for their stewardship*.

This is the National Heritage Area’s interpretive goal statement. Deep public engagement within the National Heritage Area is achieved primarily through the interpretive framework and programming as outlined in this chapter. The interpretive themes and storylines presented here convey the significance of the National Heritage Area’s natural and cultural heritage, building strong and engaging public experiences, and helping to raise the awareness of residents and visitors with respect to their character and national importance.

**Goal 2** emphasizes the *collaborative partnerships* which are necessary for implementation of the National Heritage Area’s interpretive presentation.

#### **4.1.2 Existing Interpretation within the National Heritage Area**

Numerous different potential partners and stakeholders within the Santa Cruz Valley National Heritage Area are involved with interpretive and educational missions, themes, and programs. In early planning for the management plan, more than 35 interpretive and educational organizations and sites were identified, all with differing interests and capabilities.

The Santa Cruz Valley’s many varied interpretive sites and attractions are experienced in what they do and range from world class attractions with professional exhibits, programs, and capabilities—to small, intimate, highly focused sites managed by volunteers—to self-guided places where visitors may freely explore. Many publicly accessible but non-staffed sites, trails, preserves, natural areas, communities, and other locations are appropriate for inclusion in a National Heritage Area-wide interpretive presentation.

Sites and attractions related to each of the National Heritage Area’s various themes and storylines are discussed later in this chapter. Together, the region’s attractions offer a broad and high-quality set of interpretive experiences for visitors and a solid foundation for the National Heritage Area.

In 2020, Pima County opened a new Southern Arizona Heritage and Visitor Center in the 1929 Historic Pima County Courthouse in downtown Tucson. The new visitor center serves as a high-quality reception center for visitors and residents and includes an introduction to many of the National Heritage Area’s themes and experiences.



The Arizona-Sonoran Desert Museum (left) and Tumacácori National Historical Park (right) are nationally known and marketed visitor attractions.

Among the National Heritage Area's many nationally known attractions are the Arizona-Sonoran Desert Museum, Saguaro National Park, and Tumacácori National Historical Park. These attractions are actively promoted by Visit Tucson and are seen by a sizable number of new visitors. They are related to the important *Sonoran Desert* and *Spanish and Mexican Frontier* storylines as discussed later in this chapter and play a strong role in the National Heritage Area's identity. Each of the sites offers public programming with professional staff, and each has a full range of visitor services.

State and regionally known attractions such as Tubac Presidio State Historic Park, Presidio San Agustín del Tucson Museum, Raul M. Grijalva Canoa Ranch Conservation Park, Tohono Chul Botanical Garden, Colossal Cave Mountain Park, and Fort Lowell Museum also offer professional programming and interpretation and have a full range of visitor services. Together with the nationally known attractions, they offer a range of opportunities and interpretive experiences to residents and visitors.

Local attractions are primarily volunteer run and may be open to the public on a limited basis. They generally offer self-guided exhibits that are supplemented with specially scheduled public programming and events. Local attractions include Mission Garden, Empire Ranch, Sosa-Carrillo-Fremont House, Pimería Alta Historical Society, Patagonia Museum, Tubac Nature Center, and others. They are an important part of the overall interpretive presentation within the region and are often closely associated with interpretation of local community history.

A notable feature of interpretation within the Santa Cruz Valley is the significant number of high-quality sites that are primarily self-guided. Sites include federal, state, and local parks, preserves and trails such as the Juan Bautista de Anza National Historic Trail, Catalina State Park, Tucson Mountain Park, Cienega Creek Natural Park, Patagonia-Sonoita Creek Preserve, Borderland Wildlife Preserve, and sites within the Coronado National Forest. These sites provide opportunities for significant enhancement of self-guided interpretive experiences.

Every interested organization and site with stories or programs related to National Heritage Area themes and storylines is invited to participate in the National Heritage Area interpretive presentation. Each site and story will be able to find its place within the National Heritage Area's thematic framework. Participation may include support and promotion through the National Heritage Area and the ability to coordinate with other sites. Threshold levels of quality and experience will be required for participating sites.



The 18<sup>th</sup> century San Xavier del Bac Mission is a visual landmark within the Santa Cruz Valley.

## 4.2 VISION FOR INTERPRETATION

The Tucson region is a nationally and internationally renowned visitor destination. Visit Tucson, the region's official destination marketing organization, is experienced and thorough in promoting to and attracting visitors and in presenting the region's many visitor options. Visit Tucson has been a strong supporter of the National Heritage Area.

The Santa Cruz Valley National Heritage Area will be the organizing entity for a National Heritage Area-wide interpretive presentation featuring the region's natural and cultural heritage landscapes and sites. The interpretive presentation will build off of the strong existing interpretive programming offered at the region's leading heritage attractions and will coordinate, enhance, and expand interpretive experiences over time. The National Heritage Area's partners and sites will be encouraged and supported in expanding interpretation within the National Heritage Area-wide framework.

At present, the region's natural and cultural attractions are promoted individually along with other types of visitor experiences. The National Heritage Area-wide interpretive presentation will bring the region's natural and cultural

attractions under one umbrella—promoting them together as an integrated experience. It will coordinate interpretation at individual sites through a National Heritage Area-wide thematic structure and a regional framework through which the individual stories at each site are connected to the regional themes and to each other.

The basis for the interpretive framework will be the themes and storylines outlined in the National Heritage Area’s 2005 Feasibility Study, discussed later in this chapter. Visitor-ready sites for each of the storylines presented in the Feasibility Study are identified along with their individual interpretive focus. The National Heritage Area-wide interpretive presentation will outline how visitors and residents can explore each storyline by visiting multiple sites. The overall context and big picture will be provided within which the significance and meaning of interpretation at individual sites relate.

The Santa Cruz Valley interpretive presentation is intended to be a coordinated and enhanced presentation of the region’s living landscape to which residents and visitors will be drawn and may explore. It will emphasize and promote regional identity as exemplified through the National Heritage Area and will help raise awareness of stewardship needs and opportunities.

#### 4.2.1 Potential Audiences

In planning the National Heritage Area’s interpretive presentation, it is important to be aware of the audiences that are likely to be engaged. Different audiences have different interests, needs, capabilities, and expectations. They can be engaged in different ways.

The guiding principles for interpretation outlined later in this section encourage planning for different types of experiences appropriate to different audiences – young, old, active, passive, seeking the experience, or merely passing through. In enhancing and expanding the National Heritage Area’s interpretive presentation, individual sites will be encouraged to consider the types of audiences they attract and the best practice means through which they will be engaged. The following audiences are among those to which the National Heritage Area’s presentation will relate.

**Residents:** While heritage tourism is a central focus for a National Heritage Area, the primary audience is existing residents. There is a tendency for residents to take where they live for granted. They often only visit historic, cultural, or natural attractions when family or friends come to visit and they are looking to show them around.

Santa Cruz Valley National Heritage Area seeks to engage residents and assure that they are infused with and appreciative of the region’s distinct identity. When residents appreciate community and landscape identity, they are enthusiastic about where they live and support the stewardship that creates sense of place and enhances quality of life.

Contact with residents is often incidental in nature, such as coming upon exhibits or public art while walking, while shopping, in a community space, or along a hiking trail. Residents need to be reached where they are,

touched by interpretive content, and encouraged to further partake of interpretive experiences. It is important that content, exhibits, and installations fit well into and complement their context. For the most part, they will be eye-catching, attractive, and fun.

The National Heritage Area's mix of cultural traditions play a central role in the region's identity both historically and today. Finding ways to engage residents of Mexican and Native American heritage is an important goal and may require customized programming and outreach. Chinese, Jewish, and other ethnic cultures have long contributed to the regional mix as well and are supported by organizations that can take the lead in engagement with the National Heritage Area.

**Seasonal Residents:** Seasonal residents come to the Santa Cruz Valley for its winter climate, desert landscape, and quality of life. They are an important component of the regional economy. Many are retirees. Seasonal residents are looking for things to do and are often repeat visitors to regional attractions. They host visitors and friends and like to show them around. Seasonal residents are also a component of the regional audience interested in health and well-being. They are often active walkers and hikers. Seasonal residents appreciate the region's identity and are likely to volunteer with local organizations in stewardship and related initiatives.



**Seasonal residents and heritage visitors comprise a sizable portion of the audience at the Santa Cruz Valley's visitor attractions. (Photo: Visit Tucson)**

**Heritage Visitors:** Heritage visitors are an important subset of the larger range of visitors attracted to the region. Heritage visitors tend to be older, more affluent, and traveling as couples or with friends. They are interested in learning about the places they visit and are likely to go the extra measure to experience something of interest.

Heritage visitors are interested in a complete experience. They are attracted to nationally recognized places such as national parks, but if guided well are also interested in stepping off the well beaten track. They like to explore and find new places. They want to not only visit the natural, cultural, and recreational sites in a particular place but also to experience the community. Dining, shopping, and lodging experiences are important and must be of high quality. They like to go to the places that local residents enjoy. They appreciate sense of place.

**Nature Enthusiasts:** The Santa Cruz Valley is renowned for birding, and residents and visitors with interest and experience in birding are a target audience for tourism within the region. Birding is a specific storyline presented through the National Heritage Area, and numerous birding sites and programs are featured throughout the region in parks, preserves, and forests.

The Sonoran Desert and Madrean Archipelago landscapes are a primary interpretive topic for the National Heritage Area and central to the region's national importance. A wide variety of sites throughout the National Heritage Area offer opportunities for exploring the natural landscape and its biotic communities, providing meaningful experiences for nature enthusiasts of all interests and capabilities.

**Recreational Users:** Closely associated with outdoor and nature enthusiasts are the many types of recreational users active throughout the National Heritage Area. The Santa Cruz Valley is replete with recreational opportunities building on the concept of well-being. Hikers, bikers, runners—recreational users are natural constituents who have a close association with and experience of the landscape. Interpretation can help enhance their experience and build support for stewardship initiatives.

**Native American Visitors:** The Santa Cruz Valley National Heritage Area will be a place where Native American visitors from throughout the Southwest are attracted to explore regional heritage. The National Heritage Area will continue to work with the Tohono O'odham and Pascua Yaqui Tribes, among others, in crafting an interpretive presentation tailored to the interests of Native American visitors as well as the general public focused on cultural traditions as well as ancestral history.

**Spanish Speaking Visitors:** Spanish speaking visitors are an important potential audience because of the region's multi-cultural roots. Multiple generations of families from south and north of the border consider the Santa Cruz Valley home and a gathering place of choice. The National Heritage Area has been a center of Spanish speaking culture as it has spread northward historically over the centuries.

**Young People:** A particular effort will be made to engage school aged young people and convey to them the central themes related to stewardship, community, and civic involvement. Most of the National Heritage Area's primary attractions have active youth engagement programs tailored to age-appropriate activities.

Interpretive experiences will connect young people with the living landscape in active ways, building appreciation and enthusiasm. School programming, recreational opportunities, experiential learning, living history, and use of cutting-edge technology may be key to engaging young audiences.

**ACTION: Consider the opportunities, needs, and expectations of different types of audiences in the development of interpretive exhibits and programs within the National Heritage Area.**

*Timeframe and Responsibility: Medium and long-term action of the Interpretive Committee and partnering sites with NHA staff support.*



Docent with children at the Arizona-Sonoran Desert Museum—Young people are among the most important audiences for the National Heritage Area. (Photo: Visit Tucson)

#### 4.2.2 Organizing a Heritage Area-Wide Interpretation Presentation

The Santa Cruz Valley National Heritage Area will be the principal vehicle through which interpretation of the region's living landscape will be organized and offered to various audiences—a coordinated National Heritage Area-wide interpretive presentation. Key elements of the suggested interpretive structure and process are summarized below and discussed in more detail later in the chapter.

##### **Organization and Quality Control**

An Interpretive Committee will be established to advise on the National Heritage Area's overall interpretive presentation with support from Alliance staff and various interpretive partners and sites. The Interpretive Committee will meet periodically to review issues and progress. Day-to-day implementation of Heritage Alliance actions will be managed by staff with partner support.

Partnering sites and attractions related to each of the storylines outlined in this chapter may collaborate with the Interpretive Committee, Alliance staff, and each other to undertake planning for storyline presentations, coordinate interpretation and programming between sites, and plan and prioritize potential enhancement projects and initiatives. The interpretive sites associated with each storyline will be invited to participate in accordance with their interests and capabilities.

The Interpretive Committee will include professional interpreters drawn from the region's heritage attractions to provide support to partners not experienced in preparing interpretive exhibits or content. The Interpretive Committee and staff will provide guidance in focusing proposed exhibits on key themes, advising with the selection of sites and media, assisting with interpretive content, and providing overall quality control. Many of the exhibits with which they will assist may be self-guided exhibits located in publicly accessible sites. Compliance with the Interpretive Committee's recommended process and guidance will be required for new exhibits that are funded through the National Heritage Area program.



**A National Heritage Area-wide interpretive presentation will coordinate telling of the region's stories around common interpretive themes that link visitor attractions, sites, and communities within the broader landscape. (Photo: Visit Tucson)**



### ***Introduction/Orientation***

The National Heritage Area’s website will serve as the primary means through which residents and visitors will be oriented to the National Heritage Area-wide interpretive presentation and provided with information on interpretive sites and opportunities. The website will be supported through development of other publications and media as well as through installation of orientation exhibits at key interpretive sites and locations throughout the region where people gather.

### ***Themes***

Every interpretive exhibit and program will relate to and express the National Heritage Area’s three principal themes—*Desert Abundance*, *Cultural Encounters*, and *Community of Conservation and Creativity*, discussed further below. Theme statements are also presented for each of the National Heritage Area’s storylines. Residents and visitors will come away from interpretive exhibits and programs with a clear understanding of how they relate to the National Heritage Area’s themes.

### ***Storylines***

The National Heritage Area’s storylines are the means through which interpretation at individual sites will be organized. Each storyline has multiple publicly accessible sites through which interpretation may be offered. Interpretation at each site will convey the National Heritage Area’s principal themes and will be coordinated between sites so that the relationships of stories presented at each site are evident.

### ***Landscapes, Communities, and Regions***

While the National Heritage Area-wide presentation may suggest itineraries for how residents and visitors may best explore the storylines, there is no predicting how they will actually visit and the order in which they may see interpretive sites. Residents and visitors may be expected to experience the interpretive presentation in any order and over varying periods of time. Consequently, every participating interpretive site will be able to provide basic orientation information about the National Heritage Area presentation as a whole and the relationship of that site to the overall presentation.

The interpretive sites participating in several of the storylines are located at a distance from each other, making it unlikely that they will be visited in sequence or during the same trip. Rather than following a single storyline or suggested itinerary, residents and visitors are likely to visit one portion of the National Heritage Area—a community, landscape, or region—and be exposed to several sites representing different storylines. The National Heritage Area’s interpretive themes are the principal organizing element for coordinated interpretation and will help assure consistent messaging from site to site. It will be planned that individual sites may be visited in any order.

### ***Interpretive Enhancement and Programming***

The Santa Cruz Valley has a number of existing interpretive sites representing the various storylines that are visitor-ready and currently promoted. The National Heritage Area-wide interpretive presentation may be organized in the short term and offered to the public.

Over time, the partners related to each storyline will collaborate with the Interpretive Committee in developing plans for enhancing and expanding exhibits and programming both at existing sites and at potential new sites. New sites may emphasize self-guided exhibits and experiences, such as in parks or preserves, along trails, or in communities. The National Heritage Area-wide interpretive presentation can be enhanced and expanded over time as resources and priorities permit.

With this in mind, the National Heritage Area will consider establishing an exhibit program in which new participating sites may be supported in interpreting the various storylines. The potential for a National Heritage Area supported exhibit program is discussed further below.

**ACTION: Establish an Interpretive Committee to guide and support partnering sites in interpretation of the National Heritage Area’s living landscape.**

*Timeframe and Responsibility: Short-term action of the Alliance Board and staff.*

**ACTION: Create an organizational structure for implementation of a National Heritage Area-wide interpretive presentation over time.**

*Timeframe and Responsibility: Medium and long-term action of the Interpretive Committee with NHA staff and Board.*



Partners will collaborate with the Interpretive Committee in enhancing and expanding interpretation both at existing sites and potential new sites.

### 4.2.3 Guiding Principles

The following principles may be used to help guide interpretation that is implemented as part of the National Heritage Area presentation. The Santa Cruz Valley has a distinctive character and its interpretation is about illuminating that character and drawing meaningful connections. The guiding principles outlined below in part identify unique aspects of this place and in part suggest how they might be presented and experienced.

**Experience of Place:** Use the natural and cultural landscape as the vehicle through which stories are told, relating stories to real places and tangible features and evoking sense of place. Use authentic physical features – landforms, plant communities, waterways, roads, buildings, and other resources – to tell the stories.

**Holistic Landscapes:** Natural and cultural influences are inseparable within the landscape of the Santa Cruz Valley. Biotic communities evolved and were in part shaped by the successive human cultures that depended upon them. We recognize that this co-evolution of our landscape continues today.

**Sense of Time:** The Santa Cruz Valley evokes a remarkable sense of time and timelessness. Its biotic communities evolved over thousands of years of climatic change. Its successive human cultures share continuity in their relationships to the land.

**Sense of Scale:** The National Heritage Area is vast and comprised of large landscape areas that differ from each other yet are closely connected. The scale of the landscape and the gradual ways in which it changes are aspects to be communicated and experienced.

**Adaptation and Resilience:** The ability of biotic communities and human cultures to adapt to evolving conditions is fundamental to the stories of the Santa Cruz Valley.

**Significance and Meaning:** Interpretation goes beyond conveying a story's facts—drawing connections, significance, and meaning to audiences. In developing interpretive content, examine each subject or story for its significance, for a key message to be conveyed by the story or exhibit. Communicate this significance or message to audiences in ways that connect to their life experiences.

**Shared Human Experience:** Provide interpretation in ways that help audiences relate it to experiences in their own lives. Using the authentic stories of real people in their words in the actual places where events occurred is encouraged wherever possible. The expression of universal concepts such as love, loss, uncertainty, and success to which everyone can relate in their lives helps forge personal connections to a story.

**Points of View:** Present stories from multiple perspectives in their thematic and historical context to help audiences appreciate how different people from diverse cultures see things and communicate differently. Encourage audiences to draw their own conclusions from each story.

**Acknowledge the Unpleasant:** The National Heritage Area’s stories are not always pleasant or uplifting. Difficulty and conflict are represented both in the challenges of life in a desert valley and in the interactions of diverse groups of peoples, such as the Spanish and the Native Americans. These difficulties and conflicts will be accurately represented in the storytelling.

**Context:** While individual stories may be unique, they will all connect to the National Heritage Area themes. Stories will illustrate the themes and connect to the bigger picture in ways that make them immediate and understandable.

**Connections:** Where applicable, connect local stories to the stories of other communities and sites within the National Heritage Area as part of the communication of context, significance, and meaning. Encourage visitors to visit other places to learn about other aspects of related themes and stories.

**Accuracy:** Stories and content will be well researched and accurate. If the stories are based upon legend, lore, or oral tradition, clearly state so.

**Quality:** Each interpretive installation and media experience will meet the highest standards of quality in terms of location, design, orientation to resource, storytelling, physical installation, accessibility, and visitor experience. Guidelines, review processes, and technical assistance will be used to help maintain quality standards.

**Experiential Learning:** People learn and remember things better when they physically do them. Emphasize communication that is visual and tied to real things and authentic places and features over the reading of waysides and text. Physical activities provide visitors with various sensory experiences—the sights, the distances, the sense of landscape and landforms associated with places and events.



**Experiential Learning and Experience of Place are among the most compelling principles for interpretation of the National Heritage Area’s natural and cultural landscapes.**

**Variety of Experiences:** Provide a variety of interpretive approaches to satisfy the interests and capabilities of different age groups, temperaments, and orientations. Options will offer varying levels of activity, timeframes, and levels of required concentration. Provide alternative ways to experience interpretation for individuals with physical limitations or disabilities. Make use of cutting edge technology where useful and appropriate.

**Opportunities to Explore:** Present themes and stories in ways that encourage audiences to explore other places and sites by drawing interpretive connections, inserting tempting leads, and providing the information and tools needed to spark and follow through on interests. Encourage audiences to explore the landscape physically by inviting them to move around from place to place.

**Depth of Information:** Primary interpretive content will be succinct and well written, emphasizing key messages, context, and connections. In addition, develop information and guidance for exploring subjects in greater detail to encourage those who are interested to explore subjects to whatever level of detail they wish.

**Opportunities to Engage and Support:** Make audiences aware of the mission, programs, and initiatives of the National Heritage Area’s partnership organizations. Encourage them to engage in programs and activities that support partnership initiatives and help address environmental and cultural challenges.

**ACTION: Use the National Heritage Area’s guiding principles for interpretation to create a high-quality interpretive presentation that is responsive to visitor needs and expectations.**

*Timeframe and Responsibility: Medium and long-term action of the Interpretive Committee, partnering sites, NHA staff, and Board support.*

#### 4.2.4 Desired Interpretive Experience

The Santa Cruz Valley National Heritage Area interpretive experience is designed to connect people with the region’s living landscape and to build support for the stewardship of its natural treasures and cultural traditions. Upon experiencing the National Heritage Area’s presentation, residents and visitors will:

- Appreciate the character and significance of the National Heritage Area’s Sonoran Desert and Madrean Archipelago Ecoregions and their varied biotic communities and landscapes;
- Connect those landscapes with the key themes and storylines of the National Heritage Area;
- Appreciate the beauty and challenges of life in the desert environment;
- Appreciate how natural and cultural influences upon the landscape are intertwined and inseparable;
- Recognize the unique aspects of the river valley’s evolving cultures, cultural traditions, and lifeways and their relationships to the landscape;

- Be stimulated to explore new places and return to favorite places for enjoyable, valued, and enriching experiences;
- Be supportive of public and private stewardship initiatives;
- Engage in a vision for the future that balances natural and cultural attributes and supports best practices.

**ACTION:** Consider the National Heritage Area’s desired interpretive experience in the development of interpretation within the National Heritage Area-wide presentation.

*Timeframe and Responsibility:* Medium-term and ongoing action of the Interpretive Committee, partnering sites, NHA staff, and Board.



Natural and cultural landscapes are intertwined and inseparable within the National Heritage Area—Signal Hill petroglyphs in Saguaro National Park (Photo: Visit Tucson)

## 4.3 FRAMEWORK FOR INTERPRETATION

The Santa Cruz Valley National Heritage Area will be the organizer and host for a National Heritage Area-wide interpretive presentation of the region's living landscape. The National Heritage Area will have primary responsibility for organizing and presenting interpretation on a regional scale throughout the river valley in collaboration with the region's many interpretive sites and attractions.

Existing interpretive attractions will be recognized and featured as part of the larger National Heritage Area-wide presentation and will benefit through that relationship. Through participation on the National Heritage Area's Interpretive Committee, regional attractions will help shape the National Heritage Area-wide presentation, strengthening its quality, coherence, and visitor experience.

The presentation will engage the wide range of existing and potential interpretive sites, seeking to enhance, enrich, and expand coordinated interpretation under a single set of organizing themes. The presentation will relate the rich and varied stories of individual sites to the larger landscape context and to each other. Every interpretive site and landscape will be able to participate within the National Heritage Area-wide interpretive framework.

Participation in the National Heritage Area-wide program is voluntary and partner-driven within the regional framework established by the Santa Cruz Valley National Heritage Area, its Interpretive Committee, and key partners. Existing interpretation will be strengthened, enhanced, and promoted. Additional sites, partners, landscapes, and communities will be encouraged to participate in coordination with existing attractions.

Interpretation is a means through which public interest and awareness may be raised with respect to landscape, cultural heritage, stewardship, and sense of place. It is a way to engage partners and promote common community interests.

This section outlines a suggested framework for the National Heritage Area-wide interpretive presentation, highlighting key aspects for consideration and further development. Implementation of the National Heritage Area's presentation will be undertaken over time and may vary from the suggestions included below as new opportunities and approaches are considered.

### 4.3.1 National Heritage Area Identity and Presence

The Santa Cruz Valley National Heritage Area will embrace and help forge the regional identity to which residents and visitors are attracted to the Santa Cruz Valley. Regional identity and National Heritage Area identity will be perceived as complementary and one-in-the-same.

The National Heritage Area will seek to become a recognizable presence throughout the Santa Cruz Valley, visible to residents and visitors and an embodiment of regional identity. Residents will understand what the National Heritage Area is and appreciate the work it undertakes. A visible presence helps build public support for National Heritage Area initiatives and can be achieved in many ways.

Interpretation is a primary means through which the Santa Cruz Valley National Heritage Area's presence will be built and through which it will be perceived as representative of the region. Orientation and promotional materials will emphasize the National Heritage Area's living landscape as a whole. Relationships between individual interpretive sites, landscapes, and communities will be highlighted. Signage, on-the-ground exhibits, and support materials installed and promoted through the National Heritage Area program will visibly embody the National Heritage Area's regional identity and brand.

**ACTION: Embrace the regional identity of the Santa Cruz Valley and seek to have the National Heritage Area's identity as complementary and expressive of it.**

*Timeframe and Responsibility: Medium-term action of the Heritage Alliance.*

**ACTION: Create a regional presence throughout the National Heritage Area that is visible and recognizable to residents and visitors. Use heritage area programs to build the regional presence over time.**

*Timeframe and Responsibility: Ongoing and long-term action of the Heritage Alliance.*



## SANTA CRUZ VALLEY NATIONAL HERITAGE AREA

Santa Cruz Valley National Heritage Area has developed an appealing logo and graphic identity that can be broadly applied to different formats and uses.

### ***Graphic Identity and Branding***

Graphic identity is an important means through which the National Heritage Area will be recognized and perceived. The Santa Cruz Valley Heritage Alliance has adopted a handsome logo for the National Heritage Area that provides the basis for an expanded graphic identity that can be adapted to a variety of media and uses.

The National Heritage Area's graphic identity is critical in creating its presence and conveying its message. Graphic identity is visual communication that is immediate and experiential. Establishing an appropriate graphic identity and brand is among the most important actions the National Heritage Area will undertake.

The National Heritage Area's graphic identity specifies its logo, graphic elements, fonts, colors, and other components. It will be developed to include a



variety of anticipated formats and media. In addition to graphic components, the National Heritage Area will develop guidelines for use of the graphic identity by partners in interpretation and related media. Use of the graphic identity by partners will be encouraged but closely monitored and only undertaken by permission and adherence to the National Heritage Area’s guidelines.

The Santa Cruz Valley National Heritage Area’s graphic identity will:

- Convey and communicate the National Heritage Area’s regional identity;
- Relate to the region’s culture and heritage;
- Be easily recognizable under the variety of conditions of its use;
- Be easy to use and adapt to different formats; and
- Be accessible and convey a sense of enjoyment and fun in experiencing the National Heritage Area.

Programs supported or promoted by the National Heritage Area will recognize its contribution by including its logo and acknowledging its support in its media. Print and technological media will be used to present and promote the National Heritage Area holistically. Communications will reach out to engage residents. Being visible is important to the National Heritage Area.

**ACTION: Assess the existing graphic identity and branding for the Santa Cruz Valley National Heritage Area and further develop it as appropriate. Adapt the graphic identity to a variety of potential formats and uses.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance.*

**ACTION: Develop guidelines and procedures and acknowledgement requirements for use of the National Heritage Area graphic identity by partners.**

*Timeframe and Responsibility: Short-term action of the Heritage Alliance.*

### 4.3.2 National Heritage Area Website

The Santa Cruz Valley National Heritage Area website was redesigned in 2020 and provides a handsome appearance, is well organized, and is easy to use. The Heritage Alliance has confirmed that the existing website format and design will be retained going forward.

The National Heritage Area’s website will be the primary vehicle through which the National Heritage Area interpretive presentation is offered and made accessible to the public. Visit Tucson’s website and other online tourism sites will link directly to the “Explore the NHA” portion of the website, which will be further developed and enhanced to orient and engage visitors.

The interpretive portion of the website will be easy and fun to use and explore. It will provide an introduction to the region’s living landscape and will engage and orient residents and visitors by:

- Conveying the National Heritage Area’s national importance and the concept of the region’s living landscape;

- Presenting the National Heritage Area’s three primary themes;
- Presenting the National Heritage Area’s storylines;
- Suggesting how the National Heritage Area and its storylines and sites might be experienced; and
- Outlining opportunities for engagement in regional stewardship activities.

The website will include interpretive content that is engaging to explore—filled with photographs, maps, videos, and varying depths of information. Content will establish context, elaborate upon the primary themes, provide substantive background and context for the storylines, and relate the storylines to sites, experiences, and places to visit.

In identifying the publicly accessible sites related to each storyline, the website will link to partner websites where visitor information and additional interpretive content is provided. The Arizona-Sonoran Desert Museum, Saguaro National Park, and Tumacácori National Historical Park are examples of interpretive sites with excellent websites with substantial interpretive content to which the National Heritage Area website can link.

Over the long term, implementation of an interactive map or other media formats may be considered. In addition to storyline interpretive sites, presentations on the National Heritage Area website might include communities, wineries, ranches, orchards, farms, and other publicly accessible sites throughout the National Heritage Area where visitors are desired. It will expand upon, but need not seek to replicate, tourism promotion on the Visit Tucson website and social media.

The Santa Cruz Valley National Heritage Area website will be the natural place for visitors to go to see how to explore the region’s natural and cultural landscapes and sites.

**ACTION: Develop the “Explore the NHA” portion of the website or an alternative format as the primary vehicle through which the National Heritage Area interpretive presentation is offered and made accessible to the public.**

*Timeframe and Responsibility: Short-term action of the Heritage Alliance.*

### 4.3.3 Interpretive Publications and Media

In collaboration with partners, the National Heritage Area will develop a family of publications, videos, podcasts, and other media focused on interpretation over time.

In 2012, the Heritage Alliance published a compact but comprehensive fold-out map summarizing the National Heritage Area's themes and showing the locations of related attractions throughout the region. In addition to natural and cultural sites, wineries, orchards, farms, and communities were included. Contact and website information for each site was listed.

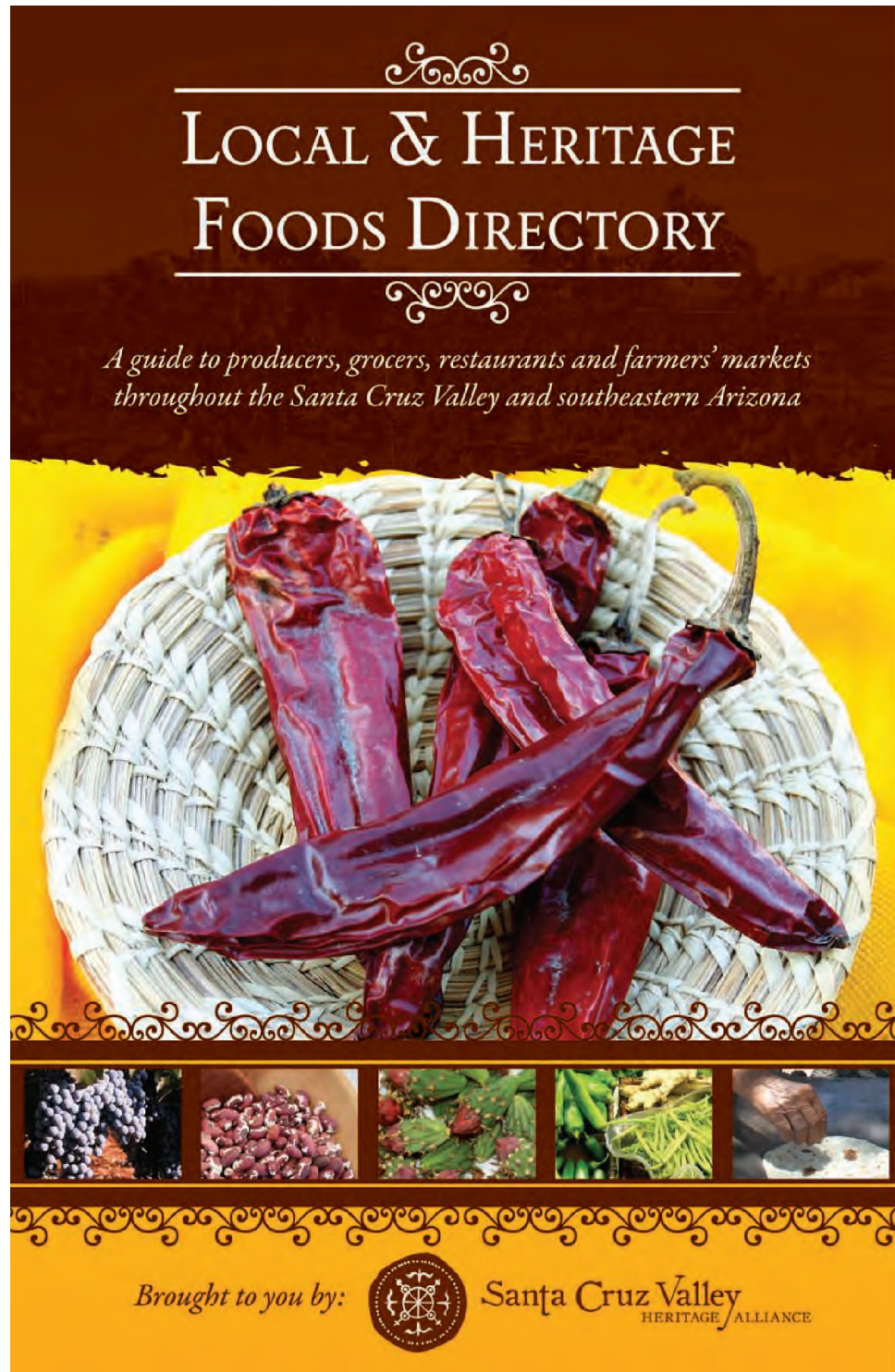
Consideration will be given to reviving and updating this publication, providing a summary overview of the National Heritage Area and its attractions and suitable for display with rack cards at hotels and sites. It is suggested that the publication will be larger in size, with a larger, more detailed map.

Additionally, it is suggested that maps, brochures, and other media be prepared for each of the National Heritage Area's storylines with detailed interpretive content on the storyline as a whole and individual sites as appropriate. Storyline publications and media will be closely coordinated with the National Heritage Area's website. Materials will be able to be accessed and viewed online and downloadable. Interpretive publications will be of sufficient quality and depth to be collectors' items. Materials could be organized to coordinate with and support the National Heritage Area's educational objectives as well. Videos and social media formats will be used in creative ways to invite exploration and engage younger audiences.

Trail tours, audio tours, itineraries, and interpretive content will be presented in a variety of media and formats to support regional and site interpretation in coordination with partners. The Juan Bautista de Anza National Historic Trail, Sky Island Scenic Byway, and Patagonia-Sonoita Scenic Road in particular are each worthy of their own publications and other forms of media presentation. Any existing publications and media used for these sites will be promoted.

Community brochures and media for Tucson, Nogales, Tubac, Patagonia and other locations can feature information on sites across the various storylines. A specific brochure and media presentation will be prepared for birding in association with and support of the Tucson Audubon Society. This is discussed further below with respect to the *Bird Habitat and Migration Corridors* storyline.

Archaeology Southwest publishes a quarterly magazine of high quality on history, culture, and archaeological sites. Past copies of the magazine related to topics and locations specific to the National Heritage Area could be republished and made available by purchase or as educational supplements for various programs. New or special versions could be tailored to relevant storylines and topics, whether in partnership with Archaeology Southwest or as a separate independent initiative. The publications provide in-depth educational content of interest to National Heritage Area residents and visitors and for potential use in educational programming.



High quality publication prepared for the National Heritage Area by the Santa Cruz Valley Heritage Alliance in 2009.

The range and scope of the publications and media formats actually to be developed will be determined through a work process undertaken by the Alliance, Interpretive Committee, and partners. As decisions are made on the publications and media to be produced, they may be phased in over time and may evolve as formats are tested and new ideas and opportunities arise. Flexibility is encouraged.

**ACTION: Develop or support a series of National Heritage Area interpretive publications as part of a comprehensive interpretive presentation to be phased in over time.**

The publications will work together as a set using the National Heritage Area’s graphic identity. They will provide rich interpretive content on the national Heritage Area as a whole, introducing National Heritage Area themes and storylines, providing historic context, and linking to detailed interpretation at partnering communities and sites. A variety of media formats will be considered tailored to different audiences and interests.

*Timeframe and Responsibility: Short and medium-term action of the Heritage Alliance, Interpretive Committee, and partners.*

#### 4.3.4 Orientation

Orientation is not only important in presenting opportunities to visitors, it is a means of communicating the overall identity and unity of the National Heritage Area. Orientation will be planned in a comprehensive manner and will seek to find and engage visitors where they are.

With respect to pre-visit and online contact, the National Heritage Area’s website, discussed above, is a primary tool for providing orientation and context. Its importance can’t be overstated.

With respect to physical, on-site contact, it is suggested that the National Heritage Area develop a set of orientation kiosks and exhibits of various sizes and types appropriate to different sites and circumstances. The kiosks and exhibits will be distinctively designed, of high quality, and use the National Heritage Area’s graphic identity. Orientation kiosks and exhibits will introduce the National Heritage Area, present the principal themes and storylines, feature sites and itineraries, and encourage visitors to explore. Specific sites within the vicinity of an individual kiosk’s location might be featured.

The National Heritage Area’s existing national and regional attractions will each be considered anchor sites and physical entry points into the National Heritage Area presentation and will be the first places recommended for visitors to see. Anchor sites related to each storyline are discussed later in this chapter. Each will be asked to host a substantial orientation kiosk or exhibit presenting the National Heritage Area and to display heritage area publications. They might include:

- Southern Arizona Heritage and Visitor Center;
- Mission Gardens
- Western National Parks Association;

- Arizona-Sonoran Desert Museum;
- Presidio San Agustín del Tucson Museum;
- Saguaro National Park, both Tucson Mountain and Rincon Mountain Districts;
- San Xavier del Bac Mission and Plaza;
- Historic Canoa Ranch;
- Tubac Presidio State Historic Park;
- Tumacácori National Historical Park, and
- Santa Cruz County’s Historic Courthouse.

The National Heritage Area will work with the sites to ensure interpretive pieces follow the site's applicable graphic identity guidelines, compliance and approval processes, and interpretive standards. Other National Heritage Area interpretive sites, preserves, parks, and trails will be asked to host smaller orientation kiosks or exhibits appropriate to their site or location.

Orientation kiosks will also be located within communities at places where residents and visitors tend to gather and where they will be seen. Locations where restaurants and other visitor services and shopping are located are most appropriate. Various locations in Tucson, Marana, Oro Valley, Sahuarita, Green Valley, Nogales, Tubac, Patagonia, and other communities will be considered.

**ACTION: Develop a series of National Heritage Area orientation kiosks and exhibits appropriate to different locations for installation at various sites, communities, parks, preserves, and other public places throughout the National Heritage Area.**

*Timeframe and Responsibility: Short and medium-term action of the Heritage Alliance.*



Customized site signage using National Heritage Area graphic identity—Delaware & Lehigh National Heritage Corridor (left) and Abraham Lincoln National Heritage Area (right).



Custom orientation kiosk for the Essex Coastal Scenic Byway and Essex National Heritage Area in Massachusetts.

#### 4.3.5 Outdoor Exhibit Program

A National Heritage Area sponsored outdoor exhibit program will be considered as a component of the National Heritage Area-wide interpretive presentation for self-guided experiences at local attractions; along trails; and within communities, parks, and preserves. An outdoor exhibit program will enable publicly accessible sites to provide interpretation and tell their stories without the need for staffing or for indoor museum programming. Self-guided sites can be made visitor-ready with great flexibility and minimal cost such that they can be marketed to visitors alongside the larger attractions.

The outdoor exhibit program will be managed by the National Heritage Area under the guidance of the Interpretive Committee. The Committee will have a lead role in recommending sites and developing interpretive content for proposed exhibits, presenting National Heritage Area themes and storylines. Professional interpreters from the heritage area's primary attractions will provide guidance and quality control during implementation.

Through small National Heritage Area grants or other funding support, the program will facilitate the installation of outdoor exhibits at partnering sites,

coordinating interpretation specific to the site with the themes and storylines. Partnering sites may be asked to share the cost of the proposed exhibits and will be responsible for their ongoing maintenance. A formal agreement related to installation and maintenance may be appropriate. Once installed and visitor-ready, the partnering site will be marketed along with other attractions as part of the National Heritage Area and storyline presentations.



*National Park Service exhibit carriers are widely recognized by the general public for their quality and professionalism, and they are available in a variety of sizes and formats.*

National Heritage Area sponsored exhibits will use a common graphic format using the National Heritage Area's graphic identity. It is suggested that National Park Service exhibit carriers be considered for proposed exhibits to simplify the design process, reduce costs, ensure consistency, and achieve a high quality product. However, customized exhibits may also be possible. The Interpretive Committee and other local partners will be responsible for developing the recommended content with support, guidance, and quality control provided by professional interpreters.

The exhibit program may also consider the use of digital content that can be accessed using smartphones, tablets, and online. Digital content will be rich in its visual presentation and has the advantage of being able to be easily and frequently updated.

**ACTION: Establish a National Heritage Area outdoor exhibit program to increase the number of self-guided interpretive sites throughout the National Heritage Area over time.**

*Timeframe and Responsibility: Short and medium-term action of the Heritage Alliance and Interpretive Committee.*



### 4.3.6 Public Art

Public art is an important medium through which public places are enhanced and interpretation offered, especially within communities and parks. Historically, monuments, statues, plaques, and historic objects have been used as a means of commemorating places and events. Where they are present, such traditional forms of public art will be recognized and preserved and perhaps supplemented with additional interpretation.

Within communities, public art such as sculpture, murals, and other creative installations have been used to enhance streetscapes, plazas, parks, buildings, sidewalks, and trails, enlivening the landscape and visually interpreting community stories.

Creative landscape installations can be used to interpret important sites where a substantive interpretive presentation is desired but where a self-guided experience is necessary. The archaeological site of the former Mission of San Agustin adjacent to the Santa Cruz River is one location where creative landscape installations could be used in a self-guided public park setting to create an impactful and high-quality interpretive presence.

The National Heritage Area will encourage the use of public art as an interpretive medium enhancing local and regional identity. Local artists may be engaged to create works for their communities expressive of the National Heritage Area's various cultural traditions. Local arts and cultural organizations will be included in collaborative efforts to interpret communities and sites.

**ACTION: Encourage the use of public art and creative outdoor landscape installations to interpret publicly accessible parks, trails, and community places.**

*Timeframe and Responsibility: Medium and long-term action of the Interpretive Committee, communities, arts organizations, Alliance staff, and other partners.*



Murals are a form of public art used by many communities. (Photo: Visit Tucson)

### 4.3.7 Programming and Events

A number of the existing regional interpretive attractions within the Santa Cruz Valley offer high quality programming and events that attract and engage visitors, provide educational and cultural experiences, are important to heritage tourism, and showcase the sites where they are held. The National Heritage Area encourages and promotes these programs and works with attractions to support, enhance, and further develop programming over time. On-site programming is part of the visitor experience the Heritage Alliance will highlight in organizing and presenting storylines to the visiting public. Such programming is discussed further in the educational portion of this chapter below.

**ACTION: Support and promote visitor programming at partner sites and work to enhance and expand available programming over time as part of storyline interpretive presentations.**

*Timeframe and Responsibility: Short-term and ongoing action of the Interpretive Committee, Heritage Alliance, and partners.*

The Santa Cruz Valley is nationally recognized for the range and quality of its festivals and events, many showcasing the region's rich and diverse cultural traditions. More than 40 annual cultural events were identified in the National Heritage Area's 2005 Feasibility Study and many continue to be offered today.

Fiestas full of life and tradition tied to the Santa Cruz Valley's borderland region are hugely popular, and several annual signature events that highlight aspects of the region's history and multicultural heritage continue to be popular after many decades. These include the Tucson Folk Festival, Tucson International Mariachi Festival, Agave Heritage Festival, All Souls Procession, and others. Additional local festivals and events are offered by organizations, sites, and communities throughout the National Heritage Area during the visitor season.

Signature events such as the Agave Heritage Festival are particularly appropriate to the National Heritage Area's natural and cultural themes and are important in introducing visitors to the region's distinctive heritage. Local festivals and events help attract residents as well as visitors and are important in promoting interpretive sites. National Heritage Area partners have noted that family-oriented festivals are an important means of engaging residents of Mexican heritage in particular.

The National Heritage Area will promote local and regional festivals and events and will relate them to the presentation of storylines where possible. This topic is discussed further in Chapter 5, *Heritage Experiences*, of this management plan as well as in the educational portion of this chapter, below.

**ACTION: Promote and support local and regional festivals and events as part of the National Heritage Area-wide interpretive presentation. Work with partners to further develop festivals and events over time.**

*Timeframe and Responsibility: Medium and long-term action of the Heritage Alliance, Interpretive Committee, and partners.*

### 4.3.8 Community Interpretation

Individual communities within the National Heritage Area will be encouraged to develop community interpretive presentations presenting themselves to residents and visitors. A comprehensive interpretive program for Tucson, for example, might present the city's origins, document its growth, and highlight the character and development of individual historic neighborhoods. While existing attractions such as the Presidio San Agustín del Tucson Museum, Mission Garden, and Fort Lowell Park would be featured, additional largely self-guided interpretive exhibits and public art could be installed at a variety of locations throughout the city creating an expansive and coordinated communitywide interpretive presentation.

Communities within the National Heritage Area are places to feature the primary theme *Community of Conservation and Creativity*, discussed later in this chapter. The theme emphasizes community design and sense of place as they have been developed within the region—a regional community design aesthetic.

Historic communities such as Tubac, Nogales, and Patagonia are particularly appropriate for community interpretation. Community interpretive presentations may be promoted as part of a larger storyline, may be associated with several storylines, or may simply present the community's story independently.

Communities such as Marana, Oro Valley, Sahuarita, and Green Valley may wish to create community presentations telling their more recent stories and linking to local historic sites and storylines.

In planning community interpretive presentations, local partners within the community may be assisted in developing ways to tell their community's stories primarily through the installation of outdoor exhibits and public art. Exhibits in public spaces, along sidewalks, and on buildings can tell the story of the community using authentic historic buildings and places tied to National Heritage Area storylines and themes where possible. Buildings and neighborhoods can help illustrate stories of the people who lived and worked in them.

Local community partners will be asked to prepare a simple interpretive plan for their community in accordance with National Heritage Area guidelines. The outdoor exhibit program discussed in this chapter would be appropriate for use as a means of implementing self-guided exhibits on publicly accessible sites as part of a community presentation. The use of public art for interpretation will be encouraged.

As outlined in the discussion of the outdoor exhibit program, the Interpretive Committee will advise local community partners in development and implementation of their vision. Limited financial and technical assistance may be provided for development and implementation of exhibits depending upon the availability of resources. Community presentations may be phased in over time and, when visitor-ready, may be featured in National Heritage Area-wide orientation and promotional materials.

**ACTION: Encourage the development of locally led community interpretive presentations associated with National Heritage Area themes and storylines.**

*Timeframe and Responsibility: Long-term action of local communities in coordination with the Interpretive Committee and NHA staff.*

### 4.3.9 Wayfinding and Signage

Among the duties identified in the National Heritage Area’s designating legislation is assisting partners in “ensuring that clear, consistent, and appropriate signs identifying points of public access and sites of interest are posted throughout the National Heritage Area.” At present, partners and stakeholders have determined that existing signage within the region is adequate for current needs in directing visitors to communities, attractions, sites, trailheads, and other points of interest. Some municipalities have adopted wayfinding systems within their communities using community graphic identity.

Among the early actions of the National Heritage Area will be the phased installation of entrance signs at points of entry into the National Heritage Area along highways and major roads such as Interstate 10, Interstate 19, Route 86, and Route 82. The National Heritage Area will organize the installation process in collaboration with the Arizona Departments of Transportation and Pima and Santa Cruz Counties.

On the interstates, the signage will use standard brown signage formats for attractions under DOT regulations, incorporating the Santa Cruz Valley National Heritage Area name and logo. On the state routes, the National Heritage Area will seek to use National Heritage Area-designed graphic signs as might be representative of a future National Heritage Area-wide wayfinding system.

On an ongoing basis, the National Heritage Area will work with partners and communities to assess gaps in existing signage and needs for new or replacement signage as appropriate. The National Heritage Area will support partners in the design and installation of new and replacement signage, preferably using the National Heritage Area graphic identity. The adequacy and quality of signage directing travelers to access points for the Juan Bautista de Anza National Historic Trail and along the Sky Island Scenic Byway and Patagonia-Sonoita Scenic Road are of importance.

Over the long term, however, National Heritage Area partners will consider developing a National Heritage Area-wide wayfinding system between communities and sites using a regional graphic identity, preferably that of the National Heritage Area. A regional wayfinding system would reinforce regional identity by coordinating the types, styles, and appearance of signs throughout the National Heritage Area. Such a system could be phased in over time.

In planning for a regional wayfinding system, a comprehensive signage plan will be prepared, identifying sign locations and developing a range of sign types appropriate to different locations using the regional graphic identity. The wayfinding system developed for the Delaware & Lehigh National Historic Corridor will be consulted as a possible model with respect to sign types.

**ACTION:** Be available to assist partners with the development of new or replacement identification and wayfinding signage for sites and routes on an as-needed basis.

*Timeframe and Responsibility:* Medium-term and ongoing action of the Heritage Alliance.

**ACTION:** Organize the installation of entrance signs along highways and major roads at points of entry into the National Heritage Area.

*Timeframe and Responsibility:* Short-term action of the Heritage Alliance in association with the Arizona Department of Transportation and Pima and Santa Cruz Counties.

**ACTION:** Over the long term, consider the development and implementation of a comprehensive regional wayfinding system for participating sites and communities using the National Heritage Area graphic identity.

*Timeframe and Responsibility:* Long-term action of the Heritage Alliance and regional partners.



Wayfinding signage installed for the Anza Trail identifying the locations of trailheads and using the standard brown National Park Service format.

## 4.4 INTERPRETIVE PRESENTATION: THEMES, STORYLINES, AND PLACES

This chapter is an interpretive plan for the Santa Cruz Valley National Heritage Area. The plan's fundamental concept is that the National Heritage Area will coordinate a regional, National Heritage Area-wide interpretive presentation offered to residents and visitors centered on existing interpretive sites and attractions and built out with additional interpretive experiences over time.

The interpretive plan is organized around three primary themes introduced in Chapter 1's statement of national importance for the National Heritage Area—*Desert Abundance*, *Cultural Encounters*, and *Community of Conservation and Creativity*. These three primary themes are drawn from the work and existing interpretation of the region's leading sites, attractions, and other partners.

Implementation will focus on the interpretive topics or storylines first identified in the National Heritage Area's 2005 Feasibility Study, which are well crafted and are fully documented there. These storylines are slightly modified, further developed, and outlined below. Each of the storylines is related to one of the three primary themes.

The role of the National Heritage Area is to coordinate, facilitate, support, and promote a regional approach to interpretation in partnership with local and regional attractions. Presentation of the National Heritage Area's storylines will be organized by the existing interpretive sites and attractions associated with each storyline, with National Heritage Area support. Planning will include the coordination of interpretation between sites and the identification of additional opportunities, sites, and enhancements for each storyline that can be prioritized and implemented over time. The Interpretive Committee is suggested to advise that work in association with partnering sites.

Themes are the Big Ideas that convey meaning and significance to a story or interpretive subject. Themes help audiences connect individual stories with broader contexts and help them understand what those stories mean and why they matter. Theme statements have been prepared for each of the three primary themes and for each storyline and are presented below.

Partners within the National Heritage Area will use the heritage area's themes to connect their stories and their places to the larger context and central ideas of the National Heritage Area-wide presentation. Local stories will be used to illustrate and bring themes to life, to associate them with authentic places and the lives of real people to which visitors can relate.

The thematic framework is broad in scope—every interested partner that wants to participate in the National Heritage Area-wide presentation will be able to find a place within the framework. Every partner will be expected to organize interpretation using the thematic framework, showing how sites and stories relate to the wider context. The National Heritage Area's theme statements will be incorporated directly or indirectly into the interpretive content along with interpretive content developed specifically for the local site. Themes may be

used to inform other aspects of the National Heritage Area's work as well, not just interpretation.

Each of the National Heritage Area's proposed storylines is discussed below, including its general concept, publicly accessible sites where the storyline is currently presented, key partners, and ideas for further development. It is expected that partnering sites will further develop each storyline and its proposed presentation in conjunction with the National Heritage Area's Interpretive Committee and staff.

Flexibility is encouraged. Implementation may begin with the most high-profile storylines and those already represented by existing visitor attractions and sites. Some of the storylines outlined below may be de-emphasized, modified, or even retired. New storylines may be added. National Heritage Area-wide orientation and promotion by the Heritage Alliance will be organized around the plans developed by each storyline.

**ACTION: Develop a National Heritage Area-wide interpretive plan/presentation of the Santa Cruz Valley's living landscape coordinating existing interpretation offered at the region's natural and cultural attractions and sites.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance, Interpretive Committee, and partners.*

**ACTION: Identify additional opportunities, sites, and enhancements for each storyline that can be prioritized and implemented over time.**

*Timeframe and Responsibility: Medium and long-term action of the Heritage Alliance, Interpretive Committee, and partnering sites.*



*Desert Abundance* – landscape of the Sonoran Desert Ecoregion. (Photo: Visit Tucson)



*Sky Islands and Desert Seas* – landscape of the Madrean Archipelago Ecoregion.



#### 4.4.1 Primary Theme: Desert Abundance – Diversity of Natural Systems and Biotic Communities

##### Theme Statement:

*The Santa Cruz Valley is a zone of transition between two vast ecological regions, the Sonoran Desert Ecoregion on the west and the Madrean Archipelago Ecoregion on the east. Individually unique, together these two regions are home to some of the richest and most diverse vegetation on Earth.*

The Santa Cruz Valley is a zone of ecological transition and continuing evolution. The region's vegetation relative to both the Sonoran Desert and Madrean Archipelago Ecoregions is comprised of species from a number of diverse biogeographic regions, most notably the Sonoran, Chihuahuan, and Madrean biogeographic regions at the lower elevations and the Rocky Mountain and Great Plains biogeographic regions at the higher elevations.

The ecological result of this transition zone and its geographic and geologic phenomena is an unusually rich fauna and flora whose evolutionary patterns continue to be influenced by different environmental conditions to the south and north.

The significance of this transitional landscape and its biodiversity as outlined in the primary theme *Desert Abundance* will be reflected in the interpretation of landscapes and natural resources throughout the National Heritage Area. Additional focus and detail related to this primary theme is provided in the suggested storylines below, each of which provides the basis for rich interpretative experiences.

##### Storyline 1: Sonoran Desert

##### Theme Statement:

*The Sonoran Desert and its Arizona Uplands have the greatest diversity of plant growth of any desert in the world.*

The Sonoran Desert Ecoregion is a broad area that extends from the Santa Cruz Valley west into California and south along the Gulf of California into the state of Sonora, Mexico. The Sonoran Desert is one of the four great deserts in North America and is divided into several subdivisions, the eastern section of which is known as the Arizona Uplands, in which the Santa Cruz Valley is located.

Deserts are not places where one generally expects high levels of biodiversity, yet the Sonoran Desert and the region of the Santa Cruz River Valley in particular are found to have the greatest diversity of plant growth of any desert in the world. A multitude of microhabitats on north and south slopes to which plant communities have adapted help account for this diversity and richness.

##### Existing Interpretive Sites

Interpretation of the Sonoran Desert portion of the National Heritage Area is already strong, with the established leadership of the Arizona-Sonoran Desert Museum, Saguaro National Park, and others. There is a significant opportunity

to further expand and enhance this interpretation over time, particularly at self-guided sites throughout the Sonoran Desert/Upper Santa Cruz River portion of the National Heritage Area. Increased interpretation will help visitors and residents recognize and understand the landscapes and biotic communities they are in and increase appreciation of their significance.

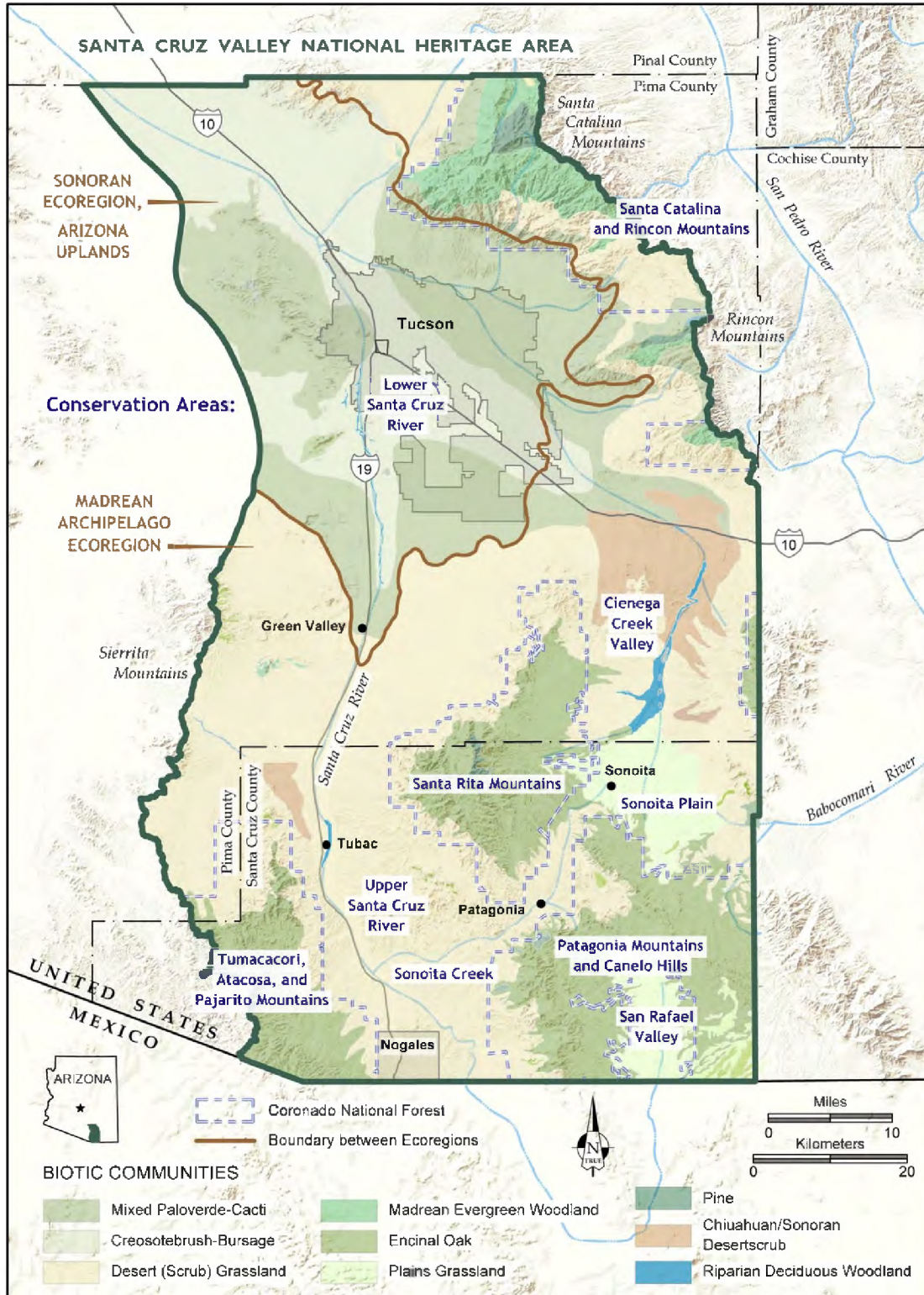
***Suggested Lead Interpretive Site***

- **Arizona-Sonora Desert Museum** – The Arizona-Sonora Desert Museum, located west of Tucson, has been interpreting the Sonoran Desert landscape since 1952. It is the first place visitors will see as an introduction to the desert and the region. Its outdoor landscape exhibits of plant communities are high quality, informative, and experiential.

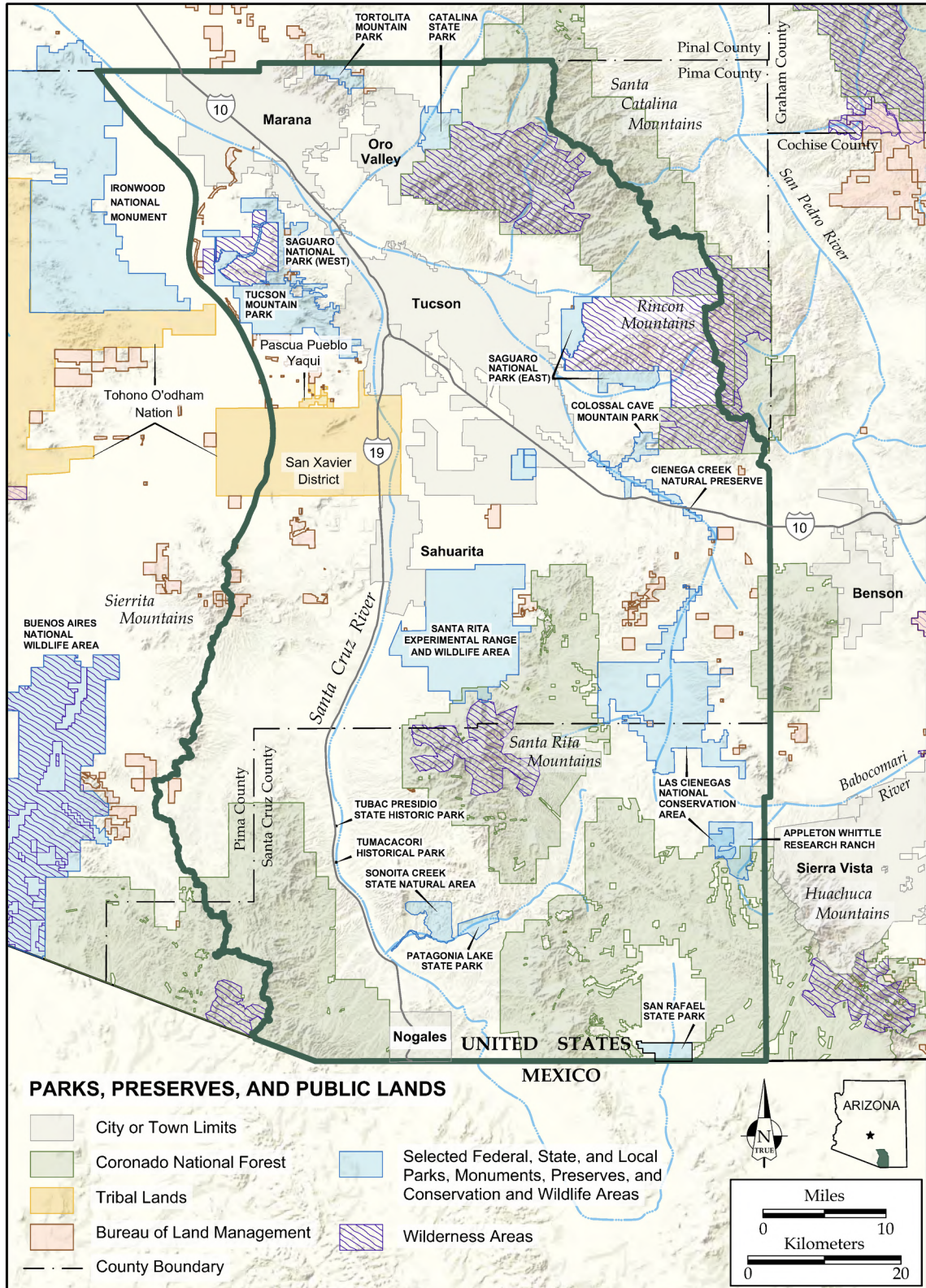
***Suggested Partnering Interpretive Sites***

- **Saguaro National Park (East and West)** – Saguaro National Park is an excellent venue in which to experience the larger desert landscape with high quality interpretation and the opportunity to explore. Established to preserve areas within the Mixed Paloverde-Cacti plant community where the iconic saguaro cacti live, both the park’s eastern Rincon Mountain District and western Tucson Mountain District provide opportunities for visitors of all capabilities to see and experience the desert landscape.
- **Catalina State Park** – Catalina State Park is located at the western base of the Santa Catalina Mountains near Oro Valley. Primarily a camping and hiking park, Catalina State Park offers numerous hiking trails within the desert landscape and transition area between the desert valley and the mountains.
- **Tucson Mountain Park** – Tucson Mountain Park, just west of the city, was established 1929 by Pima County and has since been expanded into a significant regional conservation area. The Park has approximately 62 miles of non-motorized shared-use trails open to hikers, equestrians, and mountain bikers. It provides a wide range of landscape experiences and breathtaking views and has opportunities for interpretive enhancement.
- **Tohono Chul Botanical Garden** – The non-profit Tohono Chul Botanical Garden is a 49-acre site located in Tucson interpreting the desert landscape and offering a variety of lectures, guided tours, workshops, concerts, and special events year-round. The attraction is highly accessible and well presented.
- **Desert Laboratory at Tumamoc Hill** – The Desert Laboratory at Tumamoc Hill at the western edge of Tucson was established in 1903 as a desert research center and is now affiliated with the University of Arizona. In addition to its historic research facilities, the Desert Laboratory landscape has a self-guided hiking trail from the base to the top of the mountain landscape where site-specific interpretation may be offered.

- Trails, Parks, and Recreational Sites** – The Sonoran Desert landscape can be interpreted at nearly all publicly accessible trail, park, or recreational sites within the Lower Santa Cruz River region.



Biotic communities of the Sonoran Desert and Madrean Archipelago Ecoregions.



Parks, preserves, and public lands where the Santa Cruz Valley landscape can be experienced and interpreted.

## Storyline 2: *Sky Islands and Desert Seas*

### Theme Statement:

*The layered ecological zones of the Sky Island mountains are among the most diverse ecosystems in North America and are unique on the planet. The grasslands of the Desert Sea valleys between the mountains are richly distinctive and provide migratory pathways in times of ecological change.*

The mountains of the Madrean Archipelago Ecoregion are widely known as *Sky Islands* and are unique on Earth, for they form the only mountain complex that extends from the subtropical to the temperate latitudes. More than 40 mountain ranges cloaked in pine-oak woodland and mixed conifer forests rise abruptly from surrounding basins comprised of grassland and desert scrub to form forested islands among a *Desert Sea*. These mountains are termed an “archipelago” because of their similarity to a chain of islands extending northwest off of the Sierra Madre Occidental mountains to the south.

The *Sky Islands and Desert Seas* storyline highlights the globally unique landscape and extraordinary biological diversity of this landscape, which has provided the resources and opportunities for exceptional natural and cultural diversity. The Sky Islands are among the most diverse ecosystems in North America due to their great topographic relief and location at the meeting point of major desert and forest biomes.

### Existing Interpretive Sites

Extensive opportunity for interpretation of the *Sky Islands and Desert Seas* storyline exists due to the number of publicly accessible sites in the eastern and southern portions of the National Heritage Area. Many of these current and potential interpretive sites are self-guided, such as at trailheads and in preserves.

The National Heritage Area’s Sky Islands are almost entirely within the Coronado National Forest, which provides access to each Sky Island mountain range by automobile and through an extensive network of trail systems. Preserves and communities throughout the region provide opportunities to interpret the Desert Seas as well. With coordination from the National Heritage Area’s Interpretive Committee and staff, partners will assess the extent and quality of existing interpretation of the storyline and develop plans for its coordination and phased enhancement.

### Suggested Partnering Interpretive Sites

- **Coronado National Forest** – Eight Sky Island mountain ranges are located within the Santa Cruz Valley National Heritage Area, all of which are primarily under federal ownership and are managed as part of the Coronado National Forest. Numerous trails and back country roads provide public access to the forest. Santa Catalina Mountain is among the most widely visited attractions within the region.

- **Sky Island Scenic Byway** – The 27-mile-long Sky Island Scenic Byway provides easy automobile access to the heights of Santa Catalina Mountains northeast of Tucson.
- **Tortolita Mountain Park** – Tortolita Mountain Park is a Pima County natural resources park featuring twelve trails of varying lengths and difficulty, eight of which may be used for mountain biking and two for horseback riding.
- **Catalina State Park** – As noted above, Catalina State Park is a camping and hiking park offering numerous hiking trails within the desert landscape and transition area between the desert valley and the mountains.
- **Sabino Canyon Visitor Center** – Sabino Canyon is located at the base of the Santa Catalina Mountains and provides easy access to outstanding scenery featuring steep rock cliffs and foothills covered with unique desert vegetation. Its visitor center provides an introduction to this distinctive landscape.
- **Western National Parks Association** – Western National Parks Association develops high quality products, services, and programs that enhance the visitor experience of National Parks. Its headquarters are located at the base of the Santa Catalina Mountains in Oro Valley and offers indoor and outdoor event space and public programming.
- **Saguaro National Park, Rincon Mountain District (East)** – Saguaro National Park is located at the base of the Rincon Mountains and interprets the transition between the desert valley and Sky Island mountain environment.
- **Colossal Cave Mountain Park** – Colossal Cave Mountain Park is part of the Pima County mountain park system. In addition to being a geological attraction, the park offers 2,400 acres with interpretation and trails for hiking, biking, and horseback riding at the base of the Rincon Mountains.
- **Cienega Creek Natural Preserve** – The Cienega Creek Natural Preserve is a 4,010-acre parcel of land located along Cienega Creek and is significant for the presence of perennial stream flow and lush riparian vegetation. Managed by Pima County, the preserve is an area with very high values for recreation, scenic quality, and wildlife habitat.
 

**Las Cienegas National Conservation Area** – The Las Cienegas NCA was designated by Congress in 2000 to conserve, protect, and enhance the unique and nationally important wildlife, vegetative, cultural, and scenic resources of the Cienega Creek Valley, a *Desert Sea* within the National Heritage Area.
- **Patagonia-Sonoita Scenic Road** – The Patagonia-Sonoita Scenic Road traverses the *Desert Sea* Sonoita Creek and Cienega Creek Valleys offering scenic views, access to the Sky Island mountains, and opportunities for self-guided interpretation.

- **Appleton Whittle Research Ranch** – The Research Ranch is a cooperative partnership managed by the Audubon Society and encompassing 8,000 acres of semi-desert grassland. The Research Ranch protects grassland ecosystems through conservation, research, and education. Public access is limited, but the site offers high quality education and public outreach programming.
- **Borderlands Wildlife Preserve** – Located within the Sonoita Creek wildlife corridor, the non-profit 1,400-acre Borderlands Wildlife Preserve is protected and managed to conserve critical wildlife habitat, and to maintain a route for migratory species. The site offers three interpreted trails open to the public and linking to the regional Arizona Trail.
- **Patagonia-Sonoita Creek Preserve** – A project of the Tucson Audubon Society, the 873-acre Patagonia-Sonoita Creek Preserve protects some of the richest of the remaining riparian habitat in the Desert Seas region. One of a few remaining permanent streams, it provides for a wide array of diverse species from endangered fishes to butterflies and birds.
- **Patagonia Lake State Park** – Patagonia Lake is a dammed reservoir of Sonoita Creek west of the Santa Cruz River and offers RV and tent camping, rental cabins, and marine activities. The site has a joint visitor center with the adjacent State Natural Area with permanent exhibits and activities and educational publications.
- **Sonoita Creek State Natural Area** – The 9,584-acre State Natural Area is located adjacent to Patagonia Lake State Park in the foothills of the Santa Rita Mountains. The Natural Area offers 20 miles of hiking trails exploring distinctive Desert Sea landscapes.
- **San Rafael Natural Area** – The 3,557-acre state Natural Area preserves a pristine native grassland that has not suffered problems of shrubs and cactus invasion that affect so much of the grasslands elsewhere in Arizona and the Southwest. Though not currently open to the public, the area may be accessed by automobile and could partner in offering specialized programming.



Sky Island Scenic Byway in the Santa Catalina Mountains.

### Storyline 3: *Streams in the Desert*

#### Theme Statement:

*The Santa Cruz River and its tributaries provide critical locations where water is available, supporting riparian habitat within the desert landscape.*

The Santa Cruz River is the backbone of the Santa Cruz Valley National Heritage Area. The river has its headwaters in the San Rafael Valley in southeastern Santa Cruz County and the southeast corner of the National Heritage Area and flows south into Mexico, loops northward back into Arizona near Nogales, and then flows north into the desert north of Tucson.

Desert rivers often only have surface flow during rain events. Though the Santa Cruz River and its tributaries may be dry at the surface, there are subsurface flows within the alluvial soils and larger regional aquifer below. Historically, subsurface flows were diverted to the surface at specific locations along the river by the presence of bedrock or impermeable sediments creating oases and wetlands where riparian vegetation could thrive. These were also locations that attracted and sustained ancestral peoples.

Significant tributaries of the river including Sonoita Creek, Nogales Wash, Sabino Creek, and Cienega Creek each have about 10 miles of modest perennial surface flow, but the flow disappears into the alluvial soils and the aquifer below before it reaches the Santa Cruz River.

Riparian marshes, called cienegas in Spanish, were once common along the Santa Cruz River and its tributaries. However, most dried up as the water table dropped from pumping, diverting flows, or draining to prevent malaria epidemics. The remaining cienegas are havens for vegetation and wildlife.

The use of recycled water at three locations along the Santa Cruz River has allowed the re-establishment of Southwestern Deciduous Riparian Forest vegetation along these stretches of the river. The Southwestern Deciduous Riparian Forest vegetation community is among the most biologically unique communities in the Sonoran Desert Ecoregion. Its lush forests of cottonwood, willow, and velvet mesquite contrast with the adjacent dry desert and grassland.

#### Existing Interpretive Sites

Numerous sites along the Santa Cruz River and its tributaries offer opportunities to interpret the storyline *Streams in the Desert*. Much of the potential interpretation may be self guided and implemented over time. The Juan Bautista de Anza National Historic Trail, which parallels the river, in particular offers many places where the river and/or its floodplain may be seen and interpreted.

Sites along watered portions of the river and its tributaries offer opportunities to interpret the vital and distinctive riparian plant communities. Parks, natural areas, and preserves have been established along the river's Desert Seas tributaries specifically to conserve the stream corridors and their habitats. Most of these places are accessible to the public and offer self-guided exhibits.



The *Streams in the Desert* is the place to emphasize the critical importance of water within the landscape. In addition to its natural resources and features, interpretation will include the topic of water challenges within the region, including water availability for natural and human uses, the critical role of the region's aquifer, changes to the river over time such as channelization and the loss of flood plains and wetlands, and measures the region has been taking to address these challenges.

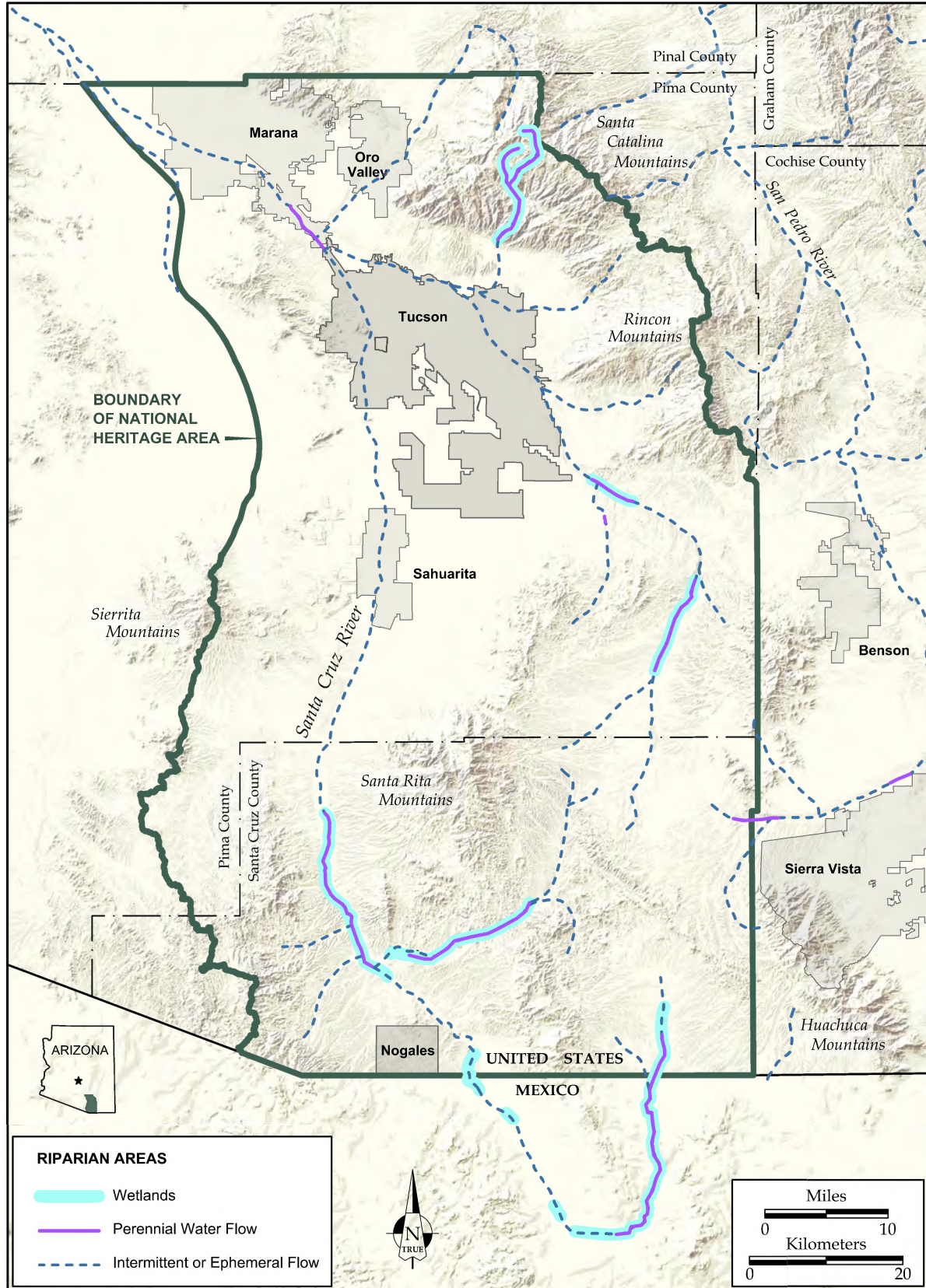
#### ***Suggested Partnering Interpretive Sites***

- **Juan Bautista de Anza National Historic Trail** – The Anza Trail borders the length of the Santa Cruz River within the National Heritage Area and provides access to and interpretation of its natural areas.
- **Historic Canoa Ranch** – A Pima County park, Historic Canoa Ranch sits beside the Santa Cruz River and manages a man-made lake with riparian vegetation.
- **Tumacácori National Historical Park** – A length of the Santa Cruz River within Tumacácori National Historical Park is watered with flow from the Nogales International Wastewater Treatment Plant and supports mature riparian vegetation.
- **Tubac Presidio State Historic Park** – Water flow and riparian vegetation of the Santa Cruz River passes adjacent to the state park and may be accessed and interpreted.
- **Tubac Nature Center** – Located in Tubac, the non-profit Tubac Nature Center interprets the Santa Cruz River ecology through exhibits and programming.
- **Las Lagunas de Anza** – Las Lagunas de Anza is a historic wetland or cienega owned by the Santa Fe Ranch and made available to visitors with interpretation, programming, and facilities.
- **Sabino Canyon Recreation Area and Visitor Center** – Located within Coronado National Forest at the base of the Santa Catalina Mountains, the Sabino Canyon Recreation Area features steep rock cliffs, desert vegetation, and a flowing stream. The area has 30 miles of hiking trails, a visitor center with interpretation, and operates an open-air shuttle.
- **Cienega Creek Natural Preserve** – The preserve's perennial stream flow supports lush riparian vegetation of high resource value that is scientifically monitored.
- **Las Cienegas National Conservation Area** – Cienega Creek is the backbone and core of the National Conservation Area and another rare location with perennial stream flow and riparian vegetation within the National Heritage Area.
- **Borderlands Wildlife Preserve** – The perennial flow of Sonoita Creek passes through the Borderlands Wildlife Preserve where distinctive riparian plant communities are protected and interpreted.

- **Patagonia-Sonoita Creek Preserve** – The Patagonia-Sonoita Creek Preserve protects some of the richest of the remaining riparian habitat in the Desert Seas region and provides for a wide array of diverse species from endangered fishes to butterflies and birds.
- **Patagonia Lake State Park** – Though a man-made resource, Patagonia Lake offers interpretation of the region’s streams and plant and animal communities.
- **Sonoita Creek State Natural Area** – Below Patagonia Lake, Sonoita Creek flows west toward its junction with the Santa Cruz River. Distinctive desert plant communities are preserved and may be experienced along the trails within the State Natural Area.
- **Santa Cruz River Park** – Located near downtown Tucson, Santa Cruz River Park is an urban trail bordering the Santa Cruz River with hiking and biking and opportunities for interpretation of the river’s urban corridor.
- **Marana Heritage River Park** – This urban river park borders the Santa Cruz River in Marana with access to the Anza Trail and offers opportunities for interpretation of river and water themes.
- **Rillito River Park** – Pima County’s Rillito River Park is an urban park adjacent to the Rillito River below the Catalina Foothills of Tucson’s northern suburbs. The Park offers both soft and hard recreational trails, desert vegetation, and opportunities for interpretation of water and river themes.



Santa Cruz River – river flow and riparian vegetation near Tumacácori National Historical Park. (Photo: NPS)



Desert streams within the Santa Cruz Valley National Heritage Area.

## Storyline 4: *Bird Habitats and Migration Corridors*

### Theme Statement:

*The Santa Cruz Valley is unsurpassed in the diversity and rarity of bird species due to the diversity and range of its mountain, valley, desert, and riparian habitats.*

Southeastern Arizona, including the Santa Cruz Valley, is unsurpassed among North American birdwatching regions. More than 400 bird species are found annually in the Santa Cruz Valley, and the region has 20 of the 50 stops on the Southeastern Arizona Birding Trail.

The diversity and rarity of bird species in the Santa Cruz Valley is owed to the available range of elevations and habitats. These include the layered mountain ecosystems of the Sky Islands, mid-elevation grasslands and deserts, and riparian areas along watered portions of the region's creeks and rivers.

The affinities of the region to the Sierra Madre Occidental of Mexico make it the northern extent of several Mexican species. The north-south trending Santa Cruz Valley is also a major migratory corridor for species that winter in the tropics and nest north of the Mexican border.

Eleven Important Bird Areas (IBAs) have been designated within the Santa Cruz Valley National Heritage Area by the National, Arizona, and Tucson Audubon Societies. The IBA Program is an international initiative founded by BirdLife International in the 1980's to identify critical geographic areas and habitats important to bird populations and specifically to populations of conservation concern. Not surprisingly, they tend to be areas of interest for other conservation and biodiversity reasons as well. They include:

- The Tucson Mountains;
- The Santa Catalina and Rincon Mountains;
- Tanque Verde Wash and Sabino Canyon in the Santa Catalina Mountains just northeast of Tucson;
- The Santa Rita Mountains;
- Las Cienegas National Conservation Area in the Cienega River Valley;
- Appleton-Whittell Research Ranch near Sonoita and Elgin in Santa Cruz County;
- The San Rafael Valley in the southeast corner of Santa Cruz County;
- The Nature Conservancy's Patagonia-Sonoita Creek Preserve on Sonoita Creek;
- The Sonoita Creek corridor in Sonoita Creek State Natural Area and Patagonia Lake State Park;
- The Patagonia Mountains;
- Atascosa Highlands; and
- The Upper Santa Cruz River corridor.

### Existing Interpretive Sites

The Tucson Audubon Society is the lead entity for birding within the National Heritage Area and Southeast Arizona. Their 2015 publication *Finding Birds in Southeast Arizona* is the authoritative guide to birding within the region and details information of a significant number of birding sites within the heritage area.

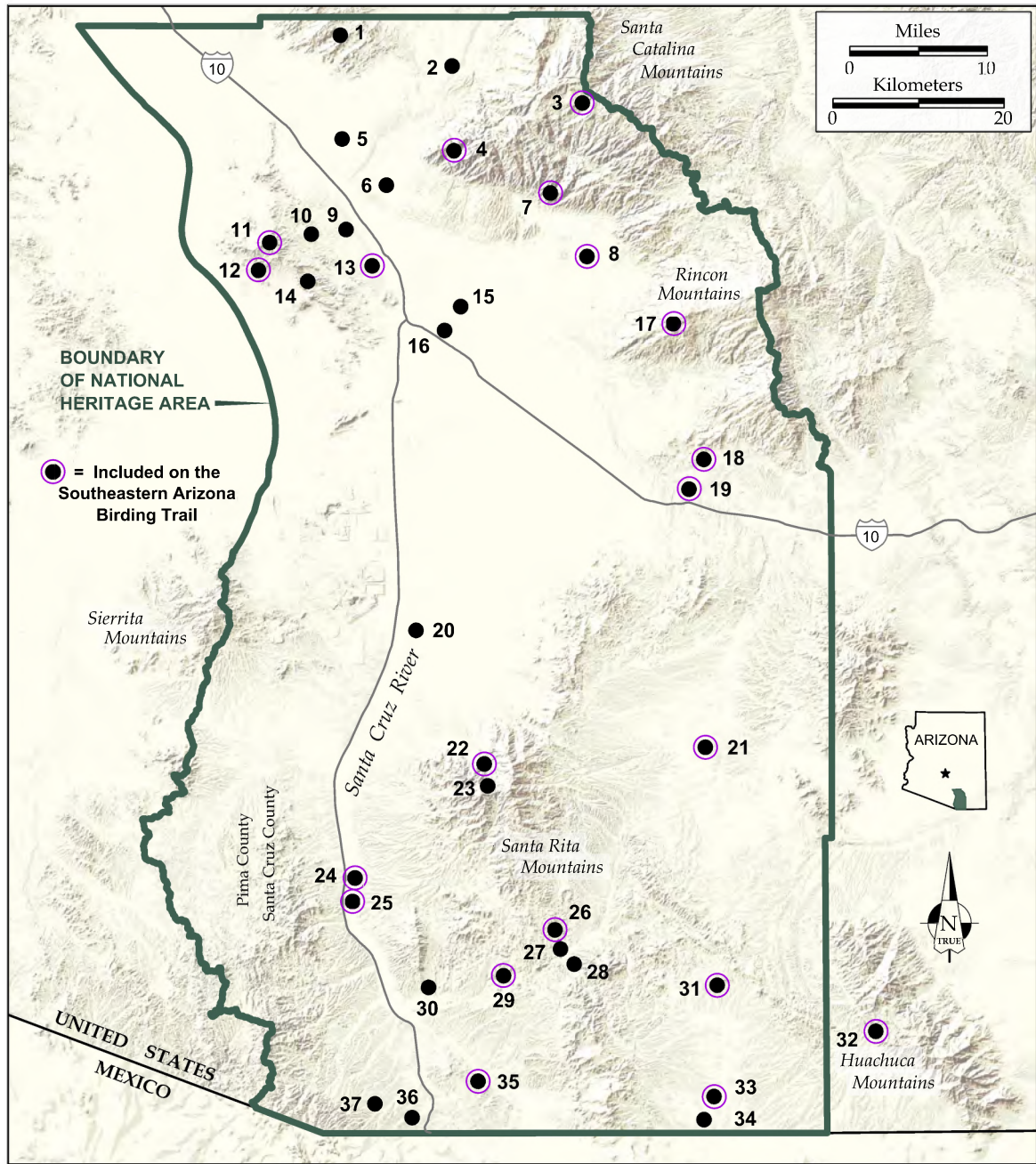
Online information about birding sites is limited. The Tucson Audubon Society website lists eighteen sites, most of which are within the National Heritage Area. Opportunity exists for a simplified and more robust online presentation of birding sites within the National Heritage Area. It is suggested that such a presentation be undertaken in partnership with the Tucson Audubon Society and could be hosted on their website or the National Heritage Area website. If hosted on the Tucson Audubon website, the National Heritage Area website will link directly to it and may also provide background context on habitats and species, birding festivals and events, and special birding opportunities.

### Suggested Lead Interpretive Entity

- Tucson Audubon Society** – The Tucson Audubon Society is the lead entity for birding and bird conservation within the National Heritage Area. They partner with a number of leading attractions in monitoring bird populations and improving habitat. They manage their own 20-acre Mason Center preserve in Tucson and Paton Center for Hummingbirds in Patagonia. In addition to their conservation work and preserves, Tucson Audubon offers field trips, nature shops, monthly programs, publications and information for birding in southeast Arizona.



The Santa Cruz Valley is among the premier migratory bird corridors in the country. (Photos: Visit Tucson)



BEST BIRDWATCHING SITES			
1 Tortolita Mtn. Park	11 Saguaro National Park (West)	21 Las Cienegas National Conservation Area	30 Sonoita Creek State Natural Area
2 Catalina State Park	12 Arizona Sonora Desert Museum	22 Madera Canyon	31 Bog Hole
3 Mount Lemmon	13 Sweetwater Wetland	23 Santa Rita Lodge	32 San Rafael Valley
4 Pima Canyon	14 Tucson Mountain Park	24 Sunnyside Canyon	33 Kino Springs
5 Arthur Pack Regional Park	15 Reid Park	25 Tumacacori National Historical Park	34 San Rafael State Park and Natural Area
6 Tohono Chul Park	16 Kino Environmental Restoration Project	26 Patagonia Sonoita Creek Preserve	35 Kino Springs
7 Sabino Canyon	17 Saguaro National Park (East)	27 Paton Center for Hummingbirds	36 Peffa Blanca Lake
8 Agua Caliente Park	18 Colossal Cave Mountain Park	28 Patagonia Roadside Rest Stop	37 Potrero Ponds
9 Christopher Columbus Park	19 Cienega Creek Natural Preserve	29 Patagonia Lake State Park	
10 Sweetwater Preserve	20 Green Valley Wastewater Treatment Facility		

Featured birdwatching sites within the Santa Cruz Valley. New and changing sites are featured in the state-wide Arizona Birding Trail being developed that will be available online at [www.arizonabirdingtrial.com](http://www.arizonabirdingtrial.com).

#### 4.4.2 Primary Theme: Cultural Encounters – A Culturally Layered Landscape

##### Theme Statement:

*The Santa Cruz Valley is a land of persistence and continuity with a long and complex cultural past. Here, Native American, Spanish Colonial, Mexican, and Anglo heritages and traditions intersect with the natural landscape in ways unique to the American story and remain a source of identity and vitality today.*

The Santa Cruz Valley is blessed with a rich historic legacy in a unique natural environment—important historic and cultural places located along a desert river that flows through a culturally and environmentally diverse region.

The continuities of cultural traditions and land uses in this desert river valley define the sense of place and contribute in a unique way to the fabric of America. This is still very much a working and living landscape—home to Native Americans who view and use the land in traditional ways, home to descendants of Spanish settlers whose religious faith shaped the land and defined the cities, home to descendants of American pioneers whose courage brought them westward seeking new opportunities, and home to rural ranchers and farmers whose stewardship of the land serves to preserve this unique landscape for everyone.

The Santa Cruz Valley’s cultural continuity is discussed further in the storylines below, each of which provides the basis for rich interpretative experiences.

##### Storyline 5: Native American Lifeways

##### Theme Statement:

*The Santa Cruz Valley is one of the longest inhabited places in North America and today is the homeland of two Native American tribes, the Wa:k O’odham and Pascua Yaqui.*

Archaeological traces indicate a series of prehistoric cultures flourished in this region between the end of the last Ice Age and the beginning of Spanish colonial activities in the late seventeenth century. The cultural achievements of these prehistoric cultures include the first agriculture, canals, pottery, and villages in the Southwest. The availability of water at specific locations along the Santa Cruz River and its tributaries led to the establishment of elaborate and distinctive farming cultures and settlements in those “places of persistence.”

The Santa Cruz Valley has been part of the territory of the Tohono O’odham and Pascua Yaqui since prehistoric times. Today, some 18,000 members of the Tohono O’odham Nation live in three reservations in southern Arizona. The easternmost reservation is the San Xavier District, established in 1874, which is home to the Wa:k O’odham. The San Xavier District is located within the boundaries of the Santa Cruz Valley National Heritage Area.

The San Xavier District features the landmark Spanish Colonial San Xavier del Bac church, completed in 1797 and representing a mixture of baroque and

native styles. The church is a designated National Historic Landmark and still serves the residents of the District. Its adjacent plaza is used for powwows and craft fairs.

The history and culture of the Wa:k O'odham, nurtured by the watered floodplain of the Santa Cruz River, is markedly distinct from that of their western Tribal brethren.

The native Wa:k village surrounding San Xavier del Bac was a Sobaipuri O'odham settlement from long before Jesuit Father Eusebio Francisco Kino's first visit in 1692. The Sobaipuri were Akimel O'odham who lived by the river and were full-time farmers, living in permanent year-round settlements, with extensive fields and irrigation canals. Wa:k was an exceptionally large settlement with three spatially discrete neighborhoods and leaders who were respected throughout the area. Their way of life was made possible because of the reliable stream flow in the adjacent Santa Cruz River. The river water came to the surface just south of the community at Punta de Agua and then submerged again north of the current community near Los Reales Wash.

The Pascua Yaqui people have maintained a strong presence in the Sonoran Desert of North America, predating European contact. Stories of trade and social networks are imbedded in oral histories passed down from Yaqui elders and from intertribal stories. Yaqui traditional knowledge tells of Yaqui trade routes and settlements from the Rio Yaqui valley in the south to the Gila River in the north. Building upon this history of movement and familiarity with the region, more Yaqui people traveled to Arizona with the earliest Spanish missionaries beginning in the early 1700s, and throughout the Spanish colonial period in Arizona represented the most numerous identified Indigenous group in the Arizona mission records next to the O'odham.

In the last decades of the nineteenth century and early twentieth century increasing numbers of Yaquis joined the Arizona Yaqui community to escape state-sponsored violence in Mexico and to take advantage of work opportunities. Some of the settlements that had been occupied over the centuries, including settlements in the Tucson vicinity, grew into larger villages over time.

The Pascua Yaqui's official 200-acre reservation is located southwest of Tucson adjacent to the San Xavier District. Their older communities of Pascua and Barrio Libre in Tucson and Yoeme Pueblo in Marana are also thriving tribal cultural centers today.

### **Existing Interpretive Sites**

Tribal and ancestral history and cultural traditions of the Santa Cruz Valley are interpreted and celebrated at a number of places and events open to the public. As Arizona's official repository of archaeological artifacts, the Arizona State Museum displays artifacts and exhibits about ancestral cultures of the state and region. Significant preserved, self-guided archaeological sites with interpretive trails and outdoor exhibits have been implemented at several locations. There is considerable opportunity for additional self-guided interpretation along trails and at other publicly accessible sites throughout the National Heritage Area.



The National Heritage Area provides the Wa:k O’odham and Pascua Yaqui the opportunity to tell their own stories through the National Heritage Area website and at locations of their selection within the National Heritage Area. Possible locations for exhibits within the San Xavier District include the San Xavier Plaza and future San Xavier Marketplace. Locations outside of the District might include the various preserved archaeological sites and major sites such as Tumacácori National Historical Park. Potential sites for the Pascua Yaqui are to be discussed.

An appropriate location where tribal interpretation could be implemented might be the re-envisioned Tucson Origins Heritage Park at the archaeological site of the former mission along the Santa Cruz River near Mission Garden. Discussed above in the section on Public Art, such a park could include exhibits on the mission as well as exhibits authored and implemented by the Wa:k O’odham and Pascua Yaqui. Several important ancestral village sites of the Wa:k O’odham are located in the vicinity of the mission site but are not accessible or interpreted. As noted above, the mission site is one location where creative landscape installations could be used in a self-guided public park setting to create an impactful interpretive presence.

In developing online and onsite interpretation of the Wa:k O’odham and Pascua Yaqui, tribal representatives will be supported in determining locations, developing content, and implementing exhibits, which could include the work of Tribal artists and craftspeople. The National Heritage Area will provide guidance, design and technical assistance, and financial support but will not determine content—the authentic tribal voices will speak for themselves.

#### ***Suggested Partnering Interpretive Sites***

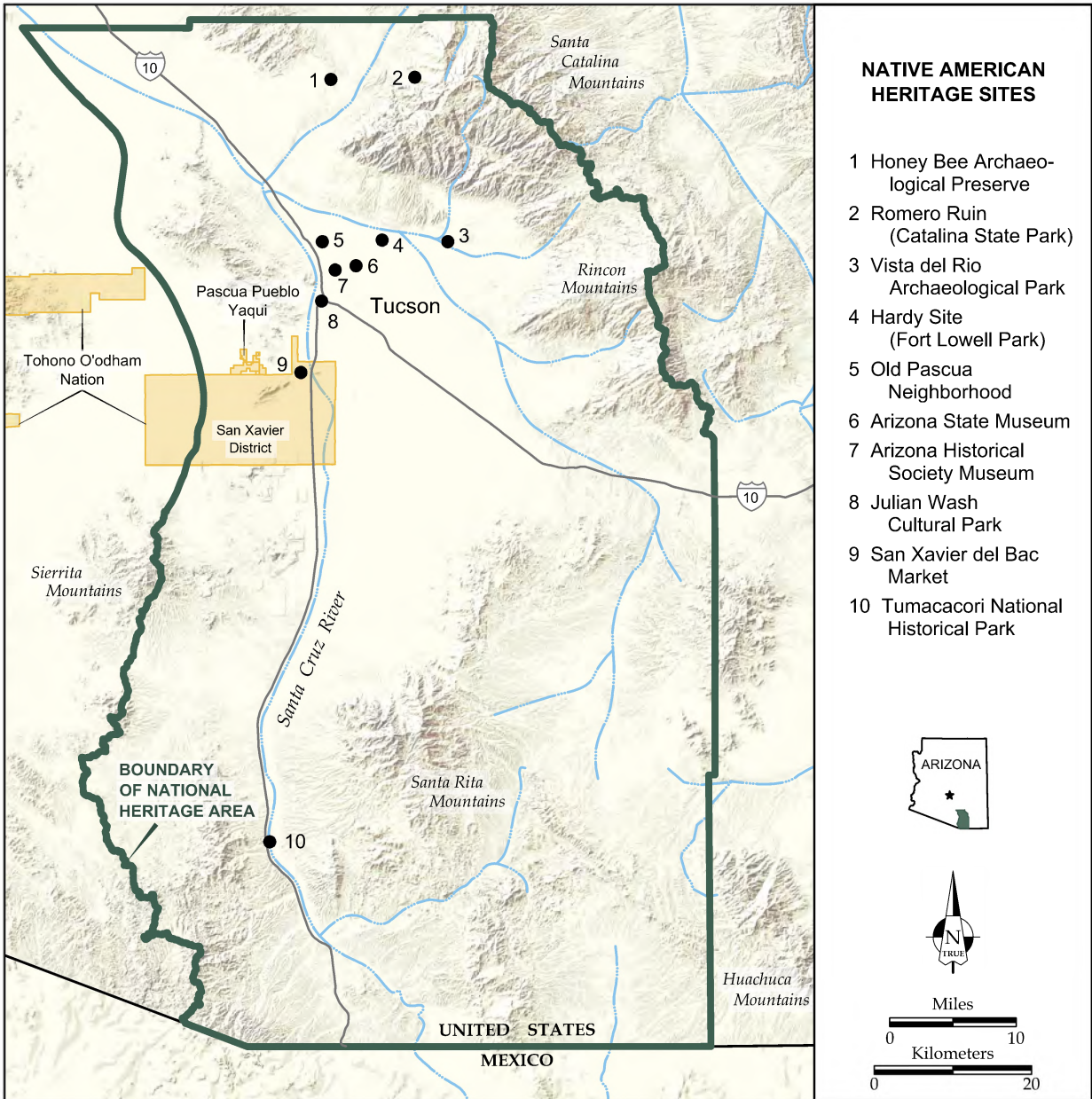
- **Arizona State Museum** – Established in 1893, Arizona State Museum is the oldest and largest anthropological research museum in the U.S. Southwest, with expansive collections that are exceptional resources for the study, teaching, and appreciation of the region’s 12,000-year human history. The museum is the repository for archival information on archaeological sites in Arizona and offers exhibits and programming on Native American history and culture.
- **Arizona History Museum** – The Arizona History Museum in Tucson is part of the Arizona Historical Society and offers exhibits and programming on many aspects of the state’s history, including the Native American history and culture.
- **San Xavier del Bac Church and Plaza** – The San Xavier Mission was founded in 1692, and the San Xavier del Bac Church was constructed in 1797, the oldest intact European structure in Arizona. Designated as a National Historic Landmark, the church is an icon within the region and continues to serve its local community within the San Xavier District of the Wa:k O’odham people. The church is open to the public, and the adjacent plaza offers opportunities for interpretation and shopping supporting Wa:k craftspeople.

- **San Xavier Co-op Farm** – The San Xavier Co-op Farm is an active farm located in the San Xavier District of the Wa:k O’odham people and committed to healthy farming practices, growing traditional crops to support cultural and environmental values, and support of the local economy. The farm may be visited, tours are available, and interpretation of the Wa:k O’odham may be presented and enhanced.
- **Mission Garden** – Mission Garden is a living agricultural museum of Sonoran Desert-adapted heritage fruit trees, traditional local heirloom crops, and edible native plants. The Garden is managed by the non-profit Friends of Tucson’s Birthplace and located at the foot of Sentinel Peak, at the site of the Native American village of S-cuk Son, a place sacred to the Tohono O’odham. Mission Garden is open to the public and offers educational programming on the practical wisdom of long-term arid-adapted agricultural practices.
- **Tumacácori National Historical Park** – Tumacácori National Historical Park protects and interprets three O’odham communities turned missions to the O’odham. The story of Native American lifeways is core to the park’s programming. These are O’odham places, and the park works to remind people of this – they are not just Spanish colonial missions, they are O’odham communities. The National Park is a primary partner of the National Heritage Area and a leading tourism destination. It offers a visitor center and museum, guided tours, and a variety of educational programs.
- **Old Pascua Neighborhood** – Old Pascua, the original Pascua Village, dates back to the early 1920s when Yoeme families congregated from smaller settlements in Southern Arizona on land set aside for them by a generous benefactor. Using available materials, the people of Pascua built the first San Ignacio de Loyola Capilla and were free to practice centuries old traditions. For over 90 years, despite several attempts to relocate, remove, and assimilate, the Old Pascua community has endured and remains one of the most traditional enclaves of Yoeme in Arizona. The Old Pascua Museum and Yaqui Culture Center celebrates Yaqui traditions and culture and is located in a 1926 home listed on the National Register of Historic Places. Under the direction of the City of Tucson Historic Preservation Office, the home was remodeled while preserving its unique architectural features. The museum features over 5,000 artifacts, photos, and artwork as well as offering educational, cultural and community programs.
- **Romero Ruin at Catalina State Park** – One of several large Hohokam villages in the Tucson Basin, the Romero Ruin is a 15-acre site of Hohokam settlement dating from 500 to 1450 AD. A self-guided interpretive trail has been created presenting site features including a cluster of pithouses and two ballcourts. From the trail, visitors can see evidence of the ancient Hohokam village as well as the still-standing walls of an old Tucson family’s nineteenth-century ranch home.

- **Honey Bee Village Archaeological Preserve** – Honey Bee Village is a 50-acre archaeological preserve in Oro Valley and site of a Hohokam village occupied between 450 and 1250 AD. The village includes a cluster of 19 large mounds surrounding a plaza, a ballcourt, and a special-use walled enclosure. As many as 500 to 800 domestic houses are present at the site along with many other cultural features. 13 acres of the 50-acre site is preserved and interpreted as a municipal park.
- **Hardy Site at Fort Lowell Park** – The Hardy Site is the location of a large, pre-Classic Hohokam village that has been partially investigated by archaeologists and has revealed houses and associated features dating from 1000 to 1300 AD. Portions of the larger site have been preserved and may be interpreted within the park as part of its public presentation.
- **Julian Wash Archaeological Park** – Julian Wash is an archaeological site that has been preserved and interpreted as a park and greenway within Tucson. The site features the Julian Wash Cultural History Walk leading to a Hohokam village dating to the 1100s AD — about 900 years ago. Interpretive exhibits describe unexcavated portions of the archaeological site as well as more recent uses of the land. Displays include a ramada with depictions of ancient symbols and a re-creation of a prehistoric ballcourt along the connecting Julian Wash Greenway.
- **Vista del Rio Archaeology Park** – Vista del Rio is a 3.8-acre park in Tucson preserving an archaeological site along the south side of Tanque Verde Creek where a Hohokam village was inhabited approximately 850 to 1,200 years ago. Archaeological test excavations revealed traces of numerous Hohokam pithouses, a possible above-ground house, outdoor ovens and pits, and possibly an ancient irrigation canal. Features have been buried and preserved and not visible today, but park facilities include interpretive exhibits, a walking trail, and ramada.
- **Future Tribal Interpretive Sites** – The Wa:k O’odham and Pascua Yaqui may collaborate with the National Heritage Area in identifying sites for tribal interpretation.



Interpretive exhibit and structure in the Julian Wash Archaeological Park. (Photo: Doug Kreutz/Arizona Daily Star)



Native American heritage sites that are publicly accessible and interpreted.

## Storyline 6: Spanish and Mexican Frontier

### Theme Statement:

*The Santa Cruz Valley was the northern frontier of New Spain, where challenging conditions and the interplay between local Native Americans, Spaniards, and Mexicans created a distinctive community.*

### Doctrine of Discovery: The Santa Cruz Valley National Heritage Area

Before we can discuss the Spanish, Mexican, and American “frontier,” we will preface this section with some explanation and reflection on what this term really means. On its face, a frontier is a line or border separating two countries – a boundary, a partition, a borderline, a dividing line, a bounding line, etc. It is a European convention and definition that demarcates borders of land, territory, and sovereignty and is derived from what has been called the “Doctrine of Discovery” that established a religious, political, and legal justification for European colonization and seizure of land not inhabited by Christians.

The foundations of this Doctrine of Discovery are found in a series of papal decrees, beginning in the 1100s. By 1493, Pope Alexander VI issued the Papal Bull “*Inter Caetera*” to legitimize Spanish claims on land in the Americas and to promote Christian domination and European superiority, which resulted in the subjugation of indigenous people and the exploitation of their lands.

The Doctrine has had long-term consequences throughout the world, fueling tenets of cultural supremacy. In what is today the United States, the Doctrine of Discovery was the inspiration for the 1800s Monroe Doctrine and concept of Manifest Destiny, which justified American westward expansion and the belief that the U.S. was destined to control all land from the Atlantic to the Pacific. In an 1823 Supreme Court case, the Doctrine of Discovery became part of U.S. federal law and was used to dispossess Native peoples of their land. In a unanimous decision, Chief Justice John Marshall wrote “that the principle of discovery gave European nations an absolute right to New World lands.”

The “*Pimería Alta*” region, homeland to the Tohono O’odham, Pascua Yaqui, and other indigenous people, and now known as southern Arizona and northern Sonora, experienced a succession of sovereignties, claims, and redrawn borders. As political dominance shifted, the rights to claim land in this region all derived from the Doctrine of Discovery adopted by Spain, Mexico, and the United States. This region was the far northern frontier of Spain’s 18<sup>th</sup> century claims at the rim of Spanish control. With Mexican independence in 1821, new borders were drawn, and the U.S. Gadsden Purchase in 1854 again moved the border, creating new frontiers.

Our national and regional histories are largely the result of European claims and colonization of indigenous lands and people justified by the Doctrine of Discovery. While today our “borderlands” region is made richer by all the diverse cultural traditions and many peoples who call this region home, it is also time to reflect on this past -- how we take for granted our current system of land tenure and how this affected indigenous peoples; how notions of cultural superiority persist and how will this be acknowledged and remedied.

### Spanish and Mexican Frontier

The Santa Cruz Valley was once the northern frontier of New Spain—an isolated and often inhospitable region where Spanish colonists, soldiers, and missionaries interacted with local Native American populations beginning in the 1680s. The region became part of Mexico when Mexico won independence from Spain in 1821, and then became part of the United States when the Gadsden Purchase was signed in 1854.

Despite the changing political jurisdictions, many of the early Spanish and Mexican settlers have living descendants in the area today. A number of the presidio fortresses, missions, and ranches occupied between the 1680s and 1854 are still preserved and have interpretive sites open to the public.

The interplay between local Native Americans, Spaniards, and Mexicans created a distinctive community along the border. The relative isolation of the area, quite distant from large commercial and manufacturing areas, fostered greater self-sufficiency and a reliance on cooperation and interaction among these groups. The result was the development of distinctive cultural traditions, architecture, and foodways in this border region.

### Existing Interpretive Sites

The *Spanish and Mexican Frontier* storyline features several of the Santa Cruz Valley's primary interpretive attractions. All located along the river, they are also connected by the Juan Bautista de Anza National Historic Trail, which is not only a primary story but also provides a number of self-guided interpretive locations along trail heads where the story is related.

Presidio San Agustín del Tucson Museum, Tumacácori National Historical Park, and Tubac Presidio State Historic Park are all principal attractions within the region with full visitor services and professional interpretive programming. The San Xavier del Bac Church is a regional visual landmark. The Mexican American History and Heritage Museum in the historic Sosa-Carrillo-Fremont House is located in downtown Tucson. All five of these sites are well known by residents and visitors and are features of regional identity.

Tumacácori and Tubac Presidio, historically related and only four miles apart, coordinate interpretation and programming. Their interpreters will be among those helping the National Heritage Area to guide interpretation throughout the heritage area. Additional coordination between all of the sites is desirable.

Interpretation of the *Spanish and Mexican Frontier* will increase awareness of the rich and unique Spanish and Mexican heritage of the region, allowing residents and visitors the opportunity to learn about the deep history that connects the Santa Cruz Valley with Mexico.

### ***Suggested Partnering Interpretive Sites***

- **Juan Bautista de Anza National Historic Trail** – Designated as a National Historic Trail in 1990, the 1,200-mile Anza Trail extends from Nogales, Arizona to San Francisco, California. The historic trail interprets and retraces the 1775-1776 Spanish colonizing expedition led by Juan Bautista de Anza which brought approximately 240 colonists and soldiers from New Spain (in modern-day Sonora and Sinaloa, Mexico) to establish the city of San Francisco. Within the National Heritage Area, the Anza Trail follows the Santa Cruz River and includes both soft and hard recreational trails. Trailheads have been established and signed and interpretive exhibits have been installed. The Juan Bautista de Anza National Historic Trail, administered by the National Park Service, is a lead partner of the National Heritage Area.
- **Presidio San Agustín del Tucson Museum** – Located in downtown Tucson, the Presidio San Agustín del Tucson Museum is a reconstruction of the Tucson Presidio built in 1775 and a primary interpretive attraction within the city. Guided and group tours discuss life in the Santa Cruz Valley for early Native Americans, Presidio residents, and Territorial Period settlers as early Tucsonans would have lived it. Features include the archaeological remains of a Hohokam pithouse, reconstructed Presidio walls, and a 150-year-old classic Sonoran Row house. Re-enactments and living history demonstrations are presented.
- **Tumacácori National Historical Park** – Located along the Santa Cruz River south of Tubac, Tumacácori National Historical Park protects and interprets the ruins of three 18<sup>th</sup> century Spanish missions. Tumacácori, the largest of the three, was established as a mission in 1691, and is the oldest mission site in what is now Arizona. For many years it was a *visita* or visiting station of the mission headquarters at Guevavi and located on the east side of the river. After the Pima rebellion of 1751, the mission was moved to the present site on the west side of the river. The surviving church edifice was completed in the early 1800s. The National Park is a primary partner of the National Heritage Area and a leading tourism destination. It offers a visitor center and museum, guided tours, and a variety of educational programs.
- **Tubac Presidio State Historic Park** – Arizona’s first state park, Tubac Presidio State Historic Park preserves and interprets the ruins of the oldest Spanish Presidio site in Arizona, San Ignacio de Tubac, established in 1752. Cavalrymen were stationed at the Presidio to protect the settlers from Apaches, to control the Pima Indians, and to further explore the Southwest. Juan Bautista de Anza III was the second commander and organized and led an expedition to California that resulted in the founding of the city of San Francisco in 1776. The 11-acre park features a visitor center, museum, archaeological exhibit, 1885 Territorial schoolhouse, and mid-20<sup>th</sup> century vernacular adobe house. A variety of programs and events are offered.

- **Guevavi Mission Site** – The mission site ruins of Los Santos Ángeles de Guevavi are part of Tumacácori National Historical Park. The fragile ruins are protected by the National Park Service and accessible to the public through special tours. Guevavi is a name derived from the O'odham word for big spring, *ge'e vavi*, or big well, *gu waihe*. This settlement of O'odham people was first visited in January 1691 by Catholic Jesuit Fathers Kino and Salvatierra, who established it as a mission. The church was completed in the early 1700s. After sitting abandoned since the 1770s, Guevavi's ruins were added to Tumacácori National Historical Park in 1990.
- **Calabazas Mission Site** – Like the mission ruins of Guevavi, the Calabazas mission site ruins are part of Tumacácori National Historical Park and accessible to the public through special tours. The mission San Cayetano de Calabazas was established as a mission in 1756 when Father Francisco Xavier Pauer relocated at least seventy-eight Pimas to the site from their village location closer to the Santa Cruz River. Records suggest that construction of the church was half complete in 1761 and that it was functional by 1773. Calabazas was abandoned in 1786 when the last of the O'odham left because of continuing problems with Apache attacks. Like Guevavi, Calabazas was added to Tumacácori National Historical Park in 1990.
- **Cordova House** – La Casa Cordova is the oldest adobe home in downtown Tucson and is listed in the National Register of Historic Places. La Casa Cordova was built within the area enclosed by the wall of the Tucson Presidio, and some historians believe that its original rooms may predate the Gadsden Purchase of 1854. Open to the public, the house displays the largest and longest-running nativity scene in the southwest as well as a historical exhibition, *Tucson's Changing Landscape*, which explores the history of the building in relation to the urban renewal of the 1960s. The historic building is owned and operated by the Tucson Museum of Art.
- **Sosa-Carrillo-Fremont House** - The Sosa-Carrillo-Fremont House is a historic adobe house built in the 1870's and one of the oldest buildings in Tucson. Located in the downtown area on the site of the city's convention center, the house is a survivor of the urban renewal that destroyed its former Barrio Viejo neighborhood. Today the house is home to the Mexican American Heritage Museum and offers exhibits on Mexican American history and culture, the Sosa and Carrillo families, and Barrio Viejo.
- **San Xavier del Bac Church** – In addition to its Native American heritage, the San Xavier del Bac Church presents Spanish heritage within the Santa Cruz valley as conveyed through its art, architecture, and cultural traditions.



- **Mission Garden** – As a reconstruction of the garden of the visita and chapel of San Agustín at the base of Sentinel Peak and the Santa Cruz River, Mission Garden directly represents the integrated Spanish and Native American 18<sup>th</sup> century history of the region. Mission Garden’s living agricultural museum of heritage fruit trees and traditional local heirloom crops conveys that heritage to visitors and residents.
- **Las Lagunas de Anza** – The publicly accessible Las Lagunas de Anza wetlands site is an interpretive site of the Anza Trail with self-guided wayside exhibits of the historic expedition from Arizona and Sonora to San Francisco.



San Xavier del Bac Church



Tumacácori National Historical Park



Tubac Presidio State Historic Park

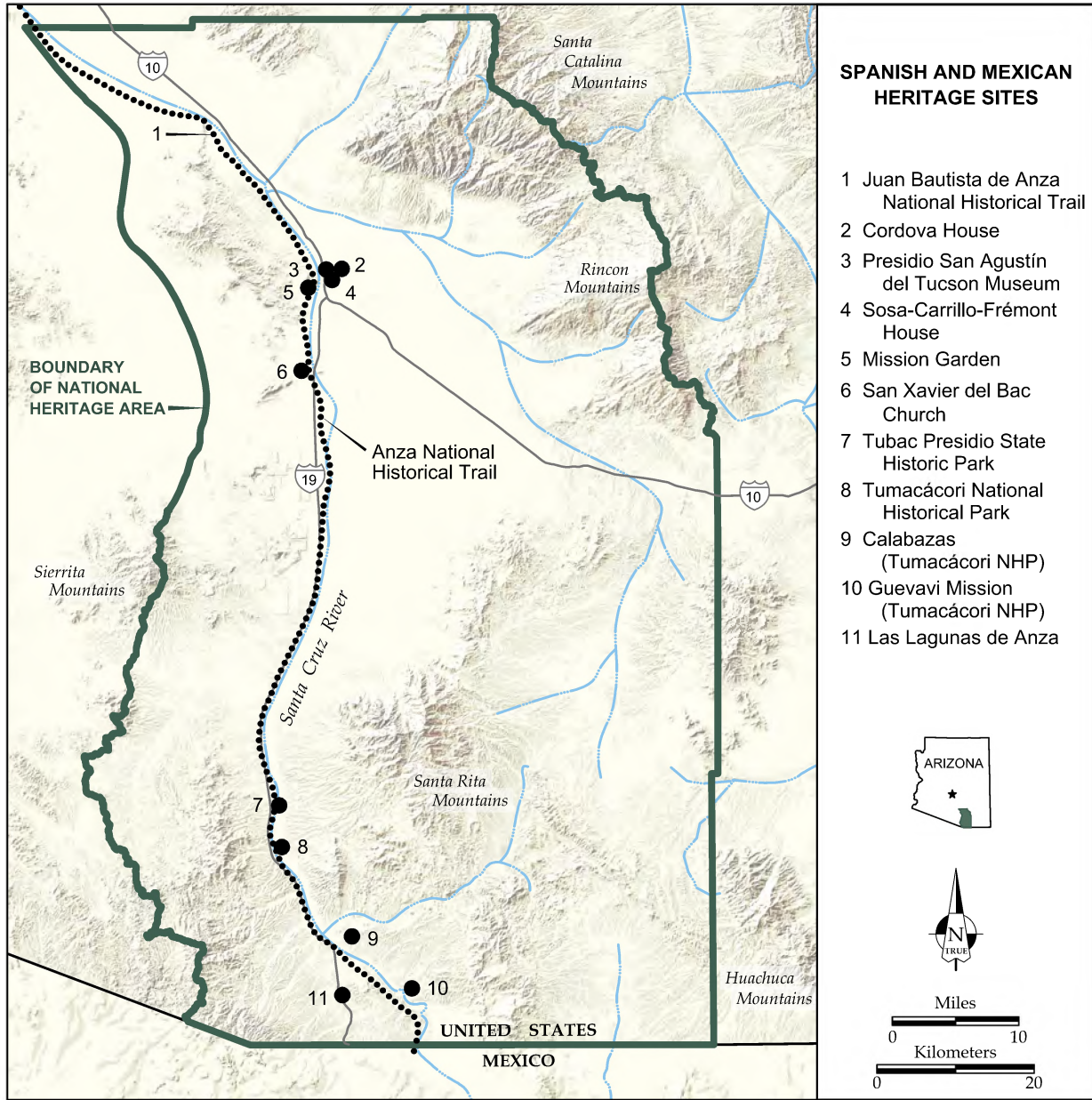


Presidio San Agustín del Tucson Museum

Historic sites interpreting the Spanish and Mexican Frontier are among the best known and highly visited within the National Heritage Area. (Photo upper left: Visit Tucson)



Interpretive illustration prepared by the National Park Service for use at Tumacácori National Historical Park.



Spanish and Mexican heritage sites within the National Heritage Area.

## Storyline 7: *Desert Farming*

### Theme Statement:

*The Santa Cruz River Valley is one of the oldest continuously cultivated areas in North America. Successive cultures have developed ingenious techniques for tapping into the limited available water and introduced new forms of agriculture. Today, water supply for agriculture and community use continues to be a regional challenge.*

The storyline *Desert Farming* explores the history of agriculture within the Santa Cruz Valley from ancestral times to the present. Archaeological evidence and historical records show that people have farmed in the Santa Cruz Valley for at least 5,000 years and have constructed canals to irrigate fields in the same locations for the last 3,000 years—places of persistence. This long agrarian history makes the Santa Cruz Valley one of the oldest continuously cultivated areas—and the place with the longest documented history of water control—in North America.

Until the end of the nineteenth century, five reaches of the main channel of the Santa Cruz River contained water that flowed on the surface year-round. Perennial flows occurred on the river's upper reaches in areas with thin layers of alluvium overlying bedrock just below the surface, creating shallow aquifers with emergent flows. In these areas, canals could be built to divert the reliable surface flows to floodplain fields.

Further downstream, in the middle Santa Cruz Valley, basalt dikes formed by the volcanic hills of Martinez Hill near San Xavier, Sentinel Peak (A-Mountain) near downtown Tucson and Point of Mountain at the northern end of the Tucson Mountains forced the underground flow of the Santa Cruz River to the surface. This effect created wetlands or cienegas that were ideal for shallow ditches and wells intercepting the high-water tables. Springs in the marshes could also be tapped, and downstream of the marshes, where the river flowed on the surface, water could be diverted into canals.

Archaeological investigations near Tucson have shown that, by 1200 B.C., early farmers built canals to divert both floods and perennial flows from the Santa Cruz River to their fields. These canals are the oldest examples yet found in North America and are more than 1,000 years older than any previously found in the Southwest. The logistics of irrigation required the cooperation of groups of farmers, which is probably why the Santa Cruz Valley had some of the earliest village communities in the Southwest.

Successive Native American, Spanish, Mexican, and Anglo cultures took advantage of these *places of persistence* along the river where water was available, creating new techniques for tapping into the water and introducing new crops related to cultural traditions and economic opportunities.

During the swirl of land speculation and water development schemes in the late nineteenth century, the current form of the Santa Cruz River, a dry bed up to 20 feet below the top of the banks, was created by a combination of human error and natural disasters. Irrigation from surface flows stopped, as water tables

dropped and the river channel incised its floodplain in many places. Large floods caused the river to down-cut to the water table lowered by drought and overgrazing, and to rapidly erode upstream (southward). By 1910, the river channel was deeply incised through much of the middle Santa Cruz Valley with a disastrous effect on irrigated agriculture.

This is the river we see today. However, irrigated farming has continued throughout the Santa Cruz Valley through groundwater pumping. Today, the main valley is still an important producer of cotton, wheat, pecans, and other crops. Native American crops are also being cultivated again with Colorado River water from the Central Arizona Project canal. Vineyards and fruit orchards have been recently developed in areas of the watershed with the right elevations and soils.

### Existing Interpretive Sites

The *Desert Farming* storyline is deeply intertwined with most of the other storylines presented here and may be interpreted both separately and in conjunction with those. The storylines Streams in the Desert, Native American Lifeways, Spanish and Mexican Frontier, and United States-Mexico Border Culture all deeply relate to the story of water and agriculture within the region.

The primary theme *Community of Conservation and Creativity* is where the story of contemporary agriculture, foodways, and cultural traditions may be told along with the region's adaptation and resilience with respect to the availability of water in the desert in general.

Santa Cruz Valley residents and visitors have many opportunities to experience and learn about the agricultural heritage of this region. Mission Garden is a location where agriculture and regional, cultural foodways are demonstrated and interpreted. A number of farmers markets, pick-your-own farms, and research and conservation farms are open to the public. Grocery stores, delis, and specialty shops sell local foods, including wines, pecans, Mexican spices, cactus fruit products, desert wildflower honey, and others. Annual harvest festivals are held at wineries in the vicinity of Elgin.

### Suggested Partnering Interpretive Sites

- **Mission Garden** – In its presentation of heritage trees and crops, Mission Garden is a principal interpretive site for Desert Farming within the National Heritage Area. The foodways of successive cultures are presented through demonstration gardens replicating crops and the methods used to grow them.
- **San Xavier del Bac Plaza** – Interpretation of Desert Farming as an aspect of Wa:k O'odham culture can be included in exhibits and programming at the San Xavier del Bac Plaza and/or other sites within the San Xavier District.
- **San Xavier Co-op Farm** – The San Xavier Co-op Farm is a living example of Desert Farming where interpretation of the theme related to the Wa:k O'odham can be presented.

- **Juan Bautista de Anza National Historic Trail** – Desert Farming can be included as a topic addressed in exhibits interpreted in communities and sites along the Anza Trail.
- **Presidio San Agustín del Tucson Museum** – The Tucson Presidio offers interpretation and living history programming on Spanish period culture and lifeways that can touch on the storyline Desert Farming.
- **Tumacácori National Historical Park** – Programming and interpretation on Spanish period and Native American culture and lifeways at Tumacácori can also address aspects of the storyline Desert Farming.
- **Tubac Presidio State Historic Park** – Similarly, interpretation at Tubac Presidio also addresses the storyline of Desert Farming through presentation of Spanish period and Native American communities and culture.
- **Farms, Orchards, Wineries, Farmers Markets, Festivals** – Incorporation of contemporary sites associated with farming and heritage foods into the National Heritage Area’s interpretive presentation can address the storyline Desert Farming particularly as it relates to food production today. Farms, orchards, wineries, farmers markets, and festivals that wish to participate in the interpretive presentation can be provided with self-guided exhibits and can offer special programming as discussed in Chapter 5 of this management plan related to Heritage Experiences and Food Traditions.
- **Communities** – Locations in today’s communities where heritage foods and dining are featured can include interpretive content related to Desert farming as it relates to Food Traditions as outlined in Chapter 5.



Mission Garden (left) and San Xavier Co-op Farm (right) are active gardens where Desert Farming is demonstrated and interpreted. (Photos: Visit Tucson)

## Storyline 8: Ranching Traditions

### Theme Statement:

*Ranching has been a mainstay of the rural economy of the Santa Cruz Valley for over 300 years reflecting successive cultural traditions.*

*Ranching has been instrumental in shaping the vast natural and cultural landscape we see today.*

Ranchlands are what have best preserved, as well as shaped, the vast natural and cultural landscape of the Santa Cruz Valley. Sweeping open spaces, recreational areas, refuge from the city, and home to sensitive biological systems and traditional rural communities are all the result of ranching, an extensive rather than intensive use of the land in the arid Southwest.

The high desert grasslands of the Santa Cruz Valley have always been a cultural crossroads on the frontier of settlement, where ranching has profoundly shaped the cultural and natural landscape, land-use patterns, economic development, urban form, cultural composition and traditions, and identity.

Since the introduction of cattle, horses, and other livestock in the 1680s and 1690s, with the first Spanish *entradas* to establish ranches, mission communities, and military forts in the Santa Cruz Valley, ranching has continued to be a mainstay of the region's rural economy.

Most of the earliest cattle ranches in the Santa Cruz Valley were established at mission communities, but the Spanish and later Mexican governments also offered substantial land grants to civilians in an attempt to create wealth and a tax base by attracting settlers to increase the population and productivity of the region and to expand their claims.

Despite these efforts to develop the ranching potential of the area, few settlers actually lived on their land grants for long due to the ongoing threat of Apache attacks. Instead, many ranchers lived in military or mission communities for defense, only venturing out occasionally to visit their ranches and to assess their livestock. This pattern of settlement and ranching persisted until the American Territorial period, when ranchers began to move onto their ancestors' land grants.

With the opening of the West after the Civil War, Anglo and Mexican ranchers established new ranches and homesteads throughout the region, often sharing labor and mutual assistance.

Ranching today persists as testimony to all those who endured the many hardships of ranching on the frontier in a harsh environment—the working landscape of the Santa Cruz Valley. The interplay of Hispanic, Anglo, Mexican, and Native American ranching continues this historical and living tradition, providing a link to the past and to the future.

### Existing Interpretive Sites

The *Ranching Traditions* storyline is closely intertwined with other National Heritage Area storylines and may be interpreted as part of the presentation at a variety of sites. Related storylines include *Sonoran Desert* and *Sky Islands and Desert Seas*, where the composition of the landscape has been shaped by grazing and where grazing leases continue to be used today.

The Historic Canoa Ranch adjacent to the Santa Cruz River has been preserved by Pima County and offers living, outdoor, and museum exhibits on ranching. The Historic Canoa Ranch may serve as the lead interpretive entity for the theme. Empire Ranch in the Cienega Creek Valley's Las Cienegas National Conservation Area is preserved, self-guided, and a compelling experience. Its volunteer staff offers seasonal weekend tours and programming.

The storylines *Spanish and Mexican Frontier* and *United States-Mexico Border Culture* embrace ranching as part of the succession of Spanish, Mexican, and Anglo cultures. Ranchers have played a central role in land conservation in the Santa Cruz Valley, especially in the San Rafael Valley, on the Sonoita Plain, and through Pima County's Sonoran Desert Conservation Plan.

Because ranching is so pervasive throughout the landscape, coordinated self-guided exhibits interpreting the ranch landscape may be implemented at many appropriate locations. Regional events feature elements of the ranching tradition.

### Suggested Lead Interpretive Site

- **Historic Canoa Ranch** – The Raul M. Grijalva Canoa Ranch Conservation Park was acquired by Pima County as an environmental preserve for its 4,800-acre ranch landscape. Listed on the National Register, the site includes historic ranch buildings and corrals; museum exhibits on ranching, ranch families, and western heritage; walking tours, educational programming, and events. It is a featured site on the Anza Trail. The Park is located close to I-19 near Green Valley, is easily accessible, and may serve as the lead interpretive site for Ranching Traditions within the National Heritage Area.

### Suggested Partnering Interpretive Sites

- **Empire Ranch** – Empire Ranch is a preserved, working cattle ranch in southeastern Pima County that was placed on the National Register of Historic Places in 1976. First established in the 1860s, by the early 20<sup>th</sup> century Empire Ranch was one of the largest ranches in Arizona, with a range spanning over 180 square miles. Today its rolling landscape is preserved as part of the Las Cienegas National Conservation Area. Its historic ranch complex is preserved and interpreted by the non-profit, volunteer Empire Ranch Foundation, which offers self-guided exhibits, weekend tours, and special events.
- **Appleton Whittle Research Ranch** – The Appleton Whittle Research Ranch is a cooperative partnership encompassing 8,000 acres of semi-desert grassland. Though public access is limited, the site offers high quality education and public outreach programming and could be



incorporated into the National Heritage Area's interpretive presentation.

- **San Rafael Natural Area** – The 3,557-acre state Natural Area is an active ranch preserving an extensive area of pristine native grassland. Its headquarters are located in an early 1900s French Colonial Revival ranch house which, along with associated outbuildings, is a National Register Historic District. Though not currently open to the public, the Natural Area may be accessed by automobile and could partner in offering specialized programming.
- **Santa Fe Ranch** – Santa Fe Ranch is a 3,600-acre working ranch on the Santa Cruz River in Santa Cruz County managed by a non-profit family foundation. The ranch is a model for sustainable agricultural and landscape practices and ranch management. Santa Fe Ranch offers a wide range of educational programs for young people within the region and can partner with the National Heritage Area as an interpretive site.
- **La Posta Quemada Ranch/Colossal Cave Mountain Park** – Pima County's 2,577-acre Colossal Cave Mountain Park includes the 120-year-old La Posta Quemada Ranch, site of an old stagecoach station of the Butterfield Trail. The site's Ranch Headquarters House hosts a museum and research library with adjacent riding stables. Trail rides and special ranch related events are offered.
- **Patagonia-Sonoita Scenic Road** – The Patagonia-Sonoita Scenic Road traverses the Sonoita Creek and Cienega Creek Valleys where ranching is conducted and provides opportunities for self-guided interpretation on ranch landscapes and operations.
- **Las Cienegas National Conservation Area** – Comprising much of the vast valley of Cienega Creek, Las Cienegas National Conservation Area is largely leased grazing land used for ranching. The ranch landscape can be interpreted through self-guided exhibits.
- **Juan Bautista de Anza National Historic Trail** – The Anza Trail parallels the course of the Santa Cruz River and offers many opportunities to interpret ranch landscapes, including that at Historic Canoa Ranch.
- **Tumacácori National Historical Park** – Among the many interpretive topics presented at Tumacácori National Historical Park are the Spanish land grants used to attract people to the Santa Cruz valley and early efforts to establish ranching as an economic staple of the region.
- **Tubac Presidio State Historic Park** – The Tubac Presidio collaborates with Tumacácori National Historical Park in the presentation of Spanish period themes, including those related to land grants and ranching.
- **Sosa-Carrillo-Fremont House** – The Mexican American Heritage and History Museum offers exhibits on the central role of Mexican cowboys on ranches within the Santa Cruz Valley.

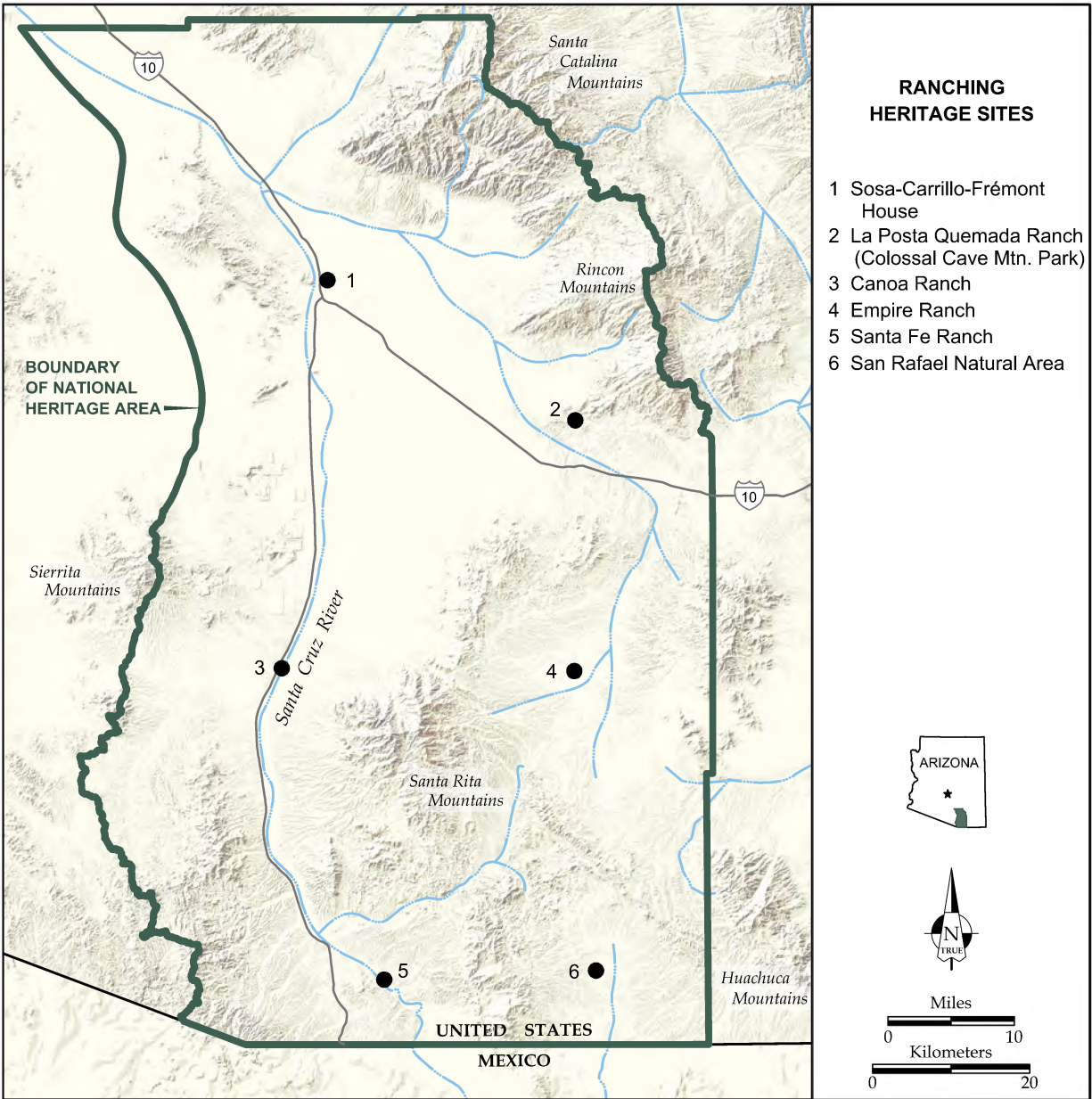
- **Guest Ranches** – Privately run guest and dude ranches within the Santa Cruz valley offer authentic, high quality ranch experiences including trail riding, ranch activities and operations such as calf roping, campfires, and exploration of the western landscape.
- **Trails, Parks, and Events** – The storyline of Ranching Traditions provides opportunities for a wide range of customized heritage experiences that can be offered to residents and visitors as outlined in Chapter 5 of this plan. Trails and parks offer opportunities for self-guided exhibits of the ranch landscape. Festivals and events, including rodeos, demonstrate ranching themes.



Historic Canoa Ranch (left) and Empire Ranch (right) are former ranches and current visitor attractions where the storyline Ranching Traditions is interpreted. (Photo on left: Jon Roanhaus)



Guest ranches within the National Heritage Area offer ranching experiences. (Photo: Visit Tucson)



Ranching heritage sites within the National Heritage Area where interpretation of Ranching Traditions is a primary theme.

## Storyline 9: *Mining Booms*

### Theme Statement:

*Ghost towns and old mines throughout the hills and mountains of the Santa Cruz Valley are visible reminders of numerous mining booms and busts over several centuries. Mining continues to be important economically today.*

Historically, among the most persistent economic activities within the National Heritage Area was the mining of precious metals. Gold and silver mining began with the arrival of the first Spanish colonists during the late 17th century. But it was after the region became part of the United States in 1854 that mining became an economic driver.

Repeated mining rushes for gold and silver created boomtowns that briefly flourished and were then abandoned because of dangers of Apache attacks, sudden drops in the market values of the metals, or depletions of quality ores. Although a few gold discoveries received a great deal of interest, silver was the main metal that was mined.

At the end of the 19th century, a collapse in the value of silver and the new demand for electrical wire shifted the focus to copper mining. For more than 100 years, the region has been one of the most important producers of copper in the world. Copper mining in the Santa Cruz Valley has also experienced many up and down cycles, but it continues to be important today. While copper mines are increasing production again, ghost towns and old mines throughout the region are visible reminders of numerous mining booms and busts over several centuries.

### Existing Interpretive Sites

The storyline of *Mining Booms* is associated with the *Sky Islands and Desert Seas* storyline due to the mountainous locations and geological processes through which precious metals were formed and sought. A number of mining ghost towns are located throughout the Santa Rita and Patagonia Mountain areas in the Coronado National Forest, and some can be reached by backcountry trails. Many other sites, however, are on private land and are not open to public access.

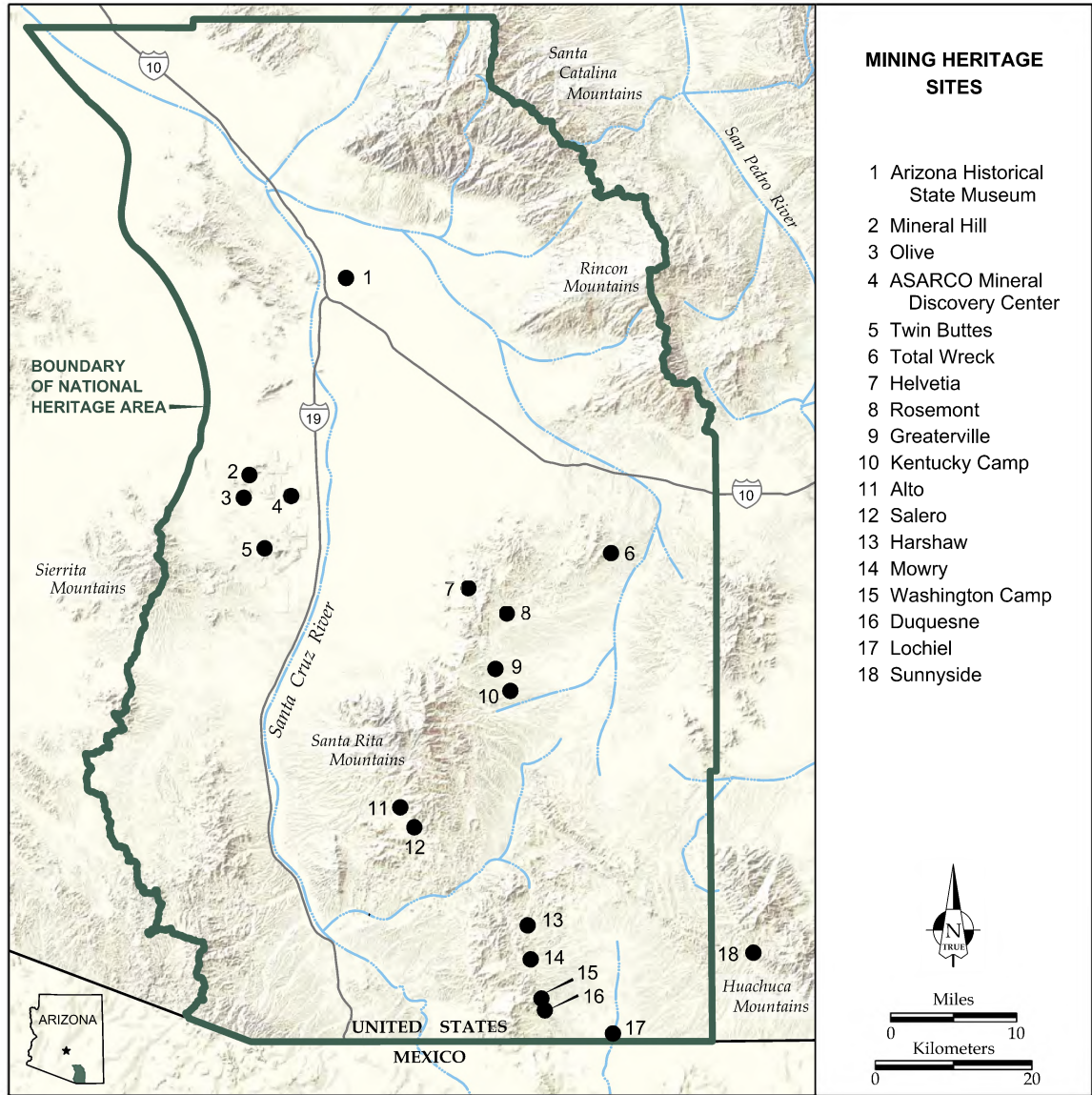
The Forest Service acquired Kentucky Camp (1874- 1904) in 1989, as part of a land swap, and has worked with volunteers to stabilize its five remaining historic buildings. This historic mining camp is open to the public, and visitors can rent a restored three-room adobe building for an overnight stay.

The Patagonia Museum interprets the mining towns and camps of the region and has restored the historic adobe one-room schoolhouse in Lochiel, 25 miles southeast of Patagonia in the San Rafael Valley. The site has a self-guided welcome center with interior and exterior exhibits.

Interpretation of the *Mining Booms* storyline requires further consideration by the National Heritage Area and its partners.

### ***Suggested Partnering Interpretive Sites***

- **Patagonia-Sonoita Scenic Road** – The Patagonia-Sonoita Scenic Road traverses the Sonoita Creek and Cienega Creek Valleys providing access to the adjacent Santa Rita and Patagonia Mountains, where numerous mining sites are located. The scenic road provides opportunities for orientation and self-guided interpretation of the region’s mining sites.
- **Kentucky Camp** – Kentucky Camp is a historic mining site located in the Santa Rita Mountains of Coronado National Forest. The camp was built in 1904 as the headquarters of the Santa Rita Water and Mining Company, whose investors sought to collect water from the mountains for hydraulic gold mining. The venture was abandoned after only a year and the property became a working cattle ranch. A part of the National Forest since 1989, the site is listed on the National Register and includes five preserved century-old adobe buildings and a variety of historic mining landscape features.
- **Coronado National Forest** – In addition to Kentucky Camp, a number of historic mining sites and ghost towns are located throughout the Coronado National Forest and include those depicted on the map below. Sites may be accessed by trail and back roads and include remnant features. Interpretation may be enhanced through online exhibits and tours.
- **Patagonia Museum** – The Patagonia Museum is a volunteer, non-profit organization located in the 1914 Patagonia Grammar School in the Town of Patagonia. The Museum interprets the history and culture of the town and eastern Santa Cruz County including historic mining sites located in the adjacent mountains. The Patagonia Museum is a primary potential partner to serve as an orientation site for the storyline *Mining Booms* within the region.
- **Lochiel** – Lochiel is a historic ghost town located on the U.S.-Mexico border at the east edge of the San Rafael Valley. Established in 1880, the town had two mills serving three nearby mines in addition to residences, stores, saloons, and other facilities. The surviving Lochiel Schoolhouse is restored and interpreted as a self-guided site by the Patagonia Museum.
- **Patagonia-Sonoita Creek Preserve** – The Tucson Audubon Society’s Patagonia-Sonoita Creek Preserve is a location where the historic impacts of mining are being addressed through landscape restoration and may be interpreted to residents and visitors.
- **Trails and Back-country Tours** – As illustrated in the following map, historic mining sites are located throughout the public lands within the Santa Cruz Valley and may be accessed by trails and back-country roads. Several private companies offer tours of the back country roads and can be partners in interpretation of historic mining sites.



Mining heritage sites within the National Heritage Area. Most of these sites are abandoned mines or mine ghost towns that are un-interpreted but offer opportunities for back-country exploration.



The Lochiel Schoolhouse interprets the historic mining town and is managed by the Patagonia Museum. (Photo: Patagonia Museum)

## Storyline 10: United States Military Posts on the Mexico Border

### Theme Statement:

*The operations and posts of the United States military are an important part of the history of the Santa Cruz Valley.*

U.S. military posts were intertwined with the 19th century history of the Santa Cruz Valley. The first army post was established in 1856, soon after the region was purchased from Mexico, to protect mines and ranches from Apache attack. Four companies of cavalry arrived from New Mexico to replace the small Mexican garrison that had been based at the Tucson Presidio. They established themselves at Camp Moore, 60 miles south of Tucson near Calabazas, and later relocated to a site 25 miles to the northeast at the headwaters of Sonoita Creek, which was called Fort Buchanan. The troops were withdrawn at the beginning of the Civil War to be redeployed in the East. Apaches increased their raids within the region, and most ranches, mines, and towns outside of Tucson had to be abandoned.

For a few months in 1862, the Confederate flag flew over the region, until Union troops arrived from California and recaptured it following the westernmost skirmishes of the Civil War. In 1865, United States troops were moved closer to the border to defend it against French troops that had invaded Mexico and occupied Sonora. Between 1866 and 1886, several new posts were established, and this region was the frontline of major campaigns to pacify the Apaches.

In 1866, a company of the 1st Cavalry arrived in Tucson and cleared trees for a new post in a location east of town, but which is now in the heart of the city. The new post was named Camp Lowell and was primarily a tent encampment, with ramadas built over the tents for shade, and a guardhouse, magazine, and ordnance storeroom built of adobe. In 1870, Camp Lowell was expanded by claiming 367 acres to the east and south, in the area known today as Armory Park.

A new post was established above Sonoita Creek in 1868 and named Camp Crittenden after a colonel of the 32nd Infantry then commanding the District of Tucson. The garrison actively scouted and pursued Apaches raiding ranches in the region, seeing much action during 1870 and 1871.

As the edge of the growing town of Tucson reached Camp Lowell, officers became concerned about increasing illnesses among the troops and misbehavior of soldiers in town. In 1873, the post was moved 7 miles northeast of Tucson to the bank of the Rillito, where there was also better grazing, water, and wood. The new post retained the name of Camp Lowell and was changed to Fort Lowell in 1879.

Troops from Fort Lowell participated in the Apache campaigns of the 1880s, and the post served as the major supply depot to posts closer to the field of operations. With the final surrender of Geronimo in 1886, troops were gradually withdrawn from southern Arizona. In the late 1880s, Fort Lowell gained a reputation as a prestigious place to be stationed, and it was designated the regimental headquarters of the 6th Cavalry. The fort was abandoned in 1891,

when troops were needed for General Miles' campaign against the Sioux in South Dakota.

A new post was established in Nogales in 1910, when the Mexican Revolution threatened to spill across the border. In 1916, this region was a staging area for the Punitive Expedition led by General John J. Pershing; it crossed into Mexico in pursuit of Pancho Villa after he attacked a town in southern New Mexico. Until the beginning of United States involvement in World War I, the military presence was swelled by National Guard units mobilized from western states to protect the border. From 1918 until 1933, the border was guarded by African-American cavalry and infantry regiments known as Buffalo Soldiers.

During World War II, airfields established in the region were important training bases. Due to the dry climate of the area, thousands of decommissioned aircraft have been stored here since the end of World War II. Bomber groups and intercontinental missiles deployed here were critical parts of the national defense during the decades of the Cold War. Today, Davis-Monthan Air Force Base continues to serve important roles for the United States military and the local economy.

### **Existing Interpretive Sites**

The Santa Cruz Valley's U.S. military history is interpreted at a number of sites, but is not closely related to other National Heritage Area storylines. The region's 19th century camps and forts may be interpreted at their locations, most prominently at Fort Lowell Museum and Park, discussed below, where interpretation of the Apache campaigns may be featured. A roadside sign on Highway 83 between Sonoita and Patagonia marks and interprets the site of Fort Crittenden. The Pima Air and Space Museum and Titan Missile Museum are regional attractions.

### ***Suggested Partnering Interpretive Sites***

- **Fort Lowell Museum and Park** – The U.S. Army built Fort Lowell in 1873, moving the post seven miles west from an original 1866 location close to the small city of Tucson. The role of Fort Lowell included escorting wagon trains, protection of settlers, guarding supplies, patrolling the border, and conducting offensive operations against the Western and Chiricahua Apache Indians. The Fort grew to have approximately 30 adobe buildings and included accommodations, a hospital, commissary, stables, trading store, guardhouse, kitchens, a large parade ground, and tree-lined sidewalks. With the end of the Apache Wars, the army saw no further need for Fort Lowell and in 1891 the post was abandoned. Most of the Fort fell to ruin due to vandalism and the elements. Today, the park offers self-guided interpretation, preserved ruins, and a museum in the former commanding officer's quarters where artifacts from military life in territorial days tell the story of the site's long history. Fort Lowell is a primary site for interpretation of the region's 19<sup>th</sup> century military history and warrants support and enhancement.



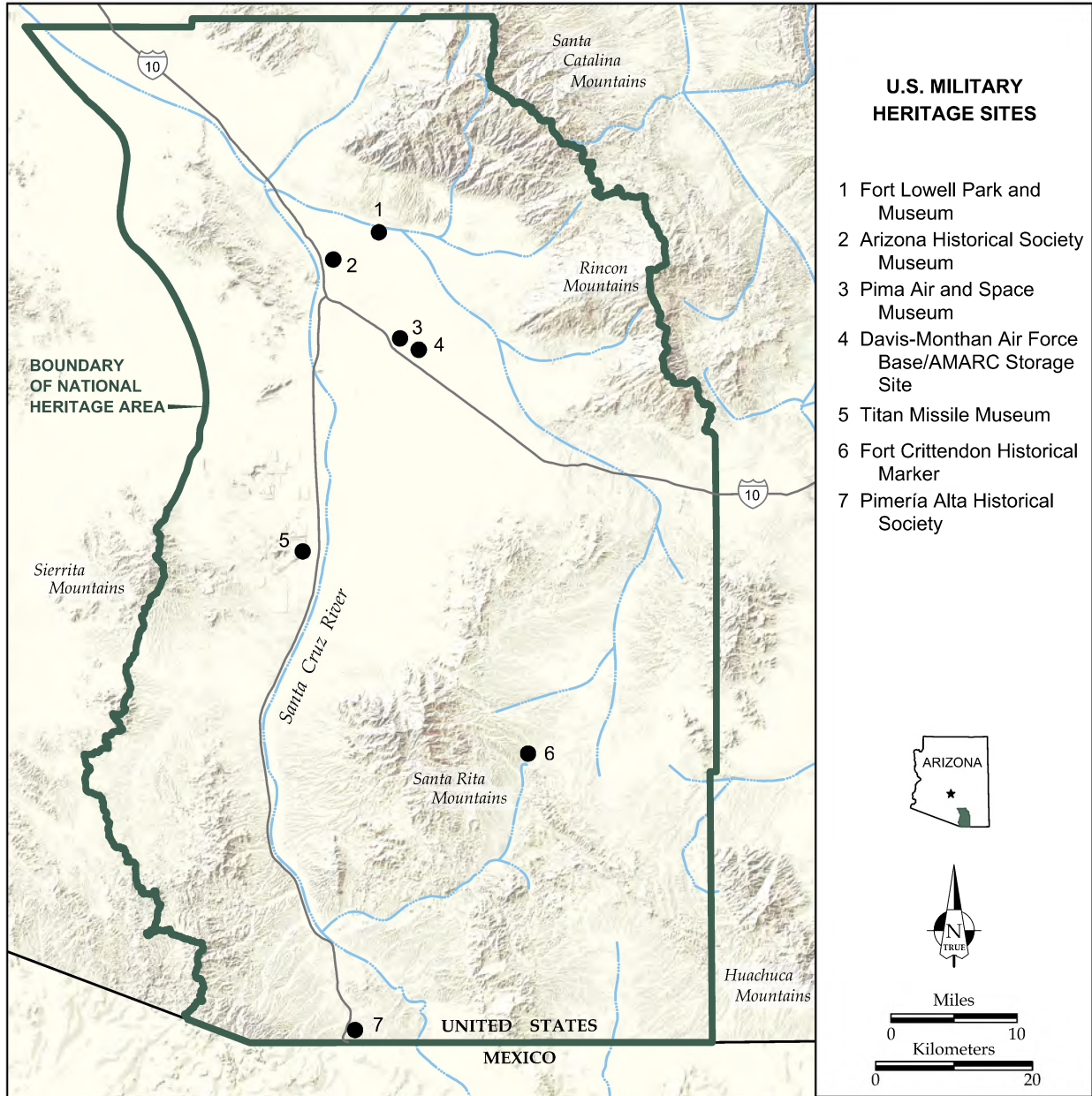
- **Arizona Historical Society Museum** – The Arizona Historical Society Museum in downtown Tucson offers a comprehensive presentation of the history of the Santa Cruz Valley including the role of the U.S. military, tying military themes to the broader history of the region.
- **Pima Air and Space Museum** – The Pima Air and Space Museum was established in the late 1960s and early 1970s to preserve and interpret historic military aircraft that were being lost following their retirement from service. Located near Davis-Monthan Air Force Base, the museum is now the third largest aircraft museum in the United States and features six indoor exhibit hangers and outdoor exhibits with over 400 historic aircraft. The museum is a primary regional attraction interpreting the nation’s most famous aircraft, from the Wright Flyer to the latest combat planes.
- **Davis-Monthan Air Force Base/AMARC Storage Site** – AMARC, now known as the 309<sup>th</sup> Aerospace Maintenance and Regeneration Group, is an aerospace storage and maintenance facility adjoining Davis-Monthan Air Force Base with more than 4,200 stored aircraft many of which are retired but others of which may be returned to service when needed. The site may be visited by guided tours from the Pima Air and Space Museum.
- **Titan Missile Museum** – The Titan Missile Museum in Sahuarita is a preserved Titan missile site, officially known as complex 571-7, and all that remains of the 54 Titan missile sites that were on alert across the United States from 1963 to 1987. Recognized as a National Historic Landmark, the site interprets the role of Intercontinental Ballistic Missiles in national defense during the cold war. The museum is a primary visitor attraction within the region.
- **Fort Crittendon Historical Marker** – Fort Crittenden was established in 1867 at the head of Davidson Canyon just west of Sonoita and adjacent to the site of former Fort Buchanan. The fort’s role was to protect settlers in the Babocomari, Sonoita, and Santa Cruz Valleys during the Apache wars, and the fort saw significant action between the years 1870 and 1871. The fort was closed in 1873. Located on private land, little remains of this post, including crumbling adobe and mounds of earth that were once barracks walls. A historical marker commemorating the fort was erected in 1968 along Route 82 at milepost 29.5. Additional interpretation of the sites and the Apache wars could be developed.
- **Pimería Alta Historical Society** – The Pimería Alta Historical Society and Pimería Alta Museum in downtown Nogales, discussed further below, is a primary regional partner for interpretation of the military in Santa Cruz County.
- **Telles Grotto Shrine** – This roadside shrine was carved into a cliff along Route 82 about three miles southwest of Patagonia in 1941. The shrine commemorates the safe return of the Telles family’s five sons from World War II.



Fort Lowell Museum in the restored former commanding officer’s quarters (left) and Fort Crittenden marker on Route 82 near Sonoita – both sites where the historic role of the U.S. military during the territorial period is interpreted. (Photo on right: Kathy Weiser-Alexander/Legends of America)



Pima Air and Space Museum (photos above) and the Titan Missile Museum (photo below) – both regional attractions interpreting the U.S. military in the 20<sup>th</sup> century. (Photos: Visit Tucson)



U.S. military heritage sites exemplify the role of the military within the region from the mid-19<sup>th</sup> century to the present.

## Storyline 11: United States-Mexico Border Culture

### Theme Statement:

*The Santa Cruz Valley is a place of vibrant Mexican border culture shared by residents of other diverse backgrounds as well.*

The Santa Cruz Valley spans the United States-Mexico border, a line marked by fences, patrols, and inspection stations. Despite these barriers, residents of the area find their lives are entwined with people on both sides of the boundary, whether through family ties, economic interaction, or common history. The region had long been viewed by the Spanish, Mexican, and United States governments as a frontier, a landscape considered open, sparsely populated, and full of potential. Each wave of settlement initiated interaction with Native Americans and previous immigrants.

The Gadsden Treaty, ratified in 1854, transferred political control of the area from Mexico to the United States. Former Mexican nationals abruptly found themselves, their land, and their property incorporated into a different nation, one which spoke another language and practiced different cultural traditions. This exchange did not result in the decline of Mexican customs, but rather, the emergence of a vibrant culture associated with the border and the region, shared by residents with diverse backgrounds.

The Santa Cruz Valley National Heritage Area celebrates this distinctive mix of cultures that has been shaped by the physical and political geography of the region and is alive today. Communities in the Santa Cruz Valley are living places exemplifying the continuing impact of Spanish and Mexican culture in the United States. The National Heritage Area recognizes the important historic and cultural contributions of Spanish and Mexican peoples in the region and how they continue to impact our lives. The American Latino Heritage Theme Study undertaken by the National Park Service in recent years provides a reference for interpretation of United States-Mexico Border Culture and may be furthered through its translation and interpretation within the Santa Cruz Valley.

### Existing Interpretive Sites

The Santa Cruz Valley's U.S.-Mexico border culture and the distinctive mix of cultures that have developed here are celebrated in numerous festivals and events and may be interpreted in communities and at museums and sites. The storyline *United States-Mexico Border Culture* is closely related to the region's living culture traditions discussed further in the primary theme *Community of Conservation and Creativity*, below, and in Chapter 5, *Heritage Experiences*, of this management plan. Historic Mexican American neighborhoods or barrios in Tucson, Nogales, Tubac, and other historic communities are places where United States-Mexico Border Culture has a living presence in both the physical infrastructure of buildings and streets and in the families who have lived there for generations.

### Suggested Partnering Interpretive Sites

- **Arizona Historical Society Museum** – Noted under discussion of previous storylines above, the Arizona Historical Society Museum in

downtown Tucson offers a comprehensive presentation of the history of the Santa Cruz Valley including United States-Mexico Border culture.

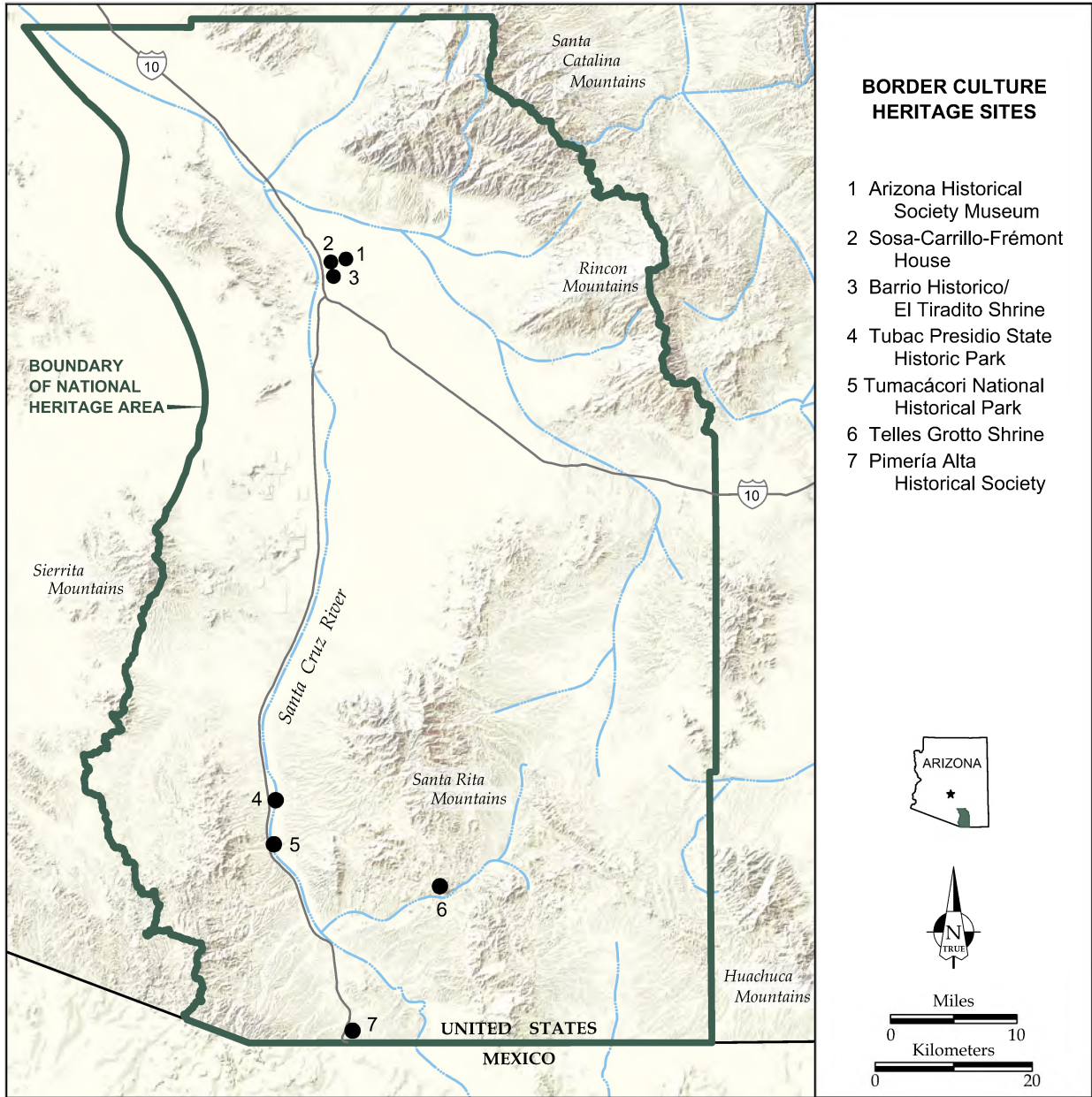
- **Sosa-Carrillo-Fremont House** – The Mexican American Heritage and History Museum is located in the Sosa-Carrillo-Fremont House on the grounds of the Tucson Convention Center and is a primary partner of the National Heritage Area interpreting Mexican American history and culture. The historic house was preserved when the historic barrio of which it was a part was destroyed during urban renewal in the 1960s.
- **Pimería Alta Historical Society** – The Pimería Alta Historical Society operates the Pimería Alta Museum which is housed in the 1914 Old Nogales City Hall in the heart of downtown Nogales. The museum interprets the history of the city and the region through exhibits, artifacts, historic photographs, publications, events, and archives. The Historical Society and Museum is a primary partner for interpretation of border culture in Nogales and Santa Cruz County.
- **Tucson’s Historic Barrios** – Tucson’s surviving historic Mexican American neighborhoods include Barrio Libre (1870s), Barrio Santa Rosa (1890s), Barrio Anita (1903), Barrio El Hoyo (1908), and Barrio El Membrillo (1920). All are National Register Historic Districts. Together, Barrios Libre, El Hoyo, and El Membrillo are known as Barrio Viejo and are being considered for designation as a National Historic Landmark District. These historic neighborhoods may be used as primary resources for interpretation of United States-Mexico history and culture.
- **El Tiradito Shrine** – Located in Barrio Libre in downtown Tucson, the El Tiradito Shrine, “The Little Castaway,” is a 1940s recreation of a shrine first established a few blocks away in the 1870s commemorating the tragic story of a young Mexican ranch hand’s murder following an adulterous affair. Listed on the National Register in 1971, the shrine is a centerpiece of the historic neighborhood and continues to be maintained and interpreted today.
- **Telles Grotto Shrine** – This roadside shrine was carved into a cliff along Route 82 about three miles southwest of Patagonia in 1941. The shrine commemorates the safe return of the Telles family’s five sons from World War II.
- **Tumacácori National Historical Park** – Through interpretation of the Santa Cruz Valley’s historic Spanish period, Tumacácori National Historical Park draws relationships to today’s United States-Mexico Border Culture. Programs and events at the park play a central role in this interpretation.
- **Tubac Presidio State Historic Park** – The Tubac Presidio collaborates with Tumacácori National Historical park in presentation of Spanish period themes, including those related to United States-Mexico Border Culture. The Presidio is a place where the surrounding historic village of Tubac is interpreted.



Exhibit on Mexican cowboys in the Mexican American Heritage and History Museum in the Sosa-Carrillo-Fremont House in Tucson (left) and the Pimería Alta Historical Society's museum in Nogales (right).



Tucson's historic barrios are living places where United States-Mexico Border Culture can be experienced.



Sites representing United States-Mexico Border Culture include both historic sites and living contemporary communities, neighborhoods, and shrines.

### 4.4.3 Primary Theme: Community of Conservation and Creativity

#### Theme Statement:

*The Santa Cruz Valley’s identity and sense of place are anchored in the recognition of its diverse ecosystems and its long cultural history. As with previous cultures, today we too are adjusting to the desert environment, appreciating its wonder and beauty while responding to its challenges through creative adaptation and resilience.*

The identity and character of the Santa Cruz Valley are permeated with the interplay, integration, and balance between the natural environment and cultural development.

With the growth of Tucson in the 20th century, peoples of diverse backgrounds have become part of the Santa Cruz Valley community, in addition to Native American and Mexican cultures, they include Anglo, Chinese, Jewish, and others. The people who live here today represent multiple cultures, both native and introduced, who maintain distinctive identities but also influence each other and create a unique mix of cultures. Appreciation of these cultures is conveyed through preservation as well as through new creative forms of expression—festivals, events, agriculture, foodways, the arts, and design.

Cultural and natural influences are intertwined and inseparable in the Santa Cruz Valley’s living landscape. Successive cultures have responded to the desert environment in different ways. A wide variety of organizations and entities throughout the Santa Cruz Valley are working to address the region’s environmental challenges—a story of adaptation and resilience. These challenges and our responses will be kept visible in the public mind through communication and interpretation.

In community design, the built environment is used to help address environmental issues while capturing and expressing cultural traditions and creating places that are culturally rich, environmentally responsive, and beautiful to live in. Historic examples of distinctive community design include the barrios in downtown Tucson based on Spanish community planning principles, with adobe buildings abutting the street and enclosing interior courtyards. Contemporary design seeks to emulate this sensitive response to culture and environment. Communities are creating a regional design aesthetic in buildings, landscape, and community spaces with strong visual character wedded to sense of place.

The Santa Cruz Valley National Heritage Area embraces the best aspects and highest ideals of this approach and works toward its realization.

#### Potential Interpretive Sites

Interpretation of the primary theme *Community of Conservation and Creativity* may best be realized through interpretive presentation of Santa Cruz Valley communities as discussed earlier in this chapter in the section *Community Interpretation*. The theme features the idea of sense of place—creating places



that are both culturally expressive and environmentally responsive. Community interpretation in downtown centers and special places throughout the National Heritage Area can convey this message while visibly implementing it in public design and infrastructure.

The region's conservation initiatives will be showcased and interpreted at preserves, parks, along trails, and in public landscapes throughout the National Heritage Area. Much of it can be through self-guided exhibits and other media. The region's environmental challenges will be clearly presented and illustrated in the landscape. Conservation actions being undertaken to address them will be interpreted and promoted. The preservation of natural and working landscapes, their value as ecosystems, and how they contribute to the region's viability and well-being will be communicated.



Community interpretation highlights special places.



Parks, preserves, and trails are places where the region's conservation initiatives may be showcased. (Photo: Visit Tucson)

## 4.5 FRAMEWORK FOR EDUCATION

Education is closely related to interpretation and will be organized to convey the same vision, guiding principles, and experience as outlined for the National Heritage Area-wide interpretive presentation earlier in this chapter. Educational programming related to National Heritage Area themes and storylines is wide ranging and is provided by the region's significant interpretive sites as well as local organizations with specialized interests and missions.

All of the audiences outlined relative to interpretation earlier in this chapter are also potential partners for educational programming, and programming can be customized to their interests and characteristics.

Residents are the most important audience for educational programming, seeking to engage residents in support of the stewardship of natural and cultural resources. Among residents, young people will be a priority for National Heritage Area-supported programming—engaging young people in outdoor natural and cultural experiences, encouraging civic awareness and involvement, and building a corps of future leaders imbued with a sense of regional character and significance. The National Heritage Area goal of deep public engagement with the Santa Cruz Valley's biotic and cultural landscapes will prioritize programming for young people.

### 4.5.1 College and University Level Programs

Important to note in the realm of education is the contribution and service provided by Pima Community College and the University of Arizona in educating graduate and undergraduate students in conservation, archaeology, planning, design, heritage conservation, and other disciplines that touch on National Heritage Area related topics. Not only do faculty and students undertake ongoing research that aligns with the National Heritage Area's mission, some graduating students stay within the region, staff many of the National Heritage Area's partnership organizations, and become long-time participants and leaders in existing and new initiatives.

#### *University of Arizona*

Faculty and students of the University's School of Natural Resources and the Environment are active in many of the regional volunteer conservation initiatives, such as the Cienega Watershed Partnership. They undertake research projects as part of their academic programs and volunteer their time to monitor conditions and participate in dialogue and workshops.

Graduates of the University's School of Anthropology have led the extensive amount of research and public interest in the river valley's archaeological heritage over many decades. They staff the professional firms that undertake compliance related archaeological investigations and have contributed to public education through the publications and outreach of non-profit organizations.

The College of Architecture, Planning, and Landscape Architecture emphasizes "place-based design honed in the extreme climate and exquisite landscape of the Sonoran Desert." Their graduating planners and designers contribute to the regional design aesthetic and its response to evolving environmental conditions.

### ***Pima Community College***

Pima Community College is the principal community college within the region. Pima Community College includes campuses and centers throughout greater Tucson. Most Pima students take classes at multiple campuses, and are welcome to use student centers, libraries, and other services at any related campus.

Pima Community College offers classes in Nogales in partnership with the Santa Cruz Center. Students can take courses toward transfer or can complete a number of transfer and workforce programs. Santa Cruz Center also has partnerships with the University of Arizona South and adult basic education programs, allowing students to satisfy multiple educational needs and interests without leaving home.

Pima Community College is an important regional institution providing education and training for a wide variety of employment fields. With respect to National Heritage Area partners, the college prepares students for work in the Humanities and Social Sciences including history, anthropology, and culture and in Science with respect to environmental stewardship. Graduates may be employed at partnering organizations and sites in a variety of ways. Opportunities for engaging graduates in partners' programs and employment will be explored.

**ACTION: Support partners in their engagement with University and Community College level programs and in implementing stewardship initiatives.**

*Timeframe and Responsibility: Long-term action of the Heritage Alliance, Interpretive Committee, and partners.*

### **4.5.2 Regional Education and Academics**

Pima County has eleven unified school districts centered in local communities and serving students in grades K through 12. The county has three elementary school districts serving students in grades K through 8 and whose high school students are transported to regional high schools. Two transportation districts bus students from rural areas to schools in more populated communities. Pima County has almost 100 independent charter schools ranging from primary education to high schools to vocational schools and representing a wide variety of special programs and approaches.

Santa Cruz County has two unified school districts, Nogales and Rio Rico, as well as three elementary districts in more rural areas and one high school district in Patagonia. The county has four charter schools and a number of private schools, several of which have religious orientations.

The Arizona Department of Education has prepared Academic Standards that guide learning for children and students in Arizona from birth to high school graduation. In support of the state-wide Standards, the Department of Education provides professional learning opportunities, resources, guidance, and technical assistance to build educator and caregiver capacity in best practices. The Academic Standards provide state-level guidance in

the topics of early childhood, literacy, computer science, educational technology, English language arts, history and social sciences, math, science, and world and native languages.

With respect to the topics of history and culture of importance to the National Heritage Area, the state’s Academic Standards are organized under the title Arizona History and Social Science. Specific studies are introduced in the early grades and then brought together in more detail during the high school years. Topics in the Academic Standards in the elementary and middle school grades directly relevant to the National Heritage Area include:

- 3<sup>rd</sup> Grade – Arizona Studies, ancestral times to the present day;
- 4<sup>th</sup> Grade – Regions and Cultures of the Americas;
- 5<sup>th</sup> Grade – United States Studies, including the role of Arizona and its peoples; and
- 8<sup>th</sup> Grade – Citizenship and Civic Engagement in Today’s Societies.

With respect to history and culture, it is expected that students in elementary and middle school will have analyzed events, documents, movements, and people in Arizona and United States history from the colonial period through the Cold War. Special attention is paid to how Arizona and its diverse cultures and individuals contribute to United States history. At the high school level, students use history to explore the variety of peoples, events, and movements in United States history with a focus on inquiry into the evolution of American democratic principles, changes in society, economic and geographical development, and the emergence of the United States as a global power.

Topics related to natural resources are incorporated into the Academic Standards for Science and are divided into Physical Science, Earth Science, and Life Science.

School districts within Pima and Santa Cruz Counties use the Arizona Academic Standards as the basis for organizing their curriculum—the resources used for teaching and learning the Standards. While the standards are state-wide, curricula and instructional techniques are developed and adopted at the local level.

Historic and natural resource sites, attractions, and programs within the National Heritage Area use the Academic Standards as the basis for their educational programming in order to support local school districts and curricula and provide targeted learning assistance to teachers. Effective use of the Academic Standards is an important means through which organizations and sites can attract students and contribute to their learning in support of National Heritage Area goals.

**ACTION: Support educational programs of partnering organizations and sites within the National Heritage Area that use the Arizona Academic Standards to support and enhance school curricula aligned with the themes of the National Heritage Area.**

*Timeframe and Responsibility: Medium and ongoing action of the Heritage Alliance, Interpretive Committee, and partners.*



Living history demonstration at Tumacacori National Historical Park (Photo: NPS)

### 4.5.3 Regional Attractions

Educational programming for the general public is offered at most of the national and regional attractions within the National Heritage Area on a seasonal basis. Programming is professionally organized and of high quality. Some programs feature living history presentations and heritage crafts.

These sites also seek to attract school groups from the region and tailor their school presentations to state Academic Standards, as discussed above.

Curriculum guides are available online for teachers to use during pre- and post-visit teaching and activities. A few of the larger attractions are able to send interpreters and subject specialists into schools for in-class presentations as well. Both of the National Parks host teacher training programs during the summer months.

Support for programs and events at regional interpretive attractions is discussed earlier in the chapter in relation to interpretation for residents and visitors. The emphasis here, however, is the engagement of young people through programs that support and enhance learning directly tied to classroom teaching and curriculum.

A primary potential partner for assisting attractions in the development and implementation of educational programming is the Western National Parks Association. A non-profit organization based in Oro Valley, the Western National Parks Association provides educational, interpretation, research, and community engagement services to more than 70 National Parks in the western United States. Many of the programs attributed to National parks are developed and implemented under contract by the Western National Parks Association.

As a valuable local resource, the National Heritage Area will collaborate with the Western National Parks Association in assessing the range of current programs

offered by national and regional attractions within the National Heritage Area (including all attractions, not just the two National Parks) and developing a coordinated National Heritage Area-wide plan for supporting current programming and implementing effective new programming that can be phased in, modified, and enhanced over time. All national and regional attractions within the National Heritage Area will be encouraged to participate in the coordinated plan.

In developing such plan, priority will be given to programs that engage young people. The plan will be developed and implemented in association with curriculum planners from the regional school districts such that programs directly support in-class learning and achieving state Academic Standards. Going forward, implementation of the plan can be the basis for targeted National Heritage Area and other sources of funding and resource support.

**ACTION: Collaborate in development and implementation of a coordinated National Heritage Area-wide plan for educational programming by regional attractions.**

*Timeframe and Responsibility: Medium term action of the Heritage Alliance, Interpretive Committee, Western National Parks Association, and partners.*



The Arizona-Sonoran Desert Museum offers a variety of educational field trips and programs for students, youth groups, and the general public. (Photo: Arizona-Sonora Desert Museum)

#### 4.5.4 Non-Profit Organizations

The National Heritage Area-wide plan for coordinated educational programming will also include regional organizations that provide educational programming but are not associated with specific sites or attractions. A number of local non-profit organizations such as the Tucson Audubon Society, for instance, have significant educational programs that are not necessarily tied to specific sites but may be held at a variety of locations.

Organizations such as Border Community Alliance and Ironwood Tree Experience are specifically dedicated to educational programming for different constituencies or missions. Border Community Alliance facilitates cross border experiences in Mexico, directly supporting the *United States-Mexico Border Culture* theme outlined above. Ironwood Tree Experience focuses on empowering young people with experiential learning. Santa Fe Ranch and Borderland Restoration Network work with youth in local high schools and middle schools. The programs of these organizations directly support the National Heritage Area's goals for engaging young people and supporting local schools.

The San Xavier District of the Tohono O'odham Nation has an educational department that focuses on programming for tribal members. A variety of programs are offered for all age groups. Head Start, daycare, and after school programs are offered for children and are used as venues to teach traditional O'odham culture through songs and games. Culture classes are provided for O'odham language, storytelling, writing, cooking, and crafts. The District's Voices of Our Youth Program provides experiences to 12-to-18-year olds, providing support, teaching them to be self-sufficient, and enriching their lives through traditional O'odham culture.

The programs of non-profit organizations within the National Heritage Area provide a basis for potential National Heritage Area support through their possible expansion and enhancement in accordance with the National Heritage Area's mission. Programs can be coordinated with those provided by regional attractions as part of the National Heritage Area-wide initiative.

**ACTION: Incorporate existing and potential programs of independent non-profit organizations into the development and implementation of a coordinated National Heritage Area-wide plan for educational programming.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance, Interpretive Committee, Western National Parks Association, and partners.*



Saguaro National Park offers school programs tailored to the Arizona’s Academic Standards, assisting teachers with experiential learning. (Photo: NPS)





## CHAPTER 5 – HERITAGE EXPERIENCES

The natural and cultural heritage of the Santa Cruz Valley is rich and distinctive and is a primary reason why people are attracted to the region to visit and to live. This chapter focuses on the experience of the place – various ways through which residents and visitors experience the region’s rich and rewarding heritage that contributes significantly to the quality of place.

The Santa Cruz Valley National Heritage Area seeks to engage residents and visitors through heritage experiences. Previous chapters have discussed the natural and historical character of the region, why and how they are significant, and actions related to their preservation, protection, and interpretation. This chapter focuses on ways in which the region’s heritage can be experienced and appreciated. It focuses especially on living cultural traditions and the character of the Santa Cruz Valley today.

The National Heritage Area program has the potential to play an important role in promoting, supporting, and developing heritage experiences throughout the Santa Cruz Valley. This role will help support and expand visitation and tourism within the region and contribute to local economies.

## 5.1 FOUNDATION FOR HERITAGE EXPERIENCES

The Santa Cruz Valley National Heritage Area’s designating legislation and its vision, mission, and goals discussed in Chapter 1 of this management plan provide the foundation for discussion of heritage experiences and heritage tourism. This chapter on *Heritage Experiences* is also closely associated with Chapter 4 of the management plan, *Storytelling: Interpretation and Education*.

### 5.1.1 Designating Legislation

The National Heritage Area’s designating legislation states that the local coordinating entity shall **encourage by appropriate means economic viability that is consistent with the National Heritage Area** (b.2.F).

In addition to its contribution to the local economy, heritage tourism is also a vehicle for education and raising public awareness about historic, conservation, and community resources. In this regard, the designating legislation requires that as the local coordinating entity, the Santa Cruz Valley Heritage Alliance assist partners and stakeholders in carrying out the approved management plan by implementing programs and projects that **recognize, protect, and enhance important resource values** (b.2.B.i) and increase **public awareness of, and appreciation for, natural, historical, scenic, and cultural resources** (b.2.B.iv).

The National Heritage Area’s promotion of heritage experiences and heritage tourism will contribute to these programs and support the stewardship and protection of the region’s valued resources.

The designating legislation requires that the Heritage Alliance address the development of recreational resources and that the management plan addresses their protection, similar to requirements for the protection of natural, cultural, historic, and scenic resources.

Under the duties of the Heritage Alliance, the legislation lists **developing recreational and educational opportunities in the National Heritage Area** (b.2.B.iii). Under requirements for the management plan, the legislation lists **incorporate an integrated and cooperative approach for the protection, enhancement, and interpretation of the...recreational resources of the National Heritage Area** (c.2.A), a description of **actions that partners have agreed to take to protect...recreational resources** (c.2.C.iii), and **policies and strategies for resource management that consider and detail the application of appropriate land and water management techniques...to protect...recreational resources** (c.2.D).

### 5.1.2 Vision, Mission, and Goals

The National Heritage Area’s mission as articulated in Chapter 1 specifically emphasizes connecting people to the Santa Cruz Valley’s living landscape. Among its seven goals, Goals 1 and 5 relate to public engagement that will be supported through heritage experiences, and Goal 6 relates to heritage tourism’s economic contribution:

**Goal 1** seeks to achieve *deep public engagement with the Santa Cruz Valley’s biotic and cultural landscapes and enduring public support for their stewardship.*

**Goal 5** seeks *broad recognition and support for the Santa Cruz Valley’s living cultural traditions.*

**Goal 6** supports *community and economic development emphasizing the Santa Cruz Valley’s identity, sense of place, healthy lifestyles, and natural and cultural heritage.*

The vision, mission, and goals articulated by the Santa Cruz Valley National Heritage Area are directly supported through the heritage experiences outlined in this chapter.

### 5.1.3 Community of Conservation and Creativity

The three primary interpretive themes presented in Chapter 4 promote heritage experiences related to the natural environment (*Desert Abundance*), historical and cultural history (*Cultural Encounters*), and the National Heritage Area today (*Community of Conservation and Creativity*). The theme *Community of Conservation and Creativity* is particularly relevant to the presentation of cultural and heritage experiences residents and visitors encounter within the Santa Cruz Valley today. The theme states:

*The Santa Cruz Valley’s identity and sense of place are anchored in the recognition of its diverse ecosystems and its long cultural history. As with previous cultures, today we too are adjusting to the desert environment, appreciating its wonder and beauty while responding to its challenges through creative adaptation and resilience.*

The theme recognizes that the Santa Cruz Valley is a unique natural environment and is comprised of peoples of diverse backgrounds and cultures, both native and introduced, who maintain distinctive identities but also influence each other and create a unique mix of cultures. Appreciation of the natural environment and these cultures is conveyed through preservation as well as through new creative forms of expression, festivals, events, foodways, the arts, and design.

Community of Conservation and Creativity presents today’s Santa Cruz Valley to residents and visitors through the experiences they encounter throughout the National Heritage Area. It features the idea of sense of place, creating places that are both culturally expressive and environmentally responsive, and uses these places as venues that convey the character and significance of the region, its environment, and its peoples.

## 5.2 TOURISM PLANNING

Tourism has been an important component of the area’s regional economy and has been coordinated and promoted by Visit Tucson, the official destination marketing organization for the City of Tucson, Town of Oro Valley, and Pima County. Visit Tucson has directly supported the preparation of this management plan as a regional initiative by providing staffing leadership and other resources to the Santa Cruz Valley Heritage Alliance.

In 2019, Visit Tucson completed work on the *Metro Tucson 10-Year Tourism Master Plan* that provides a blueprint for promoting and expanding tourism within the region and with which the Santa Cruz Valley National Heritage Area may align. The National Heritage Area focuses upon building on and expanding Visit Tucson’s plan regionally as the primary tourism planning document within the Santa Cruz Valley. The National Heritage Area will also work toward furthering other local and regional tourism plans as they are developed.

The Metro Tucson 10-Year Tourism Master Plan is an important document in that it moves Visit Tucson beyond the traditional role of a destination marketing organization, solely focused on providing tourism marketing and promotion, to identify opportunities to improve quality of life and stimulate new economic opportunities. This is also an appropriate role for the National Heritage Area. While Visit Tucson and the Tourism Master Plan focus on the Tucson metropolitan area, the National Heritage Area and its partners can build on many of the Tourism Master Plan’s concepts and initiatives and help expand them throughout the Santa Cruz Valley, as appropriate.

The Tourism Master Plan’s recommendations are grouped into six strategic areas of focus, three of which align with the National Heritage Area:

Well-Being – Focusing on visitor experience and tourism product development activities for the region;

Placemaking – High quality of life experience for residents that reflects the unique environment, culture, and diversity of the region; and

Culture – Celebrating the region’s history, heritage, and culture.

### 5.2.1 Well-Being

Metro Tucson and the Santa Cruz Valley have a strength of identity associated with well-being that is an authentic product of the region’s history, environment, and experiences. The Tourism Master Plan envisions working with public and private sector stakeholders to increase the destination and product development efforts that enhance and build on the region’s strength as a destination for well-being.

The Santa Cruz Valley National Heritage Area is an appropriate venue for telling the regional story of well-being through its heritage area-wide interpretive presentation, discussed in Chapter 4 of this management plan. Several of the themes and storylines outlined for the interpretive presentation relate to aspects of the well-being story, particularly the primary interpretive theme *Community of Conservation and Creativity*. The recommended program for

Community Interpretation outlined in Chapter 4 is especially appropriate for telling the well-being story both regionally and in relation to specific communities and places. The National Heritage Area will also work with individual wellness businesses and destinations to assist them in telling their own stories within the context of the regional themes and storylines.



Event in a desert resort. (Photo: Visit Tucson)

### ***Physical Well-Being***

The Tourism Master Plan focuses on biking tourism under the topic of physical well-being, including road biking, mountain biking, competitive racing, recreational biking, and biking The Loop. Biking is an activity that can be undertaken throughout the National Heritage Area on the region's rural roads as well as on designated trails.

Physical well-being, however, can be expressed through all forms of outdoor recreation. The Santa Cruz Valley National Heritage Area will actively promote recreational activities in the context of the region's identity of well-being. Recreation is discussed further below in a separate section of this chapter.

### ***Intellectual Well-Being***

In discussion of intellectual well-being, the Tourism Master Plan notes the opportunities for life-long learning that are available throughout the region. National Heritage Area partners are leaders in providing learning opportunities for residents and visitors of all ages through creative and experiential programming. Learning and education are discussed in Chapter 4 of this management plan and may be offered by a range of non-profit organizations, tours, community programs, and interpretive sites. The development and enhancement of learning opportunities is an important aspect of the National Heritage Area's heritage tourism program.

### ***Spiritual Well-Being***

The concept of spiritual well-being is expressed through meaningful relationships with the outdoors in the Tourism Master Plan, developing and promoting year-round experiences focused on being in a natural environment, on learning, and on meaningful experiences. The National Heritage Area may also extend this expression to include the diversity of religious and cultural identity present within the Santa Cruz Valley.

The National Heritage Area's natural landscapes are discussed in Chapters 1 and 2 of this management plan. With its internationally recognized ecoregions, biodiversity, and wide range of natural landscapes available for residents and visitors to explore, the Santa Cruz Valley is an extraordinary place where outdoor experiences are offered. Showcasing the full range of outdoor experiences for visitors like wildlife viewing, birdwatching, astro tourism, nature studies, photography, hiking, and horseback riding, taps into the destination's sense of well-being.

The Tourism Master Plan specifically recommends that Visit Tucson collaborate with the Santa Cruz Valley Heritage Alliance to promote outdoor experiences within the Santa Cruz Valley National Heritage Area. Spiritual well-being in relation to religious and cultural identity is addressed by the National Heritage Area in the following section of this chapter on Living Cultural Traditions as well as in Chapter 4 on Ethnic Cultural Landscapes.



Running on a local desert trail. (Photo: Visit Tucson)

### **5.2.2 Placemaking**

Placemaking is an approach to community and destination planning that enhances underutilized spaces and places within a municipality, transforming them into attractive gathering places that foster social cohesion, enhance economic well-being in the community, and elevate quality of life for residents and visitors alike. Placemaking is emphasized as a regional strategy in the Tourism Master Plan.

Strategic placemaking seeks to make investments in the renovation or creation of public spaces to attract investment, residents, and/or businesses to the areas that surround them. Creative placemaking involves engaging the arts, whether visual, musical, or otherwise, to enhance these special spaces. The Santa Cruz Valley’s vibrant community murals are examples of creative placemaking.

Tactical placemaking takes a “lighter, cheaper” approach and involves making a temporary change in design or use of a space—for example, something as simple as closing a block of a street to cars on the weekend, converting it into a public plaza with bistro tables and chairs.

All these placemaking techniques may be employed to enhance visitor experience.

While the National Heritage Area will support Visit Tucson and its partners in their focus on placemaking within the Tucson metropolitan area, the National Heritage Area will collaborate with municipalities and others in placemaking as a community enhancement and heritage tourism strategy in locations throughout the National Heritage Area, supporting municipalities seeking to employ special community places as an economic revitalization and development strategy.

The National Heritage Area’s role in placemaking is discussed further below in the section of this chapter titled *Identity and Placemaking*. The Tourism Master Plan cites the designation of the Santa Cruz Valley National Heritage Area as an important opportunity to bring communities together to develop meaningful solutions to placemaking and tourism possibilities (Visit Tucson 2019:73).

### **5.2.3 Culture**

The Tourism Master Plan recognizes the role that culture plays in forging a creative edge in urban tourism. In an age where cities compete against each other to attract and retain residents, visitors, investment, talent, events, and organizations, the ephemeral, beautiful and inspirational aspects of urban and rural life— culture, creativity and the arts—are increasingly a central point of differentiation and attraction. Culture reveals the true character of a place, the essence that travelers are looking for and the heart that makes residents love where they live.

The Tourism Master Plan focuses on enhancing the culture of the region by focusing on the Tucson City of Gastronomy designation, festivals and events, and Native American and Spanish-speaking experiences. As with other recommendations in the Tourism Master Plan, the National Heritage Area and its partners will support Visit Tucson’s initiatives within the metro Tucson area while also seeking to expand these initiatives throughout other urban and rural areas of the National Heritage Area.

### **5.2.4 Sustainable Tourism**

Finally, the Tourism Master Plan recognizes that the region, like many other popular and important destinations, is facing a number of natural and manmade issues that impact the quality of the region as a visitor destination and a place for residents to live, work, and play. Some of these issues include climate change, water shortages, energy, waste management, economic growth, and

social development. The Tourism Master Plan recommends the development of a sustainable tourism strategy to wisely manage and fully restore imperiled resources for the betterment of visitors and residents alike. (Visit Tucson 2019:77)

In this recognition, the Tourism Master Plan aligns with the National Heritage Area's goals of using public engagement to build support for the stewardship of natural and cultural resources throughout the region. The National Heritage Area will be a venue through which heritage tourism experiences inform residents and visitors about resources and issues, inspire them to care, and encourage them to participate and act as a result of their personal encounters. In this way the National Heritage Area will support the Tourism Master Plan's recommendation to develop a sustainable tourism program customized to the needs of the Santa Cruz Valley.

Overall, the Santa Cruz Valley National Heritage Area will support Visit Tucson and its partners in implementation of the Metro Tucson Tourism Master Plan focusing on heritage experiences and leveraging the relevant concepts, recommendations, and initiatives to implement and extend the National Heritage Area program.

**ACTION: Collaborate with Visit Tucson and partners in implementing aspects of the Metro Tucson 10-Year Tourism Master Plan that align with the vision, mission, and goals of the National Heritage Area.**

*Timeframe and Responsibility: Medium and long-term action of the Heritage Alliance and National Heritage Area partners.*

**ACTION: Assist in telling the regional story of well-being through interpretation (see Chapter 4) and its expression as a community value within the National Heritage Area.**

*Timeframe and Responsibility: Medium and long-term action of the Heritage Alliance and National Heritage Area partners.*

**ACTION: Take a lead role in coordinating, enhancing, and promoting heritage tourism experiences beyond metro Tucson.**

*Timeframe and Responsibility: Medium and long-term action of the Heritage Alliance and National Heritage Area partners.*



## 5.3 LIVING CULTURAL TRADITIONS

As emphasized throughout this management plan, the Santa Cruz Valley is known for its cultural diversity, which is a source of identity and vitality for the region. As noted in the statement of national importance in Chapter 1 and in the interpretive themes in Chapter 4, the people who live here today represent multiple cultures, both native and introduced, who maintain distinctive identities but also influence each other and create a unique mix of cultures.

Appreciation of these cultures is conveyed through a variety of creative forms of expression – festivals, events, foodways, music, crafts, and others. These living cultural traditions exemplify the heritage experiences available within the National Heritage Area.

Among the Santa Cruz Valley’s valued cultural traditions, perhaps those related to the region’s Tribal and Mexican American communities are most deeply rooted and widely recognized. However, the traditions of other more recent arrivals, including Anglo, Chinese, Jewish, and others, are part of the rich cultural mix.

### 5.3.1 Tribal Cultural Traditions

The Wa:k O’odham of the San Xavier District and Tohono O’odham Nation and the Pascua Yaqui live within the National Heritage Area and contribute substantially to its culture and heritage. Within the Tribal communities, historic cultural traditions are preserved and passed down through the generations through family traditions and through community ceremonies, events, and educational programming. Beyond the community, Tribal cultural traditions are shared with the general public through events, crafts, foods, music, and dance.

Tribal heritage is showcased during several powwows and craft fairs, such as the Ha:san Bak Saguaro Harvest Festival, the Waila Music Festival, and the Yaqui Easter Ceremonies. Locally produced Native American crafts include Tohono O’odham baskets, made from either wild plant fibers or steel wire, and Yaqui carved and painted wood masks used in traditional Easter ceremonies. Tribal agricultural produce is sold through the San Xavier Co-op Farm, and Tribal foods are an integral part of the food traditions of the region, discussed later in this chapter.

The harvesting of saguaro fruit by the Tohono O’odham is a centuries-old practice of subsistence, religion, and reaffirmation of their relationship with their traditional environment. The practice continues today in private as well as part of an annual event at Saguaro National Park. When possible, harvesters have welcomed visitors and given demonstrations on harvesting and processing the fruit and seeds. (SAGU 2015)

The waila music of the Tohono O’odham developed from the music of nineteenth century fiddle bands that adapted European and Mexican tunes heard in northern Sonora. Also called chicken scratch, waila music is only instrumental. The most traditional forms of waila are played with a fiddle, guitar, and drums, although some bands now include a button accordion, alto saxophone, and electric six-string and bass guitars.



**Crafts like basket weaving are important Tribal cultural traditions. (Photo: Visit Tucson)**

The dances performed to this music include the waila (similar to a polka), the chote (based on a folk dance from Scotland or Germany), and the mazurka (based on a Polish folk dance). Regardless of the beat, all waila dances move around the floor in a counterclockwise direction. The annual Waila Festival in Tucson was an opportunity to experience this distinctive music and its dances and should be resumed if possible. (Alliance 2005)

In some Tribal communities, cultural traditions are endangered due to outside influences on families and youth alike. The Wa:k O'odham and Pascua Yaqui have internal community cultural and educational programming that engages Tribal residents and helps communicate and preserve cultural traditions. If support is requested, the National Heritage Area will support the Wa:k O'odham and Pascua Yaqui in such programming as appropriate.

The National Heritage Area will encourage and support the Wa:k O'odham and Pascua Yaqui to share their cultural traditions with the general public in ways that are meaningful and respectful and in which they are comfortable.

**ACTION: Support the Wa:k O'odham and Pascua Yaqui with programs and initiatives that help preserve Tribal cultural traditions within their communities.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance.*

**ACTION: Host the Wa:k O'odham and Pascua Yaqui on a page of the National Heritage Area website through which they may tell their story and share information on their cultural traditions.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance.*

**ACTION: Encourage and support the Wa:k O’odham and Pascua Yaqui in sharing tribal cultural traditions with the general public through participation in festivals and events and through other programming, venues, and media as they deem appropriate.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance.*

**ACTION: Support economic opportunities for Tribal craftspeople and businesses in selling traditional crafts, foods, and other goods to the general public.**

*Timeframe and Responsibility: Medium-term action of the Heritage Alliance.*

### 5.3.2 Mexican American Cultural Traditions

The contributions of the Santa Cruz Valley’s Mexican American community to the region’s cultural heritage and traditions are substantial. The combined populations of Pima and Santa Cruz Counties are about 36% Hispanic, including about 371,882 persons. Pima County is about 34% Hispanic with about 333,289 persons, while Santa Cruz County is about 83% Hispanic with about 38,593 persons.

As outlined in Chapter 4, when the United States gained control of Arizona in 1854, former Mexican nationals abruptly found themselves, their land, and their property incorporated into a different nation, one which spoke another language and practiced different cultural traditions. Many of these Mexican American residents were descendants of early Spanish and Mexican settlers. The change in national jurisdiction did not result in the decline of Mexican customs, but rather the emergence of a vibrant culture associated with the border and the region, shared by residents with diverse backgrounds.

Up until recent decades, the Mexico-U.S. border within the Santa Cruz Valley was fluid, with extended families living on both sides of the border and moving freely back and forth to visit, work, and live. The Nogales area in particular was a single bi-national community. Despite the strict enforcement of border restrictions today, residents of the area still find their lives are entwined with people on both sides of the border, whether through family ties, economic interaction, or common history.

The Santa Cruz Valley National Heritage Area recognizes the importance of cross-border culture in part through the adoption of the interpretive sub-theme *United States-Mexico Border Culture* as discussed in Chapter 4. The theme statement reads: *The Santa Cruz Valley is a place of vibrant Mexican border culture shared by residents of other diverse backgrounds as well.*

Festivals and cultural heritage celebrations are a key means of expression for Mexican American culture. Spanish colonial heritage is recognized during the Anza Days Cultural Celebration; La Fiesta de San Agustín; La Fiesta de Tumacácori; the Tumacácori High Mass; and the Tucson Birthday Celebration. A large number of regional festivals celebrate Mexican cultural events, musical and dancing styles, foods, and arts, including Cinco de Mayo fiestas in several communities, the Día de San Juan Festival, San Ysidrio Festival, All Souls

Procession, the Folklorico Festival Extravaganza, the International Mariachi Conference and other mariachi festivals, the Norteño Music Festival, and others. Mexican Americans also have events honoring their ancestors and loved ones who have passed on by building their own personal Día de los Muertos altars (ofrendas) and community altars at different locations throughout the region. Día de la Virgen de Guadalupe on December 12 is also an important spiritual cultural celebration day for the community. Honoring her has become another community event that occurs in the region.

Mexican American foods are a staple of the Santa Cruz Valley cuisine, as noted later in the chapter in the discussion of Food Traditions. Locally made piñatas and cascarones (wooden wands with decorated eggshells containing confetti) and paper flowers are popular items for traditional Mexican holidays and fiestas. Mexican American blacksmiths keep alive the craft of hand-forged, wrought iron gates, window screens, fences, railings, and furniture.

Several traditional construction materials and techniques used by local builders may be considered representative of Mexican American culture, including adobe architecture, a waterproof plaster made from a mixture of crushed lime and cactus juice, shade structures (ramadas or wa:atos) made from mesquite logs and saguaro ribs, and living fences made of ocotillo plants.



**Music is a central component of Mexican American culture and is featured at festivals and celebrations.**

Perhaps most notable is Mexican American music. Mariachi music developed in western Mexico during the mid-nineteenth century and was originally played at weddings. In the 1920s and 1930s, mariachi bands added cornets and then trumpets to the traditional violins, guitarras, vihuelas, and guitarrones. It became the most popular music in Mexico during the 1940s and 1950s, when it was spread by Mexican radio and charro films.

Mariachi band and trio ensembles can be heard at many Mexican restaurants, private parties, and annual festivals in the region. The youth mariachi movement is rooted in Tucson, beginning with Los Changuitos Feos and has grown to include educational music curricula in most schools throughout Southern Arizona with youth of diverse backgrounds participating, and many continuing all the way through the University of Arizona Mariachi Program. The

Mexican American role started with young musicians traveling to the border where they developed the style from Mexican musicians and would go back to teach their friends and family. The offspring of Los Changuitos Feos is Mariachi Cobre who popularized the style for United States Hispanic and non-Hispanic audiences alike. The importance of mariachi music in the region is reflected in the annual Tucson International Mariachi Conference and Fiesta de Garibaldi that bring together students and artists with stars from Mexico and around the world.

Corridos are Spanish-derived ballads of northern Mexico that tell tales of the 1910 Mexican Revolution, the lives of heroes and outlaws, border crossings, horse races, disasters, and ill-fated loves. Corridos very often transmit important oral history. Corridos became popular on both sides of the border in the 1920s, when musicians added the accordion, introduced by German and Czech immigrants to northern Mexico, southern Texas, and southern Arizona in the late nineteenth century. Polkas, waltzes, chotiches, and mazurkas were introduced with the accordion. These mixed with corridos to form Norteño music in the early 1950s. Traditional corridos are still composed and performed as a vital part of the cultural traditions of the region. An annual corrido composition contest in Tucson perpetuates the tradition among audiences young and old.



**Music is an integral and living part of Mexican American cultural heritage. Mariachi youth bands are engaging educational experiences and a highlight of local festivals.**

Norteño music (also known as conjunto) is a music style of the United States-Mexico borderlands based around the accordion, drums, bajo sexto (12-string guitar), and string bass; it often includes vocals. Modern groups also use the electric bass, alto saxophone, and keyboards. During the late 20th century, Norteño evolved with the influences of Columbian cumbia music, American rock music, and elements of brass bands (the latter called banda sinaloense). In the Santa Cruz Valley, Norteño music can be heard on many radio stations and at

the annual Norteño Festival in the City of South Tucson. Related styles include the Tejano and Trío Románticos. Pueblo High School was the first to start an all-male guitar group that performed as “Los Payadores”, and many went on to play in Trio, Tejano, and Mariachi styles.

The dramatic ranchera style of music emerged during the 1910 Mexican Revolution. It is played at several different beats, and its lyrics traditionally celebrate rural life, tell of the struggles of ordinary people, and declare strong romantic feelings. Norteño bands favor rancheras with a polka beat, while mariachi bands play rancheras to the slower beats of boleros (Latin American romantic ballads) and waltzes. Ranchera music became popular on both sides of the border when it was featured in several American films in the 1950s.

On the United States side of the border, Mexican Americans developed their own styles of folk music during the late nineteenth century, including ballads and orquesta music. During the 1940s, Tucson’s Lalo Guerrero and other Zoot Suit pachuco fused swing jazz and boogie with rhumba and the slang of El Paso (caló) to create a unique Chicano sound played on radio stations and in dancehalls throughout the Southwest and in Los Angeles. Today, there are a number of Santa Cruz Valley-based, Mexican American bands playing borderland styles of music. (Alliance 2005)

Engaging the region’s Mexican American residents is a very important part of the National Heritage Area’s goal for deep public engagement (Goal 1). The National Heritage Area will work with stakeholders and partners in seeking to engage Mexican American residents in activities and events of interest to them as well as in the presentation of Mexican American culture to visitors and residents of other cultural backgrounds.

**ACTION: Engage Mexican American residents by partnering with local neighborhood, community, and religious organizations in crafting programs, festivals, and events of particular interest to them.**

*Timeframe and Responsibility: Medium and long-term action of the Heritage Alliance, Interpretive Committee, and National Heritage Area partners.*

**ACTION: Promote and support partners in showcasing Mexican American culture to visitors and others through regional and local festivals and events.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance and National Heritage Area partners.*

**ACTION: Provide resources and support for small performance groups, artists, and craftspeople representing Mexican American culture.**

*Timeframe and Responsibility: Medium-term action of the Heritage Alliance and Interpretive Committee.*

**ACTION: Support Mexican American businesses engaged in the preservation and promotion of traditional cultural activities, crafts, and interests.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance.*

### 5.3.3 Ranching Traditions

Outside of metropolitan and suburban areas, the Santa Cruz Valley is a working landscape with extensive rural areas that support traditional livelihoods. The region's high desert grasslands have always been a cultural crossroads on the frontier of settlement where ranching has profoundly shaped the cultural and natural landscape, land-use patterns, economic development, urban form, cultural composition and traditions, and identity. Extensive ranchlands are located in the Empire-Cienega and San Rafael Valleys, in the Amado and Sópore Wash areas, and in the foothills of the Rincon, Santa Rita, and Sierrita Mountains.

Ranching has a long tradition that spans historical periods and ethnic groups. Mexican Americans who trace their lineages back to the 18th century in this region continue to farm and ranch, and ranching led many Mexican Americans to horse training and horse jockeying as well. Anglo ranching families raise cattle on the same lands as their 19th-century ancestors. Ranching has continued to be a mainstay of the region's rural economy. The interplay of Mexican, Anglo, and Native American ranching continues this historical and living tradition, providing a link to the past and to the future. The Mexican American Museum's current exhibit interprets the history of the Mexican cowboy in the Vail area, and may travel to other small museums in the Santa Cruz Valley.

Guest ranches throughout the Santa Cruz Valley provide the authentic ranching experiences that preserve and enhance the traditions of Western culture and hospitality. They offer guided trail rides, hiking, hayrides, and authentic ranch cooking within the landscape of desert scrublands, rolling grasslands, canyons, and foothills of the Sonoran Desert and Sky Islands regions.



Trail ride at the Tanque Verde Guest Ranch. (Photo: Visit Tucson)

Ranching and cowboy heritage is celebrated through a number of rodeos, festivals, and events, including the Empire Ranch Fall Roundup and Spring Trail Ride, the Fiesta de Los Vaqueros Rodeo and Parade, the Sonoita Rodeo, the Tucson Cowboy Music Roundup, and Trail Dust Days. The Sonoita Quarterhorse Show showcases the most famous horse breed of this region.

La Fiesta de los Vaqueros, also known as the Tucson Rodeo & Parade, celebrates vaquero and cowboy roping and riding skills and has been staged at Tucson Rodeo Grounds every February since 1925. The Rodeo Parade is a 2.5-mile stream of horse-drawn coaches, outfitted riders, folk dancers, and marching bands and has been ranked as the world's longest non-motorized parade. The Rodeo Parade Museum displays vintage horse-drawn wagons, carriages, and buggies, and is open annually between January and early April.

Custom Western saddles, boots, and belts are produced by several renowned leatherworkers. A number of local shops make custom and "Mission-style" furniture out of native mesquite hardwood and display them in galleries and sell them online. Several organizations specialize in ranching history and restoration of ranch buildings, such as the Empire Ranch Foundation and the Santa Cruz County Cowbells.

Ranch and cowboy-inspired music ranges from late 19th century Western folk ballads and cowboy songs to Western swing. Originating in the dance halls, roadhouses, and county fairs of west Texas in the 1920s and 1930s, Western swing spread throughout the Southwest and gained a wide following through radio in the mid-1940s.

The National Heritage Area embraces the importance of ranching traditions through interpretation of the sub-theme *Ranching Traditions*, outlined in Chapter 4, which states: *Ranching has been a mainstay of the rural economy of the Santa Cruz Valley for over 300 years reflecting successive cultural traditions. Ranching has been instrumental in shaping the vast natural and cultural landscape we see today.*

As discussed in Chapter 2, rangelands are also key to regional conservation strategies as vast regional landscapes that include a variety of ecologically important areas and combine both private and public land holdings. Ranchers have been at the forefront of conservation efforts, such as in the San Rafael Valley, and have been key partners in land conservation in other portions of the National Heritage Area.

Today's privately managed ranches preserve the region's working landscapes as well as related cultural traditions. Aside from the guest ranch destinations noted above, some working ranches have taken advantage of public fascination with ranching to offer intimate public experiences such as dude ranching, dining, and lodging. Continuation and support of ranching as a regional economic mainstay and of ranch-related cultural traditions are an important focus and opportunity within the National Heritage Area.



**ACTION: Support organizations, businesses, and events that represent and showcase the region’s ranching traditions.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance and Interpretive Committee.*

**ACTION: Promote guest ranches and authentic ranching experiences offered by partners throughout the National Heritage Area.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance and Interpretive Committee in partnership with local business organizations.*

**ACTION: Assist working ranches in the development and promotion of new ranch experiences for visitors.**

*Timeframe and Responsibility: Medium and long-term action of the Heritage Alliance and National Heritage Area partners.*



The Jewish History Museum in Tucson (Photo: Visit Tucson)

### 5.3.4 Other Ethnic Cultural Traditions

With the growth of Tucson through the 20th century, people of a wide variety of diverse backgrounds have become part of the Santa Cruz Valley community. In addition to the traditional Native American and Mexican cultures, they include Chinese, Jewish, Anglo, and others.

A number of cultural and heritage organizations within the region work to preserve, recognize, and strengthen the cultural identity and traditions of the variety of ethnic communities. Some of these organizations have been active for a long time, such as the Arizona Historical Society founded in 1864, the Arizona Archaeological and Historical Society (1914), the Tucson Corral of the Westerners (1944), and the Pimería Alta Historical Society (1948).

Some organizations represent descendants of early pioneers and residents, such as Los Descendientes del Presidio de Tucson, La Pilita Association, and the Jewish Historical Society of Southern Arizona. Other organizations such as the

Tucson Chinese Cultural Center provide engagement, programming, and services for today's ethnic communities. Several major cultural festivals, such as Tucson Meet Yourself, emphasize the cultural diversity of this region and embrace all cultural traditions.

**ACTION: Emphasize the full cultural diversity of today's Santa Cruz Valley in promotion and programming support.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance and Interpretive Committee.*



The Santa Cruz Valley has an agricultural history extending back more than 4,000 years. (Photo: Visit Tucson)

## 5.4 FOOD TRADITIONS

The Santa Cruz Valley is perhaps the longest continually cultivated region in the United States, with an agricultural heritage extending back more than 4,000 years documented in the archaeological record. The region is the epicenter of trans-national desert food traditions in North America.

The Santa Cruz Valley's unique geography allows for a nearly continuous growing season and makes the region a vibrant center of a blend of agricultural and gastronomic traditions from around the world. The varied geography of desert valley and Sky Island mountains enabled indigenous cultures to both forage and cultivate diverse food resources year-round. Their agriculture was developed by domesticating arid-adapted plants and adopting tropical Mesoamerican crop introductions. A suite of Spanish-introduced annual and perennial crops and livestock species also thrive along the climatic gradient from the valley to mountain ridges, similar to their Mediterranean origins. Likewise,

immigrants and refugee communities of many nationalities who settled within the region found spaces and microclimates to tend their own heritage food crops and maintain their culinary practices and recipes.

Santa Cruz Valley cuisine blends the influences of Native American, Northern Mexican or Sonoran, Mission-era Mediterranean, and American ranch-style cowboy food traditions, among others. Key ingredients of the unique blend of regional cuisines include dozens of native desert plants and animals—perhaps more than for any other North American landscape. Most importantly, regional food traditions retain ancient and historical food preparation practices and cooking techniques unique to the southwest as part of the region’s intangible heritage.

The Santa Cruz Valley’s heritage foods include wild desert food products, historically cultivated crops, fermented foods, roasted and baked goods, meats, and cheeses unique to the region. Wild harvested specialties include pods of mesquite trees; wild greens; cactus fruits, buds, and pads; the spinach-like greens of desert amaranths; and non-bitter acorns.

Among the most culturally significant wild food resources, the giant saguaro cactus has provided fruit for the indigenous peoples of the region for thousands of years. The local Tohono O’odham people harvest the ripe fruit, called bahidaj, in the hot months of summer for use in rituals to encourage the arrival of monsoon rains. Mesquite is the most common tree of the desert southwest, and Native Americans relied on the mesquite pod as a dietary staple from which they made tea, syrup, and ground meal called pinole.

Maize, beans, and squash are a tropical Mesoamerican crop complex known collectively as “the three sisters,” and have generated immense varietal diversity through a co-evolutionary history with their human caretakers. They provide nutritional and agro-ecological balances throughout the Americas and especially in the Santa Cruz Valley. The first maize arrived in the Santa Cruz Valley from Mexico more than 4,000 years ago, marking the beginning of a cultural transition from foraging to agrarian societies in southwestern North America, and the beginning of the longest continuous agricultural history documented in what is now the U.S.

Unique fruit stocks introduced during the Spanish Colonial period continue to grow in private gardens and orchards in the oldest settled areas throughout the Santa Cruz Valley. They are inventoried, propagated, and used to re-establish historic orchards and are available for sale in plant nurseries. Dried and ground chiles, cumin, oregano, and other Mexican spices are also locally produced and packaged.

A typical gastronomic presentation of the heritage foods of the region might include the nutty O’odham tepary beans topped with a hot sauce from the fiery native chiltepín; translucent White Sonora wheat tortillas the size of bicycle wheels; a hot, ground-corn porridge called atole; an alcohol made from local agave varieties known as bacanora; wine made from mission grapes; and a sweet preserve made of quince fruit. Even a food as commonplace as the tortilla has two variants in the Santa Cruz Valley that are hardly found elsewhere in the

world and whose preparation must be handed down generation to generation.

The heritage foodways, farming, and ranching practices of the Santa Cruz Valley are eclectic, building on many cultural influences and many improvisations pioneered by local innovators. Exemplifying the dynamic nature of its culinary heritage, local chefs, home cooks, and festivals have continued to improvise, revitalize, and embellish the regional cuisine. It is a dynamic suite of traditions, honoring its past while continually fostering culinary innovations using unique regional ingredients.

These heritage foods are representative of the many living cultural traditions that thrive within the Santa Cruz Valley today. They are perceived as a source of identity and vitality for the people who live within the Santa Cruz Valley National Heritage Area. (Alliance 2014:5,8-12)



**Local farmers grow foods adapted to the Santa Cruz Valley's desert environment.**

#### **5.4.1 Heritage Food Initiatives**

Heritage foods can be described as “locally produced foods tied to the region’s history and cultural identity.” This definition provides for the promotion of wild-harvested desert food products, historically cultivated crops, foods that are culturally unique to this region, and modern crops that continue the agricultural traditions of the Santa Cruz Valley. (Alliance 2009:1)

The Santa Cruz Valley’s heritage foods have been the topic of study of food specialists such as those at The Southwest Center of the University of Arizona’s College of Behavioral and Social Sciences. Numerous books and papers have been published.

To help showcase this agricultural history and better connect the community with it, the Santa Cruz Valley Heritage Alliance launched a Heritage Foods Program in 2008 highlighting the locally produced foods tied to the region's history and cultural identity. The Heritage Foods Program included several projects in collaboration with a variety of community partners, from hosting the region's first heritage foods symposium and developing a Local & Heritage Foods Directory, to co-sponsoring farm and garden tours and developing a regional food brand concept, the heritage foods program created new regional partnerships and fostered broader community awareness of the National Heritage Area's rich agricultural history.

These projects were significant and will be re-established now that the National Heritage Area has been designated. The Local & Heritage Foods Directory, for instance, could be updated and republished. Its purpose was to increase consumer awareness of the abundance of local and heritage foods produced throughout the Santa Cruz Valley and to promote the increased availability of local heritage foods by connecting local producers with restaurants and grocery stores.

#### **5.4.2 Tucson City of Gastronomy**

The most significant outcome of the Heritage Foods Program was the 2015 designation of Tucson as a UNESCO Creative City of Gastronomy, the first in the U.S. The application for designation was prepared by the Heritage Alliance in partnership with the City of Tucson and The Southwest Center of the University of Arizona in 2014, and then revised and resubmitted by the City of Tucson in 2015.

Tucson has a vibrant gastronomic community, with well-known and award-winning chefs, restaurants, food writers, publications, media venues, tourist destinations, and annual events. With the City of Gastronomy designation, Tucson joined the UNESCO Creative Cities Network, an association of urban areas around the world recognized for their exemplary efforts in using cultural heritage and creativity for sustainable development.

The City of Gastronomy designation has increased awareness of the Santa Cruz Valley's rich agricultural history, food traditions, and culinary distinctiveness. It also provides an international platform to share best practices for cultural and economic development based on the region's food heritage and culinary assets.

Tucson City of Gastronomy is a non-profit organization formed in 2016 to manage the UNESCO City of Gastronomy designation of Tucson and its southern Arizona foodshed. Its mission is "Growing a sustainable desert community by supporting our creative food cultures."

The City of Gastronomy designation and program is significant, placing Tucson and the Santa Cruz Valley among an elite group of cities internationally known and promoted for their agricultural heritage and its influence on modern cuisine. Visit Tucson's Tourism Master Plan emphasizes the designation as a primary cultural initiative, establishing the region as a culinary destination. The plan proposes developing products and experiences that allow travelers the opportunity to experience the region's rich agricultural heritage, thriving food

traditions, and culinary distinctiveness.

In re-establishing its Heritage Foods Program, the Heritage Alliance and partners will collaborate with Tucson City of Gastronomy and seek to extend heritage foods programming throughout the National Heritage Area.

**ACTION: Re-establish a Heritage Foods Program as a National Heritage Area initiative focused on assisting partners in developing and promoting heritage food initiatives throughout the National Heritage Area.**

*Timeframe and Responsibility: Short and medium-term action of the Heritage Alliance and National Heritage Area partners.*

**ACTION: Collaborate with partners such as Tucson City of Gastronomy and Visit Tucson in developing, supporting, and promoting heritage food initiatives.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance.*

## 5.5 RECREATION AND THE OUTDOORS

In keeping with the theme of well-being, the Santa Cruz Valley is well known for the many recreational opportunities available to residents and visitors. People who love the outdoors and desert landscape are attracted to the region, many first to visit and later to make it their home.

Recreational opportunities are available for practically every interest and capability. Certain opportunities, however, are particularly characteristic of the Santa Cruz Valley's desert and mountain landscapes and have unique attraction. Among these are hiking, bicycling, horseback riding, off-road driving, rock climbing, and camping. Recreational opportunities that connect people with the outdoors and the Santa Cruz Valley's unique natural environments combine attraction for people with interest in personal exercise, health, and well-being and with interest in and a quest for nature experiences.

### 5.5.1 Actions of Partners

A variety of partners within the National Heritage Area are taking actions to develop, enhance, and protect recreational resources. These partners include governmental bodies, entities responsible for management of publicly accessible recreational areas, non-profit organizations, and tourism organizations.

At the policy level, governmental bodies have undertaken extensive programs for the expansion and development of parks and publicly accessible recreational areas and facilities. Notable has been Pima County's expansion of its mountain park system, such as the 20,429-acre Tucson Mountain Park, 4,010-acre Cienega Creek Natural Preserve, and 2,577-acre Colossal Cave Mountain Park. Envisioned in implementation of the county's Sonoran Desert Conservation Plan, these and other county parks combine natural resource protection with recreational opportunities that promote public experiences with and education about natural resources.

Other county and municipal parks throughout the National Heritage Area feature both active and passive recreational resources. Active recreational facilities are part of the local municipal service infrastructure and are intended primarily for neighborhoods and residents. Passive recreational facilities are intended for both residents and visitors and are the primary focus of this management plan.

Saguaro National Park is a popular visitor destination at both its Rincon Mountain (east) and Tucson Mountain (west) Districts. Trail networks provide access to a wide variety of desert and mountain landscapes and offer recreational experiences. The park's high visitation has led to development of sustainable tourism practices to relieve congestion and enhance visitor experience. Tumacácori National Historical Park and the Juan Bautista de Anza National Historic Trail have potential for additional visitation and recreation.

Recreational opportunities on the region's extensive federally owned public lands are perhaps best exemplified by those within Coronado National Forest, particularly the Santa Catalina Mountains and Santa Rita Mountains, which are primary visitor attractions within the National Heritage Area. Public recreation is the primary land use category for the National Forest, and its management is addressed in the 2018 *Coronado National Forest Land and Resource Management Plan* discussed in Chapter 2.

Developed recreational areas within the National Forest offer facilities popular with the general public, such as scenic roads, vista points, campgrounds, picnic areas, visitor centers, trail heads, and lakes. Roaded backcountry, wild backcountry, and wilderness areas offer a range of dispersed motorized, non-motorized, and quiet recreation uses where the natural character and recreation settings are retained and development is limited.



**Vista point on the Sky Island Scenic Byway in the Santa Catalina Mountains, a primary visitor attraction within the Santa Cruz Valley.**

In March 2021, Coronado National Forest published its *Sustainable Recreation Action Plan 2021-2025*. The plan outlines specific actions to be taken within the National Forest under the four themes of Developed Recreation, Trails and Wilderness, Access and Dispersed Recreation, and Tourism and Community. The plan's vision *renewing body and spirit, inspiring passion for the land* is aligned with the vision and goals of this National Heritage Area management plan and the regional tourism concept of well-being.

Many of the Action Plan's recommendations are specific to the internal operation of the National Forest. Others parallel initiatives being considered or implemented by other National Heritage Area partners at their sites. These include physical improvements to facilities, creating volunteer stewardship programs, community-based trail planning, trail maintenance priorities, engagement of more diverse audiences, effective use of media for public information, and others. Actions are to be applied to the recreational facilities within the National Heritage Area and exemplify the actions partners are taking to develop, enhance, and protect recreational resources.

Projects being planned and implemented within Coronado National Forest are listed in a Schedule of Proposed Actions, which is available online and organized by Ranger District. Proposed projects planned for the Sky Island ranges within the boundaries of the Santa Cruz Valley National Heritage Area are easily identifiable. Projects include infrastructure improvements to developed recreational areas, trails maintenance projects, and initiatives to improve operations and visitor experience. The Schedule of Proposed Actions is discussed further in Chapter 2 and is a means through which National Heritage Area partners can maintain awareness of and provide input on proposed actions within the National Forest's recreation areas.

The National Heritage Area and its partners will maintain ongoing communication with the U.S. Forest Service to confirm which actions, projects, and priorities might be coordinated with and/or supported by National Heritage Area initiatives. The Action Plan is an example of thoughtful planning undertaken by one National Heritage Area partner that could be coordinated with those of other partners and regional recreational planning efforts.

Chapter 2 of this management plan, *Thriving Ecosystems and Biotic Communities*, discusses conservation and natural resources protection efforts of National Heritage Area partners within six conservation landscape areas in the Santa Cruz Valley. In addition to those undertaken on publicly owned lands, the role of private preserves is significant. The Sonoita Creek Valley, for example, includes The Nature Conservancy's Patagonia-Sonoita Creek Preserve, Borderlands Restoration Network's Wildlife Preserve, Tucson Audubon Society's Paton Center for Hummingbirds, and the Nash Family's Circle K Ranch.

Each of these privately owned sites offers recreational opportunities to the public. The watershed management plan being implemented by these partners and discussed in Chapter 2 includes conservation goals to increase public visitation, ecotourism, and understanding of the valley's natural areas. The plan is representative of the actions privately owned preserves are taking to improve and enhance recreational opportunities.



### 5.5.2 Recreational Tourism

As the official destination marketing organization for Tucson, Oro Valley, and Pima County, Visit Tucson promotes recreational and outdoor activities through its website, promotional materials, and marketing.

In the Tourism Master Plan, as discussed earlier in this chapter, Visit Tucson includes recreation and outdoor activities under the themes of physical and spiritual well-being. As a primary initiative under the theme of physical well-being, the Tourism Master Plan emphasizes bicycling, particularly with regard to bicycling events and group tours.

The Plan notes that Tucson—consistently ranked as one of the best bike cities in the U.S. by national bicycling magazines and organizations—has a unique competitive advantage in the category of bicycling, including road biking, mountain biking, competitive racing, recreational biking, and biking The Loop is a 131-mile car-free network of shared-use paths nominated as the best recreational trail in the nation in USA Today's 2021 "10 Best Readers' Choice" travel award contest. The Metro Tucson area, with more than 1,000 miles of bike lanes, shared-use paths and residential bike routes and the annual El Tour de Tucson that attracts cyclists from all over the world, offers excellent infrastructure, venues, events, and resources to serve residents and visitors.



**Bicycling in Saguaro National Park.**

Recreational strategies for the National Heritage Area are envisioned as being more individualized and personal, as opposed to large events. With respect to bicycling, the rural roads of the National Heritage Area beyond the urban center are excellent venues for individual and small group experiences and will be promoted along with mountain biking on designated trails and back-country roads. Cienega Creek, the Sonoita Plain, and Sonoita Creek are important biking

areas using the Patagonia-Sonoita Scenic Road as a primary corridor and Patagonia as a regional community anchor. Biking could be combined with visits to wineries as targeted destinations within the Sonoita Plain vicinity.

The Patagonia Mountains are particularly known for their back-country roads. Coronado National Forest and other public lands identify specific routes appropriate for off highway vehicles within their boundaries. However, unauthorized use of off highway vehicles has become a significant management problem as users drive off of designated routes across the open landscape causing damage to natural environments. Emphasis on education and approved off-road practices will be part of the recreational program for off highway vehicles. Damage has been particularly heavy on open lands adjacent to developed areas, as discussed in Chapter 2.

### **5.5.3 Recreational Planning**

Stakeholders consulted in preparation of this management plan suggest the need for comprehensive trail and outdoor recreation planning at the large landscape level within the National Heritage Area. At present, recreational areas tend to operate largely in isolation without focus beyond their own boundaries. Large-scale recreational planning could coordinate policies and use opportunities between different recreation areas and plan for physical connections and infrastructure on a regional scale. Landscape level trail maps, for instance, could be prepared to show how different recreation areas connect to each other.

Stakeholders note that trails of various types are prevalent within certain areas, such as Coronado National Forest, but often do not connect beyond boundaries or between individual recreation areas, preserves, or communities. Some large, open landscape areas have very limited or no trails at all, such as in the vicinity of Empire Ranch.

Regional recreational landscape planning could identify places where trails of different types might be created or improved and connections made between parks, preserves, and communities. The Cienega Creek and Sonoita Creek Valleys have been suggested for such large-scale recreational planning. The Upper Santa Cruz River Valley would also be appropriate, connecting the Anza Trail and other trails to each other and to surrounding communities, national park units, and adjacent natural areas. The National Heritage Area could collaborate as a regional convener and facilitator for such initiatives.

### **5.5.4 Presentation, Promotion, and Enhancement**

The National Heritage Area and partnering recreational sites and businesses have the opportunity to offer a comprehensive presentation of recreational experiences available within the Santa Cruz Valley. The full range of recreational opportunities will be included organized by type of activity and coordinated between sites. The National Heritage Area's focus will be on passive recreation and individual, personalized experiences, as mentioned above.

The proposed recreational presentation will be organized in concert with the recommendations for interpretation of the primary interpretive theme *Desert Abundance – Diversity of Natural Systems and Biotic Communities*, discussed in

Chapter 4. Cultural themes are also relevant to some recreational resources, such as the Anza Trail, discussed further below. Recreation will be an integral part of the heritage area-wide interpretive presentation outlined in Chapter 2 and will use the National Heritage Area branding, website, publications and media, and orientation as discussed therein. Nature enthusiasts and recreational users are among the target audiences for National Heritage Area interpretation listed in Chapter 2.

Proposed National Heritage Area focus on trails, hiking, and birdwatching is discussed further below, however all forms of available recreation may be included in the National Heritage Area presentation. The presentation of recreational opportunities will be aligned with Goal 1 of this management plan supporting stewardship of natural resources: *Deep public engagement with the Santa Cruz Valley's biotic and cultural landscapes and enduring public support for their stewardship*. The Heritage Alliance will work with National Heritage Area partners to enhance, expand, and coordinate recreational experiences offered throughout the Santa Cruz Valley but particularly within the region's natural landscapes.

**ACTION: Promote the wide range of recreational opportunities and experiences available throughout the National Heritage Area.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance.*

**ACTION: Prepare a comprehensive, coordinated presentation of recreational opportunities as part of the heritage area-wide interpretive presentation outlined in Chapter 4.**

*Timeframe and Responsibility: Medium-term action of the Heritage Alliance.*

**ACTION: Collaborate with and support partners undertaking regional recreational planning that connects landscapes, recreation areas, and communities and that coordinates opportunities, policies, programs, and initiatives.**

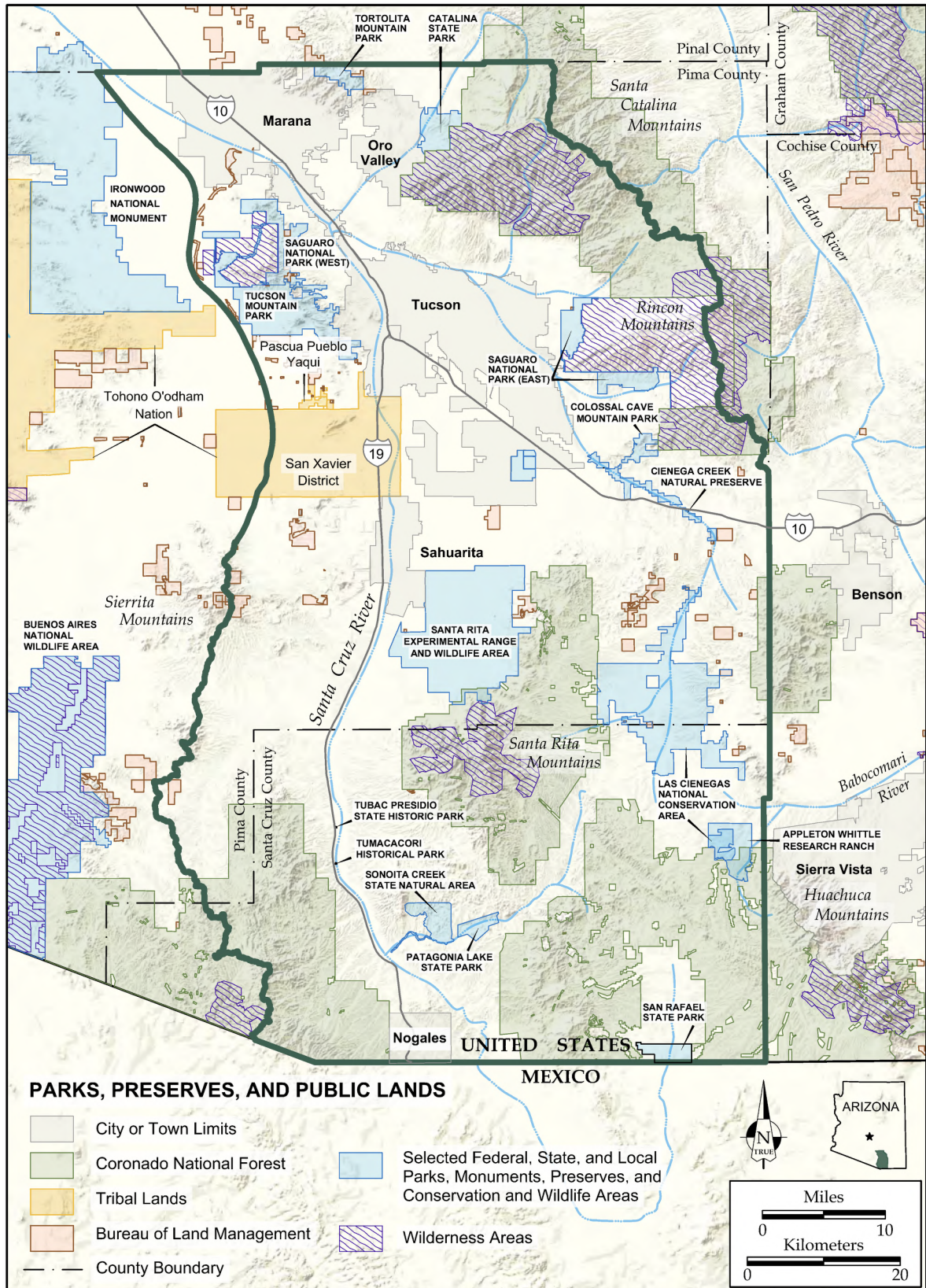
*Timeframe and Responsibility: Long-term action of Pima and Santa Cruz Counties, the Heritage Alliance, Interpretive Committee, and National Heritage Area partners.*

**ACTION: Support enhancement of recreational experiences through orientation, interpretation, education, planning, infrastructure, and programming.**

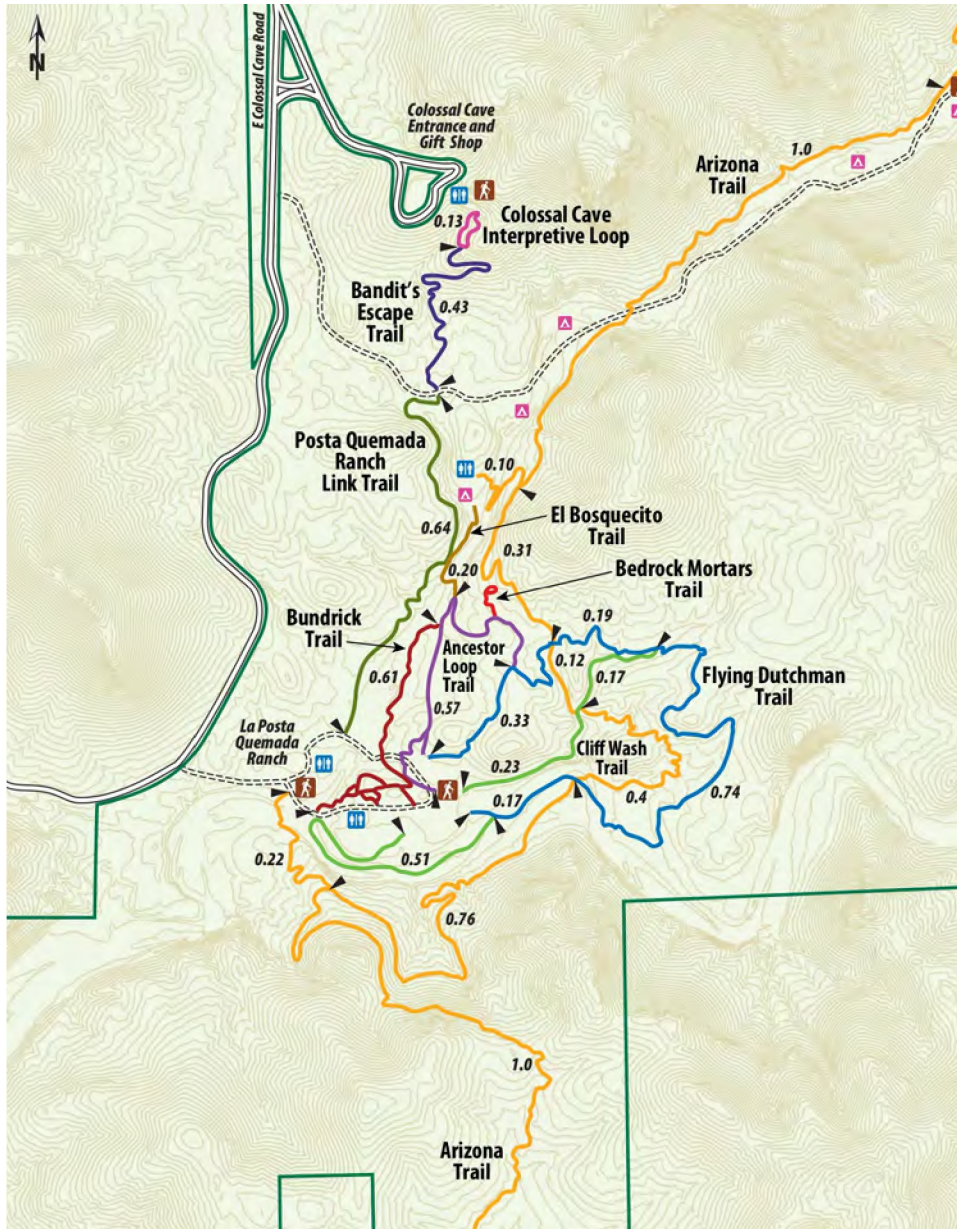
*Timeframe and Responsibility: Medium and long-term action of the Heritage Alliance, Interpretive Committee, and National Heritage Area partners.*

**ACTION: Use recreational experiences to promote the stewardship of natural resources and responsible recreational practices.**

*Timeframe and Responsibility: Medium and long-term action of the Heritage Alliance and National Heritage Area partners.*



Parks, preserves, and public lands within the National Heritage Area.



Trails within Pima County's Colossal Cave Mountain Park—an example of a high-quality trail system within a local park or preserve. The Colossal Cave trails connect with the regional Arizona Trail.

### 5.5.5 Trails, Hiking, and Nature

The Santa Cruz Valley National Heritage Area will have a particular focus on trails and hiking that engage residents and visitors with the natural landscape in personal and meaningful ways. The Santa Cruz Valley has nature parks, preserves, and public lands with hiking trails appropriate to different levels of experience and capability, from accessible paved trails to back-country trails for experienced adventurers.

There are more than 600 miles of publicly accessible trails within the National Heritage Area available to hikers, equestrians, and cyclists. Crossing the region is

a portion of the 800-mile Arizona National Scenic Trail spanning the state from Mexico to Utah. The many trails provide access to landscapes that would be unavailable otherwise. Many trails are available through developed trailheads with parking, restrooms, picnic tables, and other amenities. Others are more remote and provide unique experiences of natural desert and mountain landscapes. Many trails are interpreted by their managing entity.

Regionally, the Juan Bautista de Anza National Historic Trail provides a trail spine along the entire length of the Santa Cruz River within the National Heritage Area. Similarly, the Arizona National Scenic Trail provides a trail spine through the Sky Island ranges from the Canola Hills north through the Santa Rita and Santa Catalina Mountains. At the national level, the Anza Trail is managed and supported as a unit of the National Park Service, while the Arizona Trail is administered by the U.S. Forest Service. Both are primary partners of and resources for the Santa Cruz Valley National Heritage Area. A proposed Butterfield Overland Trail National Historic Trail is also in the process of being considered for designation and will pass east-west paralleling Interstate 10 to Tucson through the Santa Cruz Valley.



Route of the Juan Bautista de Anza National Historic Trail within the National Heritage Area showing the locations of developed trailheads. (Anza Trail 2018)

With respect to recreational resources, the National Heritage Area will focus particularly on trails, working with partners to promote, expand, end enhance trail experiences. The National Heritage Area will organize a comprehensive presentation of trail opportunities organized by landscape, type, and visitor capability. As discussed above, the presentation will be integral to the

interpretive presentation outlined in Chapter 4 and made available through the National Heritage Area website, publications, media, and orientation materials. Interpretation of individual trails and groups of trails will be developed over time, in close collaboration with trail stewards, and presented online, at trailheads, through guidebook maps and brochures focused on each trail's experience and natural landscape.



Route of the Arizona National Scenic Trail (orange line) through the Sky Island mountains of Coronado National Forest and the National Heritage Area. (Arizona Trail 2020)

The National Heritage Area should collaborate with and support partners who are taking the lead in trail planning and development, working to expand the regional trail system.

**ACTION: Concentrate on trails and hiking as a primary recreational and promotional focus of the National Heritage Area.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance and National Heritage Area partners.*

**ACTION: Prepare a comprehensive presentation of trails, trail experiences, and trail landscapes integral with the heritage area-wide interpretive presentation outlined in Chapter 4.**

*Timeframe and Responsibility: Medium-term action of the Heritage Alliance Interpretive Committee, and National Heritage Area partners.*

**ACTION: Support partners in the coordinated interpretation of trail landscapes online and through onsite exhibits, maps, guides, and other media.**

*Timeframe and Responsibility: Short and medium-term action of the Interpretive Committee and National Heritage Area partners.*

**ACTION: Collaborate with and support partners who are taking the lead in trail planning, development, and enhancement, working to expand and interconnect the regional system.**

*Timeframe and Responsibility: Long-term action of the Heritage Alliance, Interpretive Committee, and National Heritage Area partners.*

**ACTION: Support partners in developing a volunteer corps for trail maintenance and stewardship.**

*Timeframe and Responsibility: Medium-term action of the Heritage Alliance and National Heritage Area partners.*

### 5.5.6 Birdwatching

Southeast Arizona is one of the top five destinations for birding in the U.S., giving birders the opportunity not only to encounter literally hundreds of U.S. bird species, but also to encounter species from Mexico and Central America that can be found in the U.S. only in Southeast Arizona. The region also has the most hummingbird species of anywhere in the U.S. Birdwatching is featured as a National Heritage Area sub-theme or storyline for interpretation as discussed in Chapter 4 of this plan.

Along with trails and hiking, it is suggested that the National Heritage Area focus on birdwatching as a recreational priority. The National Heritage Area will collaborate with the Tucson Audubon Society in this effort as the lead entity for birding within the National Heritage Area and Southeast Arizona. Their annual Southeast Arizona Birding Festival is an important event that may be supported and promoted.

As outlined in Chapter 4, opportunity exists for a simplified and more robust online presentation of birding sites within the National Heritage Area, coordinating with the planned state-wide Arizona Birding Trail website. It is suggested that such a presentation be undertaken in partnership with the Tucson Audubon Society and other potential partners, and could be hosted on their website or the National Heritage Area website. The website will provide background context on habitats and species and information on birding sites, birding festivals and events, and special birding opportunities.

**ACTION: Concentrate on birdwatching as a primary recreational and promotional focus of the National Heritage Area in collaboration with the Tucson Audubon Society and/or other appropriate partners.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance and NHA partners.*

**ACTION: Coordinate in development of a comprehensive regional website presentation on birding and birding sites.**

*Timeframe and Responsibility: Medium-term action of the Heritage Alliance in collaboration with NHA partners.*



## 5.6 CONNECTING AND CREATING EXPERIENCES

A central task for the National Heritage Area is the promotion of existing heritage experiences offered by partners throughout the Santa Cruz Valley. In addition, the National Heritage Area will work with partners in developing new heritage tourism experiences for residents and visitors. In tourism parlance this is called product development.

New experiences may be proposed by existing partners and sites as extensions and enhancements of existing offerings, as new connections between existing programs or sites, or as entirely new initiatives. There is also the potential for the National Heritage Area to coordinate groups of partners in new collaborative initiatives or for the National Heritage Area to lead an initiative of its own.

New heritage experiences may be created across the range of National Heritage Area topics that have been discussed in this and other chapters of the management plan—interpretation, education, recreation, heritage foods, cultural traditions, conservation, and others. Experimentation with small-scale programs is encouraged. Successful programs could later be expanded in a phased manner.

Key audiences for new experiences are heritage visitors and seasonal residents, both of whom are actively seeking new and engaging opportunities and whose activities support the local economy. But as with most of the National Heritage Area programs suggested in this plan, residents are the primary audience, seeking to engage them to reinforce regional identity, enhance quality of life, and for support for the stewardship of natural and cultural resources. Residents encompass a wide variety of different potential groups and range of interests.



New heritage experiences may be offered along a wide range of activities or interests.

Generally speaking, new National Heritage Area experiences will be crafted to the characteristics and tendencies of heritage travelers and should be small scale, personal, and authentic, oriented to individuals, couples, and small groups. While Visit Tucson and other partners with high-capacity focus on the major tourism markets within the metropolitan Tucson area, the National Heritage Area is best suited to focus on areas outside of metro Tucson.

### 5.6.1 Cultural Heritage Travelers

The term cultural heritage tourism emerged in 2005 at the White House Conference on Cultural Heritage Tourism and soon after was defined by the National Trust for Historic Preservation as “travel to experience places and activities that authentically represent the stories and people of the past and the present which involve historic, cultural, and natural resources.” According to studies, seventy-eight percent of all leisure travelers in the United States participated in at least one cultural or heritage activity.

Those identified as cultural heritage travelers spent more per trip than other travelers, took longer trips, and were more likely to stay in a hotel, motel or bed & breakfast lodging than with family, friends, or self-contained camping. They were slightly older, had a higher level of education, a higher household income, and had traveled more frequently and broadly than travelers as a whole. They engaged in a wide variety of activities, topped by shopping, sightseeing, and visiting national parks, and showed strong interest in a broad range of outdoor recreational experiences and night life.

Cultural heritage travelers want to be active in the outdoors and learn something new. Their quest for distinctive places and meaningful experiences continues to evolve with general cultural and social trends, and currently includes the expectation of authentic local foods, technology that facilitates local encounters, and opportunities for immersion in the local culture(s).



Immersive experiences offer visitors first-person perspectives into local cultures and lifestyles.  
(Photos: left Visit Tucson, center and right NPS)

### 5.6.2 Guidelines for Heritage Experiences

An important goal for the National Heritage Area will be product development in the creation of new heritage experiences that help cultural heritage travelers more deeply understand the distinctiveness of the Santa Cruz Valley through both tangible and intangible assets. As documented throughout this management plan, the Santa Cruz Valley Heritage Alliance and their partner organizations in the region have firmly established high quality programming for both historic sites and cultural experiences and are ready to move to the next level of visitor engagement.

New experiences that could strengthen the already rich collection of attractions and could move travelers' appreciation of the Santa Cruz Valley to a deeper understanding of its distinctiveness will be based upon the following:

- Experiences that offer travelers the opportunity to learn something new while being active in the outdoors;
- Explorations that pair regional stories currently presented in established interpretive settings with new experiences on the landscape itself;
- Programs that capitalize on established gastronomy offerings to leverage interactions with chefs, food artisans, farmers/ranchers and rural agricultural communities;
- Programs that help travelers understand the connections that exist between historic sites and landscapes throughout the region;
- Outdoor experiences (rides, hikes, walks) that are built around sections of established long-distance historic trails;
- Immersive experiences that offer visitors first-person perspectives into local cultures/lifestyles;
- Borderland experiences that help travelers understand the cultural dynamics of the U.S.-Mexico border region;
- Traveler services located near National Park Service units or other public lands that can bring increased economic development to rural communities in the Santa Cruz Valley;
- Stargazing activities for travelers to learn about Dark Skies and the Rights of Nature; and
- Expanded ecotourism programs that are nature-based and conservation directed.

An example of a heritage experience might be a day at a working ranch for a small group of individuals in which they are shown how the ranch works and how the cattle and landscapes are managed, culminating in a dinner featuring heritage foods and entertainment. Similar experiences could be crafted for other cultural venues, such as the Tohono O'odham or Mexican American lifeways.

The process for creating new heritage experiences should be flexible and adapted to the characteristics of the proposed initiative and capabilities of

potential partners. It is suggested that new initiatives be organized as a responsibility of staff with approval of the Heritage Alliance’s Board of Directors and advice from the Interpretive Committee. A process for the encouragement, approval, and implementation of proposals should be established, including to ensure quality control.

**ACTION: Encourage and support partners in the development and implementation of new heritage experiences appropriate to the mission and goals of the National Heritage Area.**

*Timeframe and Responsibility: Medium and long-term action of the Heritage Alliance and Interpretive Committee.*

**ACTION: Undertake the development and implementation of new heritage experiences as a program of the National Heritage Area when possible and appropriate.**

*Timeframe and Responsibility: Long-term action of the Heritage Alliance and Interpretive Committee.*

**ACTION: Develop processes and guidelines for the development and management of new heritage experiences that document initiatives, provide quality control, and plan for future follow-up.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance and Interpretive Committee.*

## 5.7 IDENTITY AND PLACEMAKING

A significant part of the appeal of the Santa Cruz Valley for residents and visitors is the character of its communities and built environment and how they embrace and respond to the character of the natural landscape. Community design and the built environment are important aspects of the Santa Cruz Valley’s identity and are enhanced through creative placemaking.

As discussed earlier in the chapter, placemaking is an approach to community and destination planning that enhances locations within a community, transforming them into attractive gathering places that foster social cohesion, enhance economic well-being, and elevate quality of place for residents and visitors. Placemaking is emphasized as a regional strategy in the aforementioned Tourism Master Plan to attract investment; support visitor-related businesses such as lodging, restaurants, and shopping; and enhance visitor experiences.

Heritage visitors are attracted to authentic places where residents gather and that exemplify local quality of life. Placemaking requires high quality design in new construction combined with the preservation of historic buildings and outdoor community spaces that together demonstrate how traditional cultures have evolved to the present and are part of the region’s living landscape. Community design and placemaking can be used to help address environmental issues as well while capturing and expressing cultural traditions and creating places that are culturally rich, environmentally responsive, and beautiful in which to live.



**Mural featured in placemaking in Tucson.**

Additionally, certain places in the landscape are associated with cultural practices or beliefs of the region's living communities. These traditional cultural places are rooted in the history of these communities and are important in maintaining their continuing cultural identity. The Santa Cruz Valley National Heritage Area has numerous traditional cultural places important to Native American tribes, Mexican Americans, and residents of historic neighborhoods.

Traditional cultural places of the Tohono O'odham include certain mountain peaks, springs, caves, and other natural landmarks; the church and nearby shrines at the San Xavier Mission; and prehistoric archaeological sites they associate with their ancestors. For members of the Pascua Yaqui Tribe,

traditional cultural places include the church and courtyard in the Old Pascua neighborhood where annual Easter ceremonies are performed. In historic barrios and along roadsides, residents with cultural roots in Mexico have built many Catholic shrines honoring saints, the Virgin Mary, deceased relatives, and traditional folk heroes.

These cultural places are part of the regional identity and are tied to the regional sense of design and community expression. Community design and placemaking should take such cultural places and traditions into consideration and incorporate their concepts into the regional aesthetic.

Chapter 3 of this management plan addresses community preservation programs that preserve historic buildings and neighborhoods and incorporate preservation into community revitalization initiatives. Chapter 4 of the plan emphasizes opportunities for community interpretation under the primary interpretive theme *Community of Conservation and Creativity*, emphasizing community design and sense of place as they have been developed within the region.

Through these and other initiatives, the National Heritage Area can support placemaking as it is undertaken by local communities.

**ACTION: Participate in and support local communities in the planning and implementation of placemaking initiatives that enhance quality of place for residents and visitors.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance and Interpretive Committee.*

**ACTION: Assist in coordinating local partners in placemaking initiatives in smaller communities throughout the National Heritage Area.**

*Timeframe and Responsibility: Medium-term action of the Heritage Alliance and Interpretive Committee.*

**ACTION: Encourage the incorporation of cultural themes and historic preservation techniques in placemaking.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance and Interpretive Committee.*

**ACTION: Support the incorporation of environmental measures into placemaking as an expression of the National Heritage Area goal of resilience and adaptation.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance and Interpretive Committee.*



## CHAPTER 6 – MANAGEMENT AND IMPLEMENTATION

Implementation of the National Heritage Area vision for the Santa Cruz Valley is a collaborative effort undertaken by a range of regional partners and stakeholders under the coordination and guidance of the Santa Cruz Valley Heritage Alliance. This management plan describes a program for achieving that vision and is intended for implementation over the next ten to twelve years—the period of the National Heritage Area’s current authorization.

Chapter 6 addresses how the National Heritage Area program will be organized and managed. It includes discussion of the Santa Cruz Valley Heritage Alliance as the National Heritage Area’s “local coordinating entity,” the actions it will take to support the National Heritage Area, and how it will grow as an organization as the National Heritage Area itself evolves.

Forming partnerships among a wide variety of organizations, institutions, agencies, and community groups, in a variety of ways, is a fundamental strategy for accomplishing the actions in this plan. Among the Heritage Alliance’s many roles is the critical one of building relationships with partners. This chapter explores ways of structuring partner involvement and recognizes how partnerships are essential in achieving the plan’s goals.

## 6.1 FOUNDATION FOR MANAGEMENT AND IMPLEMENTATION

As outlined in Chapter 1, National Heritage Areas are nationally distinctive living landscapes designated by Congress for participation in the National Heritage Areas Program administered by the Secretary of the Interior through the National Park Service. Technically, National Heritage Areas are geographic regions. Programmatically, National Heritage Areas are also partnerships of organizations and entities within the designated region collaborating to promote and protect the resources associated with the landscape's distinctive identity.

The Santa Cruz Valley National Heritage Area's designating legislation provides the foundation for management and implementation of the National Heritage Areas Program within the region. The vision, mission, and goals adopted for this management plan further guide how the National Heritage Area's management and implementation will be undertaken.

### 6.1.1 Designating Legislation

The National Heritage Area's designating legislation includes a number of provisions directly related to management and implementation that are specifically addressed in relevant sections of this chapter. In general, however, they are organized under four broad topics. Under the topic of **Administration**, the **Authorities** of the Secretary of the Interior acting through the local coordinating entity in carrying out the management plan are delineated as are the **Duties** of the local coordinating entity (b.1 & 2).

Under the topic of requirements of the **Management Plan**, the legislation states that the plan shall include **comprehensive policies, strategies, and recommendations for conservation, funding, management, and development** of the National Heritage Area (c.2.C.ii), a **program of implementation** for the management plan (c.2.C.iv), and identification of **sources of funding** for carrying out the management plan (c.2.C.v).

The provision of the legislation titled **Evaluation and Report** is important as a critical milestone for management and implementation. The provision states that not later than three years before authority for funding terminates, 2031 for the Santa Cruz Valley National Heritage Area, a **report shall be prepared evaluating the accomplishments of the National Heritage Area** (f.1–3). This evaluation report is the responsibility of the Secretary of the Interior to prepare through the National Park Service. The report is important with respect to the future role of the National Park Service in continued support of the National Heritage Area as well as the National Heritage Area's potential reauthorization.

Finally, the legislative provision on **Authorization of Appropriations** outlines the **potential for funding** for the National Heritage Area and **requirements for cost-sharing**. This provision also establishes the date of **termination of the authority** for assistance to the National Heritage Area as 15 years after the date of enactment, or 2034 for the Santa Cruz Valley National Heritage Area (g.1–4).



These provisions of the designating legislation and their requirements are discussed in more detail in subsequent sections of this chapter where their fulfillment is addressed.

### 6.1.2 Vision, Mission, and Goals

The National Heritage Area’s vision, mission, and goals as articulated in Chapter 1 provide a conceptual framework which chapters of the management plan address. Goal 2 on **Collaborative Partnerships** is specifically related to how the National Heritage Area program in the Santa Cruz Valley will be implemented. It states the goal of establishing *collaborative partnerships among organizations and individuals within the Santa Cruz Valley with a shared regional vision and the actions necessary to achieve it.*

Goal 2 affirms that the National Heritage Area is a partnership endeavor—organizations and individuals working together toward a common vision. Identifying and coordinating collaborative relationships among partners and stakeholders is a primary goal and activity of the National Heritage Area. Each partner and stakeholder contributes according to its own interests and capabilities and benefits through support for its programs and mission. This chapter on management and implementation outlines how the National Heritage Area’s partnership structure might work.

### 6.1.3 Summary – Organization, Roles, and Strategic Priorities

The Santa Cruz Valley National Heritage Area is managed by the **Santa Cruz Valley Heritage Alliance, Inc.** (Heritage Alliance), which is the federally designated “local coordinating entity” for the National Heritage Area, with guidance from its **Partnership Council**, an advisory council made up of partners and stakeholders participating in the National Heritage Area program. In addition, three **Partnership Committees** are envisioned, one each for conservation, historic and cultural preservation, and interpretation/education as outlined in the plan. Each of these entities is described in this chapter.

The Partnership Council and Partnership Committees will provide guidance to the Heritage Alliance on strategic priorities in implementation of the National Heritage Area program over time. In general, there are six basic roles that the National Heritage Area may play, each of which is incorporated into the actions delineated in the preceding chapters as appropriate. They include:

- **Convener**—for regional dialogue among partners and stakeholders on specific topics to coordinate their independent initiatives and work.
- **Collaborator**—with partners in implementation of a joint program, project, or initiative.
- **Promoter**—raising public awareness about the independent initiatives and work of partners.
- **Leader**—actively coordinating the work of partners in implementation of a program that may be of local, community, regional, or heritage area-wide benefit.

- **Direct Supporter**—targeting National Heritage Area funding or other resources in direct support of a specific partner project or program.
- **Project Implementer**—the Heritage Alliance undertaking an independent project of benefit to partners and/or the National Heritage Area.

As described in the preceding chapters, there are many types of projects and programs being undertaken by partners and stakeholders throughout the Santa Cruz Valley that align with the goals of the National Heritage Area program as presented in this management plan.

Across the topics addressed in this management plan—conservation, preservation, interpretation, education, recreation, tourism—it was found that in the northern, metropolitan region of the National Heritage Area substantial, capable organizations exist in both the public and private sectors that are leading initiatives of relevance to the National Heritage Area and this management plan. In these cases, the role of the National Heritage Area is primarily that of convener, collaborator, or promoter.

As a *convener*, the National Heritage Area is a place where partners may meet to exchange information and coordinate activities. As a *collaborator*, the National Heritage Area may work directly with partners in planning, raising funds for, and implementing specific initiatives. As a *promoter*, the National Heritage Area may work to raise public awareness about issues or initiatives through its website, media, publications, interpretation, or other means.

In more rural areas of the National Heritage Area, topics of interest to the management plan are often represented by smaller public or private entities, often through significant participation by volunteers. In these cases, the role of the National Heritage Area may be primarily that of a leader, direct supporter, or project implementer.

As a *leader*, the National Heritage Area may coordinate local partners in planning and implementation of an initiative, providing project management through a Partnership Committee and/or staff to move the project along. As a *direct supporter*, the National Heritage Area may provide or help raise funding or other resources to be granted directly to a partner who is responsible for implementing a specific project or program. As a *project implementer*, the National Heritage Area may undertake projects of its own, generally implemented by staff with oversight by the Heritage Alliance Board of Directors.

Decisions on strategic priorities will be based on opportunities, needs, available resources, and the capabilities of partners and the Heritage Alliance. Of particular importance will be the question of which projects or initiatives will provide the most benefit and impact given the resources available and how they can be used most effectively.

In general, issues related to the environment and conservation are most critical to the Santa Cruz Valley over the long term, including those related to water, climate change, and habitat as discussed in Chapter 1. For the most part, however, these issues must be addressed through leadership of the region's

large-scale public and private sector entities. The role of the National Heritage Area is primarily that of a promoter, raising public awareness of the significance of natural resources and the issues related to them, and building public support for stewardship initiatives. That includes promoting the conservation and stewardship actions of partners in protecting natural resources throughout the National Heritage Area.

Larger, long-term projects are most likely to be accomplished through collaboration, where several partners with capabilities may be able to access funding or other resources from a variety of sources toward a given project in phases over time. Other national heritage areas that implement large-scale trail projects using federal, state, and local funding sources are examples of such initiatives.

Smaller, high-impact initiatives that yield targeted benefits and can be conducted wholly by specialized partners experienced in such activities are most appropriate for direct support. Educational programs for young people as outlined in Chapter 4 are an example of such initiatives and will be a priority.

In summary, the Heritage Alliance and its partners will determine priorities for the implementation of actions outlined in the management plan as well as the appropriate role of the National Heritage Area related to topics and actions.

**ACTION: Prioritize actions to be undertaken based on opportunities, needs, available resources, the capabilities of partners and the Heritage Alliance, and the most benefit, given available resources and how they can be used most effectively.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance and National Heritage Area partners.*

## 6.2 SANTA CRUZ VALLEY HERITAGE ALLIANCE

The designating legislation identifies the Santa Cruz Valley Heritage Alliance, Inc. (Heritage Alliance) as the local coordinating entity for the Santa Cruz Valley National Heritage Area and outlines its authorities and duties with respect to that role. The Heritage Alliance is incorporated as a non-profit corporation in the State of Arizona and is recognized as a 501c3 tax exempt non-profit status from the IRS.

In addition to leading the National Heritage Area designation, the Heritage Alliance has been active putting the heritage area concept into effect within the Santa Cruz Valley. Since 2005, the Heritage Alliance implemented a variety of heritage-based community education and tourism promotion programs. Among its accomplishments were the co-sponsorship of programs such as heritage festivals, heritage speakers' series, and cultural workshops; development of an online, interactive heritage tourism map; launching of a heritage foods program and brand; and publication and distribution of a Local and Heritage Foods Directory.

Among the Heritage Alliance's most significant accomplishments was its partnership with the City of Tucson and University of Arizona in preparation and

submission of a successful application for Tucson’s recognition by UNESCO as an international City of Gastronomy, discussed in Chapter 5 of this management plan.

Passage of the federal legislation was completed in March 2019 with the signing of *Public Law 116-9, John D. Dingell, Jr. Conservation, Management, and Recreation Act* into law. The Santa Cruz Valley Heritage Alliance was reinstated as a non-profit corporation and became active in assuming its role as local coordinating entity. The many organizations involved in the original establishment of the Heritage Alliance and preparation of the Feasibility Study remain active with the Heritage Alliance today.

As stated in its Articles of Incorporation, the Heritage Alliance is initially engaging in activities including serving as local coordination entity of the Santa Cruz Valley National Heritage Area and providing educational programs and opportunities to the general public as part of the operations and activities of the National Heritage Area.

Through its years of activity, the Heritage Alliance is experienced in the role of a local coordinating entity as described in the designating legislation. Since designation, the Heritage Alliance has established relationships with the National Park Service, reengaged with a broad range of partners and stakeholders, redesigned its brand and website, planned and implemented several early action projects, undertaken preparation of this management plan, and hired staff.

### 6.2.1 Authorities and Duties

The designating legislation outlines the framework of the National Heritage Area program by delineating the **Authorities** of the Secretary of the Interior (delegated to or through the National Park Service) acting through the local coordinating entity (Heritage Alliance) in the use of federal funds in carrying out the approved management plan. These Authorities include:

- Making **grants** to partners;
- Entering into **cooperative agreements** with or providing **technical assistance** to partners;
- Hiring **staff**;
- Obtaining **money or services** from other sources, including other federal sources;
- **Contracting** for goods and services; and
- **Being a catalyst** for other activities that further the National Heritage Area consistent with the approved management plan.

Among the **Duties** ascribed to the Heritage Alliance as local coordinating entity are:

- Preparation of this **management plan**;
- **Assisting partners** in carrying out the approved management plan;
- Considering the **interests of partners** in developing and implementing the management plan;

- Conducting **public meetings** at least semi-annually;
- Submitting an **annual report** and being available for **audits**; and
- Encouraging **economic viability** consistent with the National Heritage Area.

The Heritage Alliance is to assist partners in the management plan's implementation through programs and projects, interpretive exhibits and programs, recreation and education, public awareness, protecting historic sites, signage, and promoting partnerships. These means are reiterated in the legislation's stated requirements for the management plan as well, as described in Chapter 1 and each of the subsequent chapters of this management plan as appropriate. The statement that the Heritage Alliance shall *assist partners* in implementation of the management plan underscores that the National Heritage Area is a partnership program.

Where federal funds are used by partners through grants or other means, funding agreements for use of those funds will also make them available for audit. Federal funds may not be used to acquire property or any interest in property. This requirement does not prohibit the use of funds from other sources for acquisition of property.

### 6.2.2 Board of Directors

The Santa Cruz Valley Heritage Alliance has a decade of experience in working as a non-profit corporation and is comprised of Board members and partnering organizations experienced in non-profit management. In conjunction with requirements of the National Park Service for its role as the National Heritage Area's local coordinating entity, the Heritage Alliance has put best practice policies in place to guide its management and operations. Over time, the Heritage Alliance will continue to grow and develop as a coordinating and leadership entity as its partnership programs grow and new opportunities are presented for implementation of the National Heritage Area vision.

The Heritage Alliance adopted an updated set of Bylaws in 2019 that outline its organizational structure and powers in accordance with requirements of the state of Arizona and best practices for non-profit corporations. The Bylaws outline requirements for a Board of Directors, Officers, Committees, and other aspects of non-profit operations. The stated purpose of the organization is that of a non-profit 501(c)3 corporation under the federal tax code.

As outlined in the Bylaws, the Board of Directors may have not fewer than three (3) nor more than twenty-three (23) Directors each serving 2-year staggered terms aligned with the calendar year. Directors are selected to represent the varying interests of the Santa Cruz Valley National Heritage Area as closely as possible.

The Heritage Alliance's Board of Directors sets policy and direction. It is a governing body that exercises operational authority through its Executive Committee and Executive Director. The Board and Executive Director make spending decisions in the form of an annual budget and work plan. The Executive Director executes those decisions, in particular hiring and guiding staff

and supporting services in managing the National Heritage Area’s day-to-day operations.

The role of the Board of Directors is also to communicate the management plan’s vision, articulate high standards, and track and celebrate the National Heritage Area’s progress. The Board as a whole and individual directors must be passionate advocates for what the Heritage Alliance and National Heritage Area partners can achieve.

The Board is responsible for securing the resources needed to support the programs of the National Heritage Area and the Heritage Alliance’s operations, with the involvement of partners wherever possible. In particular, the Board of Directors is responsible for ultimate decisions on how the Heritage Alliance will spend federal funds and matching (cost share) funds – including but not limited to sharing federal funds with partners through matching grants, as discussed further below.

### ***Board Composition and Development***

The great variety of work that the Board of Directors must undertake is best complemented by a diverse membership. As this management plan is implemented, it is important to focus early on strengthening the Board’s composition. The skills, experience, and critical interests of Directors affect a non-profit board’s ability as a whole to participate in decisions concerning which programs, tasks, and topics to emphasize over time. A diverse composition is more likely to enable the Heritage Alliance’s Board to understand the varied needs of the National Heritage Area, its partners, and its communities.

The National Heritage Area’s designating legislation requires diversity of Board representation. Under the section on *Approval or Disapproval of the Management Plan* the legislation states:

*In determining whether to approve the management plan, the Secretary shall consider whether the local coordinating entity is representative of the diverse interests of the National Heritage Area, including Federal, State, Tribal, and local governments, natural and historic resource protection organizations, educational institutions, businesses, and recreational organizations. (c.4.B.i)*

The Heritage Alliance’s Bylaws take diverse representation into account and include a list of categories of interests that may be represented. Listed categories include:

Agriculture (farming and ranching)	Hotels/motels/B&Bs/resorts
Business (chambers of commerce, etc.)	Natural sites (parks, trails, etc.)
City and county government	Tourism entities (bureaus, councils, etc.)
Citizens at large	Transportation (airports, limos, services, etc.)
Cultural & heritage organizations	Tribal nations (Tohono O’odham, Pascua Yaqui)
Food service (restaurants, etc.)	Ex officio – National Park Service

As the National Heritage Area begins implementation, the Board of Directors will begin to be expanded in a deliberate and phased manner. The Heritage Alliance’s bylaws call for between three and twenty-three Directors; there are

currently six. The Heritage Alliance intends to expand to about twelve Directors. In addition to the range of interests listed in the legislation and the Bylaws, expansion of the Board will be representative of programmatic breadth and geographic range.

Programmatic breadth alludes to focus on the expertise appropriate to the actions prioritized for early implementation, expanding over time as the range of actions and programs expands.

Geographic range alludes to full participation across the geographic area of the National Heritage Area. The Santa Cruz Valley's more rural areas will be well represented, especially given the importance of the National Heritage Area's rural natural landscapes and the programmatic needs and opportunities in these landscapes and in more rural communities.

With respect to the categories of interests listed in the Bylaws, this management plan notes that several of the categories are more directly aligned with the goals and activities of the National Heritage Area than others, including agriculture, business, city and county government, cultural and heritage organizations, natural sites, tourism, and tribal nations. In the phased expansion of the Board, consideration will be given to representatives of organizations willing to commit to the National Heritage Area as partners.

**ACTION: Expand the number of Directors on the Board of Directors in a deliberate and phased manner in accordance with the National Heritage Area's diverse interests and the expertise most appropriate to the phased implementation of the management plan.**

*Timeframe and Responsibility: Short and medium-term action of the Heritage Alliance Board of Directors.*

In recruitment for the participation on the Board, individual capabilities will be considered as well as organizational representation. The skills, experience, and critical interests of Directors affect the Board's ability as a whole to govern and participate in needed tasks. The Board needs variety, good communicators, passionate advocates, people who are willing to ask for support to help develop resources, and people who can put the organization first among their volunteer commitments.

Success in recruiting for purposes of this management plan depends on (1) communicating clearly during the recruitment process how Directors are expected to perform on the Board, working individually and as a whole, and (2) enabling new Directors to gain a clear picture of the status of the organization and its operations.

Individual Directors need not know a great deal about National Heritage Area programs from the beginning if they are experienced from service on other non-profit boards, or if they can contribute expertise in such areas as human resource management or fundraising.

Individuals representing National Heritage Area partners are appropriate for Board service provided that the partner organization they represent are fully aligned with the National Heritage Area program and that any potential conflicts

of interest are avoided. The Heritage Alliance has adopted a robust conflict of interest policy that must be understood and adhered to by Board members.

All members of the Board must understand what they need to do in response to the organization's needs and see how the Board as a whole can work together effectively. Most critical is that Directors are devoted to the organization—the Santa Cruz Valley Heritage Alliance should be their first choice for giving time, attention, expertise, and funds. Directors must determine whether they can or should divide their efforts between the Heritage Alliance and their other obligations. Clear communication of the expectations for Directors and assessment of Board needs will be undertaken on an ongoing basis.

**ACTION: Undertake an annual evaluation of current representation on the Board of Directors and develop plans for expanding diversity and skill sets to support management plan implementation and resource development.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors.*

### **Board Focus**

The Board of Directors is responsible for the strategic direction of the Heritage Alliance and the National Heritage Area. It reviews progress on implementation of the management plan, guides program development and evaluation, and develops a strategic plan and budget to support annual workplans.

It is critical for all members of the Board to be involved in making sure that the Heritage Alliance and the National Heritage Area have as many resources as needed for the success envisioned in this management plan. A separate section of this chapter is devoted to the role and task of resource development. This topic will be a focus for discussion at every board meeting, regardless of whether a specific committee is formed to lead the Heritage Alliance's work on resource development.

The Board of Directors' growth and development, its culture, and its relationships deserve the Directors' attention. Routine examination of the overall health of the organization can be a topic of Governance Committee discussion assisted by surveys and interviews with individual Directors. Discussion of organizational growth can reinforce the learning experience and help the Board make beneficial changes. A Board handbook, as a basic reference for each Director, is a simple tool to enable this larger task. It helps keep close at hand such key documents as current budget and work program, annual reports, meeting schedules, and Board contact information. There are many examples and sample tables of contents available on the Internet.

There is also a wealth of information and guidance to be had on the responsible operations of non-profit organizations, the fiduciary responsibility of non-profit Boards, ethical fundraising, and much more on the web and in print. Many graduate programs focus on non-profit management as well. The University of Arizona's Eller College of Management, McGuire Center for Entrepreneurship offers courses and professional development workshops in non-profit management and could be a resource for ongoing guidance and support.



**ACTION: Establish best practices and set basic standards of excellence for operation as a non-profit and let partners, funders, and the public know such standards are part of the Board of Directors' expectations for doing business.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors.*

**ACTION: Undertake annual Board training and orientation for new Board members.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors/Committees.*

**ACTION: Create a board handbook and update it annually, or as needed.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors/Committees.*

**ACTION: Devote one Board meeting each year to the review and evaluation of progress made on management plan objectives and the development of an annual work plan and budget in support of the goals and objectives of the management plan.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors.*

### 6.2.3 Board Committees

Meetings of the Board of Directors will focus on the big picture and major decisions for which the Board alone must be responsible. Detailed discussion of projects and the activities of partners and staff is generally best handled in committees. Committees are a means through which Board members may be engaged in and informed about projects without spending a great deal of Board meeting time on such updates.

Project-oriented discussion in Board meetings is standard startup mode for National Heritage Areas without a management plan or in the initial stages of implementation of a management plan. For any non-profit organization, a focus on projects can build Board cohesion and experience—they are easy to understand, and most Board members have project experience to lend to the discussion, providing a powerful learning mode for Board discussion and relationship-building.

With the completion of this management plan and the early-action phase, in which management planning priorities have been merged with ongoing projects and programs, the Board of Directors can begin to activate committees to provide project leadership through a phased process.

Committee chairs report to the Board as a whole, in relation to a standing agenda that reflects the National Heritage Area's goals, and help to lead any discussion needed at the Board level.

The Heritage Alliance's Bylaws spell out a flexible process for establishing committees, leaving the number and scope of such committees to the Board.

Only the establishment of an Executive Committee is specifically cited in the Bylaws.

Just as the Bylaws do, this management plan leaves the establishment of committees to the Board's discretion. In discussions during preparation of the management plan, however, two groups of committees have been envisioned for the Santa Cruz Valley National Heritage Area—Board Committees and Partnership Committees.

Board Committees are organized for management of the Heritage Alliance as a non-profit corporation and for its role as the National Heritage Area's local coordinating entity. They are typical of most non-profit corporations, and their membership is generally limited to Board members but may include non-Board members with specialized expertise. The following Board Committees have been envisioned by the Board of Directors for ongoing management of the Heritage Alliance.

**Executive Committee:** Described in the Heritage Alliance Bylaws, the Executive Committee conducts the business of the corporation between regular Board meetings and is comprised at minimum of three Directors, led by the President of the Board. It is customary, however, that the other Officers of the Board be included on the Executive Committee, including the Vice-President, Treasurer, and Secretary. Additional Board members may be included as well, such as any committee chairs beyond those who are also Officers.

The Executive Committee's responsibilities include:

- Supervising the Executive Director and making general administrative decisions for the Board.
- Assessing most current critical issues and identify those requiring Board attention.
- Prioritizing critical issues and developing Board agendas to focus on strategic discussion.
- Determining what the Board needs to *know* and what the Board needs to *do* relative to critical issues.
- Monitoring and ensuring active the engagement and work of committees.
- Providing support and serving as sounding board to the Executive Director.
- Assessing the need for special committees, task forces, or work groups and appointing their members.

The Executive Committee can act as a source of advice for the President on appointments and other operational responsibilities, and as an additional layer of review for certain Board discussions, such as annual budgets. This is also the body that typically leads review of the performance of the Executive Director, unless the organization establishes an independent committee for personnel and operations. The Executive Committee may advise the President on agendas for meetings and other support for the

strategic planning function of the Board, including any special meetings, such as retreats for Board strategic planning and related training.

**Finance Committee:** The Finance Committee is chaired by the Treasurer and addresses annual and monthly budgeting and such other financial management needs as audits and ensures adequate reporting to the Board of Directors. Its responsibilities include:

- Coordinating with the bookkeeper to ensure monthly revenue and expenses are logged accurately.
- Monitoring the financial performance and health of the corporation.
- Assuming primary responsibility for preparing an annual budget in concert with the President and Executive Director.
- Presenting financial reports to the Board in coordination with the bookkeeper.
- Responsibility for supervision of all funds, grants, and other financial instruments, including oversight of federal grants and matching funds.
- Responsibility for the accurate preparation of an annual financial audit by the Heritage Alliance's Certified Public Accountant.

The Finance Committee will also ensure that the Board is adequately informed to understand and participate in financial discussions. Special to a National Heritage Area, a local coordinating entity must administer the annual federal grant, including all of the duties pertaining to reporting and auditing laid out in the designating legislation. Monitoring the spending of federal funds falls within the domain of the Finance Committee, including federal and other funds granted by the Heritage Alliance to partnering organizations, which may also be subject to audit.

In addition, insurance required for the non-profit corporation is associated with a Board's financial responsibilities for which the Finance Committee will take the lead. Liability insurance is required for Directors and Officers, and general liability, automobile liability, workers compensation and employers' liability, and perhaps other forms of insurance are required for the non-profit corporation.

**Governance or Board Development Committee:** A Governance or Board Development Committee is responsible for reviewing and managing requirements of the Bylaws, recruiting and orienting new Board members, arranging for Board training, and in general ensuring that the organization follows best practices for non-profit corporation governance. Its responsibility includes:

- Assuming primary responsibility for coordinating the identification, recruitment, selection, orientation, and training for new Board members.
- Responsibility for the ongoing development and evaluation of the full Board and retention of individual Board members.
- Annually developing and recruiting a slate of Officers to present to the Executive Committee and Board for approval.

- Tracking Board terms.
- Drafting best practice policies to guide the work of the Board and the non-profit Heritage Alliance.
- Developing committees and councils as needed, such as the Partnership Council.

**Fund Development Committee:** Fundraising is a key topic for the Board and a targeted committee on fund development is a meaningful way of addressing that need. The Fund Development Committee provides focus on fundraising and concentrates the time and expertise of a few dedicated individuals on fundraising efforts. The role of the committee is to identify and cultivate opportunities and coordinate the participation of all members of the Board of Directors on development and fundraising activities. Its responsibilities include:

- Creating a fundraising plan that incorporates various tools, such as grants, sponsorships, special events, partnerships, etc.
- Raising funds from local governments and tribes.
- Ascertaining potential for cooperative funding initiatives with other federal agencies, entities, and partners.
- Identifying and cultivating foundations and funding organizations.
- Recruiting corporate sponsors.
- Taking the lead in cultivation and outreach efforts tied to fundraising, such as chairing outreach initiatives or hosting fundraising events.
- Monitoring fundraising efforts to ensure ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective.

Development and fundraising are discussed later in this chapter.

**Grant Evaluation Committee:** The Grant Evaluation Committee makes recommendations on the Heritage Alliance's grants program the full Board. Its responsibilities include:

- Organizing a structure and process for grant cycles.
- Overseeing communication and outreach to partners and organizations about participation in the grant program.
- Establishing grant categories with guidelines and requirements for applications within each category.
- Determining requirements for the matching of grants, including if, when, amounts, and what kinds of match are acceptable.
- Reviewing grant applications and making recommendations to the full Board in the awarding of grants.
- Assuring that record keeping fully documents the grant process in accordance with best practices and requirements of the National Park Service in the use of federal funds.

The following actions are suggested with respect to the establishment of committees by the Board of Directors.

**ACTION: Develop and implement, in phases, active Board Committees to support the organization’s mission and vision and fulfill the goals and objectives of the management plan.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors.*

**Action: Develop job descriptions for committees as they are established.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors.*

#### 6.2.4 Partnership Council and Committees

The Heritage Alliance will create a Partnership Council to serve as an advisory council to the Board and help facilitate the participation of a wide variety of regional partners and stakeholders in the National Heritage Area and the implementation of this management plan.

The Santa Cruz Valley is distinctive among national heritage areas is its geographical identity and coherence. Most of the organizations and entities within the region identify with the Santa Cruz Valley, know each other, and are accustomed to working together or in tandem. Designation of the Santa Cruz Valley National Heritage Area provides a vehicle through which regional identity is further recognized and strengthened and through which organizations can collaborate on initiatives of common purpose.

##### **Partners and Stakeholders**

The Santa Cruz Valley National Heritage Area is a network of partners and stakeholders working together toward the common vision articulated in this management plan. Generally speaking, **partners** are entities taking an active role with the Heritage Alliance in coordinating and implementing the management plan, while **stakeholders** are entities with a more passive role and whose programs align with the overarching goals of the management plan.

As outlined in the designating legislation, partners and stakeholders may include agencies of the federal government; entities of state, local, and tribal governments; regional planning organizations; businesses; non-profit organizations; individuals; and other interested parties. Both partners and stakeholders benefit by participation in the National Heritage Area.

Partners and stakeholders have been instrumental in the development of the Santa Cruz Valley National Heritage Area from the very beginning—from the development of the initial concept, to the writing of the Feasibility Study, to the outreach leading to its designation, to the writing of this management plan.

Going forward, partners and stakeholders will continue to be engaged through direct communication, through participation in the National Heritage Area’s Partnership Council, through participation in Partnership Committees, and through support and recognition of their programs and initiatives.

A wide range of partners and stakeholders must be engaged, see benefit in participating, and relate with the National Heritage Area's identity. Each participating partner must see its interests, missions, and programs aligned with those of the National Heritage Area program and see how its own self-interests are furthered through collaboration with partners across the region.

### ***Organizing the Partnership Council***

The Partnership Council is envisioned as a vehicle through which the Heritage Alliance may engage with, communicate with, and coordinate the participation of partners and stakeholders. It serves as an advisory body to the Board that will shape the National Heritage Area through the recommendation of priorities and support coordinating initiatives. The size and scope of the Council will be determined by the Board of Directors and may be adjusted over time, as necessary.

The Partnership Council will be engaged through:

- Regular, ongoing communications through the Heritage Alliance e-newsletter, targeted e-communications to partners and stakeholders, meetings and workshops, and direct outreach;
- Partnership Council meetings with broad participation to be held on a semi-annual basis or as otherwise deemed appropriate;
- Recruitment to serve on Partnership Committees as discussed in Chapters 2 through 5;
- Recognition of partner and stakeholder programs and initiatives as supporting National Heritage Area goals and actions;
- Recruitment to work on planning, development, and implementation of specific programs and initiatives either through the Partnership Committees or through other vehicles as appropriate; and
- Direct support of programs and initiatives through grants or other means as resources are developed or otherwise become available.

Meetings of the Partnership Council will be led by a member of the Board of Directors and/or the Executive Director. The Partnership Council provides advice to the Board and gauges partnership consensus on issues and priorities through direct input and, when appropriate, by vote.

The Heritage Alliance will maintain a strict conflict of interest policy for partners similar to that established for Board members such that there are no conflicts with respect to participation of partners and the allocation of benefits, such as the award of grants or technical assistance. Organizations do not have to be members of the Partnership Council or be active partners in order to apply for and receive benefits such as grants.

The Heritage Alliance will ask National Heritage Area to execute partnership agreements recognizing their participation and commitment. The partnership agreements will:

- Recognize the Santa Cruz Valley National Heritage Area and express the organization’s interest in participation in the National Heritage Area program;
- Confirm that the organization will work to align its program with that of the National Heritage Area as possible and appropriate;
- Confirm that the organization will provide input and expertise in accordance with its interests and mission;
- Allow recognition of the organization’s programs that support or implement National Heritage Area goals or actions;
- Provide a commitment of support to the National Heritage Area as possible and appropriate;
- Agree to conform to established guidelines on the use of National Heritage Area branding and identity; and
- Allow the organization to be identified as a partner and supporter in National Heritage Area publications, media, and resource development initiatives as appropriate.

The Heritage Alliance’s role as local coordinating entity for the Santa Cruz Valley National Heritage Area includes cultivating partner involvement. A key question to be kept in mind as the program grows is the degree to which the Heritage Alliance delegates responsibility for implementation to partner-led initiatives using National Heritage Area funding. Over time, the Heritage Alliance and partners will work to balance collaboration and leadership, consultation and decision-making, and available resources.

**ACTION: Establish and develop a Partnership Council that engages local and regional partners to advise the Board on the implementation of the management plan, identify needs and priorities, and collaborate on projects and programs.**

*Timeframe and Responsibility: Short to medium-term action of the Heritage Alliance Board of Directors.*

### **Partnership Committees**

Partnership Committees are organized to make recommendations related to the implementation of actions outlined in Chapters 2 through 5 of this management plan. Their membership includes Board members and as well as representatives of partnering organizations with specialized interest and experience in the topics being addressed. Consideration will be given to having at least two Board members on each Partnership Committee and having each Partnership Committee chaired by a Board member.

The Partnership Committees provide a structure for the organization of participation, discussion, and action both by topic and by area of expertise.

Additional committees, subcommittees, and/or working groups may be established on an as-needed basis over time to help address different issues and needs.

It is suggested that Partnership Committees be organized with broad participation by partners and with a structure to be determined based upon the activities being undertaken. It is anticipated that each Partnership Committee have a core leadership group and a broader membership based upon area of interest. As outlined in Chapters 2 through 5, the Partnership Committees are envisioned to have a central role in advising the Board on the implementation of the management plan and National Heritage Area program.

Three Partnership Committees are identified in chapters of the management plan, though additional committees may be established over time.

**Conservation Committee:** Establishment of a Conservation Committee is an action identified in Chapter 2 of this management plan, *Thriving Ecosystems and Biotic Communities*. The role of the Conservation Committee is to advise the Board on conservation initiatives as outlined in the management plan.

It is suggested that the Conservation Committee be comprised of representatives of key conservation partners within the National Heritage Area under the leadership of a Board member as Chair of the committee. More focused liaisons or working groups may be established under the Conservation Committee to concentrate on specific areas or initiatives as appropriate. The Conservation Committee will develop recommendations on the National Heritage Area's conservation policies and actions. As outlined in Chapter 2, the Conservation Committee will:

- Maintain awareness of conservation issues, initiatives, and activities throughout the National Heritage Area.
- Assist staff with establishing contacts and relationships with conservation partners and stakeholders.
- Advise the Alliance Board and Partnership Council about conservation activities and opportunities.
- Recommend conservation priorities for the year on behalf of the National Heritage Area.
- Present initiatives for broader National Heritage Area support by networking partners, seeking program and funding support, and promotion.
- Advocate for conservation actions throughout the National Heritage Area as approved by the Board and as appropriate.
- Recommend conservation actions as outlined in the management plan in conjunction with Heritage Alliance staff and partners.



**Preservation Committee:** Establishment of a Preservation Committee is an action identified in Chapter 3 of this management plan, *Living History and Cultural Traditions*. This chapter addresses inventory, preservation, and treatment of the region’s historic physical infrastructure, including buildings, neighborhoods, cultural landscapes, and archaeological resources. The role of the Preservation Committee is to coordinate with partners and stakeholders on historic and cultural preservation initiatives to recommend to the Board as outlined in the management plan.

The Preservation Committee may be comprised of historic preservation, cultural resource, and community planning partners within the National Heritage Area and will make recommendations about the National Heritage Area’s participation in preservation programs and initiatives. As outlined in Chapter 3, the Preservation Committee will:

- Maintain awareness of historic and cultural preservation issues, initiatives, and activities throughout the National Heritage Area.
- Advise the Alliance Board and Partnership Council about preservation activities and opportunities.
- Maintain awareness of historic preservation programs and initiatives within the National Heritage Area and provide input and guidance when appropriate.
- Establish a close working relationship with the Arizona State Historic Preservation Office (AZ SHPO) as a regional partner within the National Heritage Area.
- Establish a close working relationship with Tribal Historic Preservation Officers and with federal and state agencies within the National Heritage Area and provide support when possible and appropriate.
- Provide support for community historic preservation programs.
- Advocate for historic preservation throughout the National Heritage Area as approved by the Board and as appropriate.
- Recommend preservation actions as outlined in the management plan in conjunction with Heritage Alliance staff and partners.

**Interpretive Committee:** Establishment of an Interpretive Committee is an action identified in Chapter 4 of this management plan, *Storytelling: Interpretation and Education*. Chapter 4 is the management plan’s interpretive plan and outlines the establishment of a National Heritage Area-wide interpretive presentation. The Interpretive Committee is also associated with Chapter 5 of the management plan, *Heritage Experiences*, related to heritage tourism, recreation, cultural traditions, and related topics.

The role of the Interpretive Committee is to lead coordination and support of interpretation and education within the National Heritage Area program as a primary component of public engagement. The committee makes

recommendations to the Board on initiatives and actions as outlined in the management plan.

The Interpretive Committee may be comprised of representatives of interpretive sites and attractions, educational entities, and other partners within the National Heritage Area and will advise the Board and staff on the National Heritage Area's interpretive, educational, and heritage tourism programs. As outlined in Chapters 4 and 5, the Interpretive Committee will:

- Work with staff to create an organizational structure for implementation of a National Heritage Area-wide interpretive presentation over time.
- Coordinate, guide, and support partnering sites in implementation of the National Heritage Area-wide interpretive presentation.
- Work with staff to create a regional presence throughout the National Heritage Area that is visible and recognizable to residents and visitors.
- Support the programming and educational initiatives of partners as part of the National Heritage Area-wide interpretive presentation.
- Support the expression of the National Heritage Area's living cultural traditions through festivals, events, and other initiatives.
- Provide direction to staff or partners to incorporate recreational opportunities and experiences into the National Heritage Area-wide interpretive presentation.
- Provide direction to staff or partners on the development of heritage experiences for residents and visitors throughout the National Heritage Area.
- Work with staff to collaborate with tourism and heritage business organizations and entities throughout the National Heritage Area.

**ACTION: Establish a structure and process for operation of the Partnership Committees (Conservation, Preservation, and Interpretation) in their involvement and participation in implementation of the management plan under the leadership of the Board of Directors.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.*

### 6.2.5 Staffing and Support

The Heritage Alliance and its Board of Directors require staff to manage the day-to-day operations of the organization and implement the programs and initiatives outlined in the management plan. As this management plan was being completed, the Heritage Alliance hired a Marketing & Outreach Coordinator to facilitate public outreach. The hiring of an Executive Director for the Heritage Alliance is also planned for the near future and is included in budgeting in this management plan.

The Heritage Alliance’s staff size can be expected to grow and change over time as resources become available, programs evolve, the organization’s experience grows, and partnership opportunities mature. The Heritage Alliance’s intention is to operate efficiently with the minimum number of staff necessary to manage an effective National Heritage Area program.

Building on the current staffing being initiated, the following overall staffing is suggested as a basis for planning the first three to five years of operations:

**Executive Director:** The Executive Director is responsible for all aspects of the Heritage Alliance’s day-to-day operations in implementing the strategic priorities of the Board of Directors. The Executive Director is the public face of the Heritage Alliance and National Heritage Area and is the primary point of contact for partners and stakeholders.

Responsibilities include increasing public awareness of the Heritage Alliance and the National Heritage Area; coordinating implementation of the management plan; developing and managing programs in accordance with annual National Park Service task agreements; supervising the work of staff members; organizing monthly Board meetings and trainings as needed; and coordinating with the Treasurer on the expenditure of funds, monthly bookkeeping, and financial reports.

**Marketing & Outreach Coordinator:** The Marketing & Outreach Coordinator is responsible for print and electronic media, communications, and organizational outreach—implementing a variety of community outreach efforts to increase public awareness of the Heritage Alliance and the National Heritage Area. Responsibilities include managing content on the National Heritage Area website; developing and posting content to social media on an ongoing basis; creating and distributing print materials, publications, and media (perhaps using consultants); engaging and updating partners; and participating in meetings, programs, and events.

**Program Manager(s):** The Program Manager works under the Executive Director in developing and managing programs outlined in the management plan in accordance with annual National Park Service task agreements. The Program Manager implements some Heritage Alliance projects directly and also manages and provides oversight to project grants awarded to partners and stakeholders in implementation of the management plan.

Over time, additional Program Managers may be added to the staff with different areas of expertise (interpretation, heritage experiences, historic preservation, conservation, etc.) and/or different levels of experience. It is also possible that specific projects or types of projects could be contracted to subcontractors or part-time positions for implementation. Program Managers must be capable of engaging with partners and stakeholders and coordinating the implementation of projects and initiatives.

**Administrative/Executive Assistant:** The Administrative/Executive Assistant works as an assistant to the Executive Director in office management, bookkeeping, and records management. The Assistant is responsible for day-to-day office organization and procedures, ongoing recordkeeping,

financial aspects of grant management, coordinating the preparation of financial reports by the bookkeeper or CPA, and meeting the reporting requirements of National Park Service task orders.

Staffing will be shaped to address administrative needs, program management, communications, resource development and fundraising, and other tasks as outlined above and as needed. Staff training will be provided as appropriate to build the capacity of staff members and help address new needs as they develop.

It is suggested that staffing needs be assessed through an ongoing three-year strategic planning process that can be refreshed and adjusted each year in accordance with the prioritization and planning of projects and organizational requirements. The adding of additional staff will be dependent upon the nature and range of projects being undertaken, available funding and resources, and the means through which project implementation is addressed.

All of the required task functions need not necessarily be provided by staff. It is possible to contract with consultants or other organizations to provide some specialized services, temporarily or over time, or to engage in agreements with governmental agencies for such services.

Other alternatives—potentially in combination—might include delegating implementation actions to Board committees, teams of Directors or volunteers, or partnering organizations either as part of their own work or through contracts where appropriate. Much of the work described in the management plan and addressing tasks outlined in the designating legislation will be undertaken through grants and other sources of funding.

Not listed in the responsibilities for Heritage Alliance staff described above is assistance to the Executive Director in resource development and fundraising, which could be a full or part-time staff assignment or could be provided by a consultant. The potential for providing technical assistance to partners and stakeholders in such areas as interpretation, historic preservation, and other program areas could be a staff or delegated partner responsibility. The intent is that all those with a stake in making the Santa Cruz Valley National Heritage Area a success be enabled to grow their capacity to participate effectively.

**ACTION: Use an annual strategic planning process to review and predict needs for staff and services on an annual basis**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.*

**ACTION: Establish regular personnel and hiring/contracting procedures, including provisions for staff training as appropriate.**

*Timeframe and Responsibility: Short and medium-term action of the Heritage Alliance Board of Directors and Executive Director.*

### 6.2.6 Financial Management and Record-keeping

The designating legislation for the Santa Cruz Valley National Heritage Area authorizes the appropriation of up to \$10,000,000 to carry out the legislation’s purposes, of which not more than \$1,000,000 may be made available in any fiscal year. The federal share of the total cost of the program shall not be more than 50 percent. The non-federal portion of the total cost may be in the form of cash or in-kind goods and services, which is discussed further in a later section of this chapter.

In practice, the annual federal funding appropriation to a National Heritage Area with approved management plans has been in the range of \$300,000 to \$400,000. In federal fiscal year 2022, this amount was increased. The budget for the Santa Cruz Valley National Heritage Area below shows the National Heritage Area’s current budget for 2022 increasing after approval of its management plan this year to \$350,000 in 2023 and \$400,000 by 2025. Available federal funding plays a critical role in enabling a National Heritage Area to hire staff and begin supporting and implementing programs. Federal funding is also central to drawing support from other potential funders and partners.

#### Budget

The Heritage Alliance prepares an annual operating budget taking into account anticipated funding from the federal government as well as other sources. The table below is an illustration of projected revenues and expenses over a five-year period intended as a guide for discussion and long-range planning addressing administration, development, programming, and other budgetary costs.

	2022	2023	2024	2025	2026
<b>Revenues:</b>					
National Park Service	\$ 157,500	\$ 350,000	\$ 375,000	\$ 400,000	\$ 400,000
Local/State Government Grants	\$ 25,000	\$ 40,000	\$ 40,000	\$ 30,000	\$ 30,000
Tribal Grants	\$ 15,000	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000
Foundation Grants	\$ 30,000	\$ 65,000	\$ 75,000	\$ 50,000	\$ 50,000
Business & Individual Contributions	\$ 22,500	\$ 60,000	\$ 60,000	\$ 70,000	\$ 70,000
Partnership Match	\$ 5,000	\$ 125,000	\$ 150,000	\$ 200,000	\$ 200,000
<i>Volunteer &amp; In-Kind</i>	\$ 60,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
<b>Total Revenues</b>	<b>\$ 315,000</b>	<b>\$ 700,000</b>	<b>\$ 750,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>
<b>Expenses:</b>					
Salaries & Benefits	\$ 120,000	\$ 235,000	\$ 250,000	\$ 260,000	\$ 270,000
Consultants - Bookkeeping	\$ 8,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Consultants - program	\$ 26,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Early Action Projects	\$ 44,000	\$ 100,000	\$ 90,000	\$ 80,000	\$ 65,000
Partnership Grants	\$ -	\$ 125,000	\$ 150,000	\$ 200,000	\$ 200,000
Operations and travel	\$ 32,000	\$ 40,000	\$ 50,000	\$ 50,000	\$ 50,000
Communications	\$ 25,000	\$ 35,000	\$ 40,000	\$ 40,000	\$ 45,000
Development	\$ 15,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000
<i>Volunteer &amp; In-Kind</i>	\$ 45,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
<b>Total Expenses</b>	<b>\$ 315,000</b>	<b>\$ 700,000</b>	<b>\$ 750,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>
<b>Surplus (Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Draft budget for the Santa Cruz Valley Heritage Alliance for the years 2022 through 2026

Under the heading Expenses, the budget shows that the Heritage Alliance's budget must cover staff salaries and benefits; consultant costs for bookkeeping, etc.; office operational costs; partnership grants; expenses for communications and outreach; and expenses for development and fundraising.

The first year of the five-year projection provided here suggest that staffing costs will predominate, as the Heritage Alliance gets organized to implement the management plan and takes its beginning, strategic steps. By the second year, programs expenses will increase as funding and capacity grow.

The projected budget shown here relates solely to the estimated \$350,000 to \$400,000 allocation for federal National Heritage Area appropriations as anticipated. As noted in the designating legislation, the Heritage Alliance may secure funding from other sources as it is able, including federal funding from sources other than the National Heritage Areas Program. A larger amount of annual funding may become available through the National Heritage Areas Program as it evolves.

The need to maintain and increase the National Heritage Area Program underscores the importance for the Heritage Alliance to brief its Congressional delegation about its needs and accomplishments and to participate in the Alliance of National Heritage Areas' collective programs to educate the Congress.

The anticipated \$300,000 to \$400,000 National Heritage Areas Program appropriations must be matched at least 1:1 through cash or in-kind services. If the federal funds were to be matched completely by cash, the Heritage Alliance's budget would actually be \$600,000 to \$800,000. The amount of cash provided in the match, therefore, determines the overall cash budget under discussion here.

It is anticipated that much of the Heritage Alliance's match for the federal grant in its start-up year will probably occur through in-kind services and pass-through match, both described in the resource development section below. While important, a non-cash match does not provide direct support to the Heritage Alliance's budgetary bottom line, except insofar as it allows the Heritage Alliance to draw upon its federal funding.

Leveraging the amount of non-federal funds stimulated by the National Heritage Areas Program appropriations is an important measure of the National Heritage Area's success. The required match, or leverage, of 1:1 is minimal. National Heritage Areas in recent years nationwide have documented an average of about \$5 raised privately as cash and/or received as in-kind contributions for every dollar of federal funding received, although this overmatch is not required.

### ***Financial Record-keeping***

The Heritage Alliance's financial system will be designed to enable making real-time accounting information readily available to Board and staff, as well as the generation of financial data for planning, resource development (fundraising), and reports to funders (including the National Park Service) and the public. Transparency is the general rule for a non-profit organization such as the

Heritage Alliance. An annual report including financial data is a critical element of the non-profit's transparency and public communication.

The Board of Director's financial management system is expected to accomplish the following, at a minimum:

**Track expenses** by a *chart of accounts* using line items typical of the profit-and-loss budget statements that are reviewed by the Board at each of its meetings and in sufficient detail to support annual financial reviews and reporting on the IRS Form 990 (the tax return filed by non-profit organizations with cash budgets over \$25,000 per year);

**Show the actual cost of projects, programs, and initiatives** by allocating portions of costs tracked in the chart of accounts by project, program, or initiative and aggregating them, including time and expenses; and

**Enable automated financial reporting specific to grants** given to the organization by multiple sources. Financial software can enable not only tracking of expenses by budgetary line items and programs/initiatives but the assignment of those expenses (or a portion of them) to any given source, including specific grants. Once such a breakdown exists, it is easier to compile reports to individual funders.

The Board of Directors manages its finances first through establishing an annual budget according to its chart of accounts. Over time, the budget becomes based on historical financial data and resource development experience that enable fairly accurate projections of income and expenses. Budget statements and balance sheets are examined by the Board regularly in order to review progress in meeting the budget and managing such obligations as accounts payable and restricted funds, which are recorded in the balance sheet. Accounting software that allows an at-a-glance understanding of the budget compared to actual spending is important to use. Sometimes the rate of spending, rather than whether the organization is over or under budget in a certain line (the "variance"), is helpful information to keep programs on target.

Staff costs are not always and exclusively overhead costs in the sense of the "management and general" category for expenses reported in IRS Form 990. Rather, staff costs (and expenses relating to support for staffing, such as mileage reimbursements) will be allocated as appropriate to projects and programs that benefit from staff time. Many important programs can be achieved completely through the work of staff, consultants, or contracted partners. Others, like workshops, require funding for expenses such as educational materials or speakers' costs in addition to the funds required to cover associated staff or consultant costs.

**ACTION: Maintain a computerized financial management system that generates sufficient financial data for planning, resource development, and reporting to funders and the public.**

*Timeframe and Responsibility: Short-term and ongoing action of the Executive Director (and staff or consultant).*

**ACTION: Establish regular financial procedures to support the Board of Directors' fiduciary responsibilities, including an annual budget and regular reviews of progress in meeting the budget.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors (Treasurer, Finance Committee, and Executive Director)*

### **Other Record-keeping**

A corporate record book generally must be maintained under typical state statutes applying to corporations (either for-profit or non-profit). State statutes may have simple requirements, but can be exceeded in order to create a full record of all significant corporate policies and decisions; such documents as Directors' & Officers' ("D&O") liability insurance, annual Form 990's (the federal tax return for non-profits), etc.; and descriptions of such other practices as the roles and responsibilities of committees and current members. This is a critical "best practice" for maintaining long-term coherence of Board of Directors policies and decisions. The Corporate record book might actually be a series of digital files. A paper copy maintained in a safe location, however, is also desirable for the sake of document integrity and preservation.

**ACTION: Establish a corporate record book, hard copy or digital, documenting all Board of Directors policies and procedures and compiling key organizational records.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.*

### **Providing Support to Partners**

As outlined in its designating legislation, the Santa Cruz Valley Heritage Alliance is authorized to use its federal funding to provide grants, technical assistance, and other forms of support to partners in carrying out the approved management plan. As noted above, a Grant Evaluation Committee will be created by the Board of Directors and may include non-board members.

The National Heritage Area has great potential for assisting and lending credibility to the goals and initiatives of partners. Emphasizing working relationships among partners is an important means of accomplishing the National Heritage Area's goals in a mutually beneficial way. Every action the Heritage Alliance's Board of Directors, staff, and partners undertakes on behalf of the Santa Cruz Valley National Heritage Area is an opportunity for enhancing partners' own missions and programs as well as their abilities to contribute to the National Heritage Area.

The Heritage Alliance may choose to offer assistance to partners in the form of matching grants awarded (a) for specific initiatives implementing actions in the management plan, (b) on a competitive basis across the range of National Heritage Area interests, or (c) in support of ongoing cooperative agreements where mutually beneficial long-term relationships are identified.

Grants need not be limited to funds received through the National Heritage Areas Program but may also use funding from other sources. In fact, funding



may be sought for the Heritage Alliance from community foundations and similar sources specifically on the basis of the Heritage Alliance’s capabilities in further granting it to worthy partners in support of the common good.

Design of a grant program for the first phase of management plan implementation is a high-priority activity. Such a program requires consideration of matching requirements, size limitations, and a focus on activities that maximize a given emphasis in implementing management plan goals, year to year.

Allocation of funds to such grants will depend on the Board of Directors’ sense of how much of the National Heritage Area’s budget will be devoted to initiating the Heritage Alliance’s own operations and programs versus supporting those of partners, and what programs it is most useful to emphasize. The Heritage Alliance may choose in some years to devote grant funding to one or more specific projects of highest priority for implementing the plan.

Monetary matching grants, however, are only one way to implement the management plan and/or build partners’ capacity. In addition to grants and cooperative agreements, the Heritage Alliance might spend funds directly on technical assistance to partners or on other programs where the Heritage Alliance determines they are needed in order for the National Heritage Area to be successful.

**ACTION: Develop and implement a process and annual schedule for the identification and selection of partner projects to receive support in the form of grants or other National Heritage Area benefits.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors, Executive Director, and Grant Evaluation Committee.*

**ACTION: Establish a partnership assistance program that recognizes the many ways that the National Heritage Area can support the growth and development of partners’ capacity and programs. Periodically assess progress in developing this program through partner involvement in evaluation.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance Board of Directors in consultation with the Partnership Council.*

## 6.3 NATIONAL PARK SERVICE

Congressional designation as a National Heritage Area provides credibility and reinforces recognition by partners and communities of the significance of the Santa Cruz Valley National Heritage Area. It also brings the federal government into direct partnership in the National Heritage Area through the Secretary of the Interior. The National Heritage Area’s legislation states that the Secretary, acting through the Heritage Alliance, may use funding provided through the designation to provide direct financial and technical assistance, enter into

cooperative agreements, and undertake other measures of support in carrying out the approved management plan.

The Secretary of the Interior delegates responsibility for providing assistance to the Santa Cruz Valley National Heritage Area to the National Park Service through a partnership program. As outlined in Chapter 1, the National Heritage Areas Program is managed through the National Park Service offices in Washington and in each of the National Park Service regional offices nationwide. Funding is provided through the National Park Services' Heritage Partnership Program.

The Santa Cruz Valley National Heritage Area works closely with the National Park Service staff in the Denver Regional Office. National Park Service staff works collaboratively with the National Heritage Area and provides technical assistance and guidance where appropriate, as outlined by the legislation and the cooperative agreement with the Heritage Alliance.

Locally, the lead National Park Service partner to the Santa Cruz Valley National Heritage Area is Tumacácori National Historical Park, which collaborates closely with the Heritage Alliance in coordinating National Heritage Area initiatives. Other key National Park Service partners within the National Heritage Area include Saguaro National Park and Juan Bautista de Anza National Historic Trail. A number of other Department of the Interior agencies play important roles in land management, conservation, and other activities in the region and are key partners to the National Heritage Area.

Federal funding appropriated by Congress and distributed by the National Park Service provides organizational seed money for the Santa Cruz Valley National Heritage Area. The National Park Service identity and brand help establish and communicate the high level of quality and importance for which National Park Service sites are known within the National Heritage Area. A close working relationship between the Santa Cruz Valley National Heritage Area and the National Park Service is an essential component of the management plan's implementation.

**ACTION: Maintain a cooperative agreement with the National Park Service for assistance and support to the Santa Cruz Valley Heritage Alliance as local coordinating entity for the Santa Cruz Valley National Heritage Area.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors, Executive Director, and the National Park Service.*

### 6.3.1 Other Federal Agencies

While the National Heritage Areas Program is housed in the National Park Service, it is important to note that the Secretary of the Interior is also able to work with the National Heritage Area through other Department of the Interior agencies active within the Santa Cruz Valley including the Forest Service, Fish and Wildlife Service, and Bureau of Land Management. Local representatives of these agencies have been supporters and partners to the National Heritage Area.

There may be other types of federal assistance to be sought over time, particularly for specific projects that qualify for specific types of federal support. The Heritage Alliance and other regional partners will continue to build relationships with federal agencies active within the region and their state-local counterparts, including those with economic grants or cost-share programs so that they understand the purpose and progress of the National Heritage Area and can contribute as appropriate. Some federal agencies such as the Department of Agriculture or Department of Housing and Urban Development may not always be aware that the National Heritage Area is a federally recognized entity, so the Heritage Alliance and partners must work toward clear messages about the area's significance and how the agencies can assist.

The members of the National Heritage Area's Congressional delegation will be encouraged to send members of their staffs to participate in meetings held by the Heritage Alliance as a part of their ongoing support and interest. They and their staffs can be helpful in identifying sources of federal assistance. Keeping the delegations informed and up to date will be a routine element of the Heritage Alliance's communications.

**ACTION: Continue to build relationships with agencies at the federal level whose work affects the Santa Cruz Valley National Heritage Area or which can provide services and funding.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance Board of Directors, Executive Director, and partners.*

**ACTION: Continue to engage with and provide routine briefings to members of the Arizona Congressional delegation.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors, Executive Director, and partners.*

### 6.3.2 Alliance of National Heritage Areas

The Santa Cruz Valley National Heritage Area is a part of the national community of federal national heritage areas, whose interests are represented by the non-profit Alliance of National Heritage Areas. This organization is invaluable in keeping its members informed about federal policy, developing consistent standards for information-gathering about national heritage areas' performance, and sharing information about members' experience with national heritage area issues, partnerships, and programs.

To maintain its relations with the National Park Service and with other federal agencies, the Santa Cruz Valley National Heritage Area will be a recognized part of this national community-building effort maintained by the national heritage areas themselves. The Alliance of National Heritage Areas also advocates for the annual federal appropriation for national heritage areas, principally by informing its members so that they can keep their individual Congressional delegations informed.

A long-term Alliance of National Heritage Areas aim is to improve the National Park Service's underlying legal authority to manage national heritage areas on a programmatic basis (instead of relying on individual national heritage areas')

legislation), which would also improve the Santa Cruz Valley National Heritage Area's federal relations.

**ACTION: Participate in programs of the Alliance of National Heritage Areas and provide the resources for staff to participate in annual trainings.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.*

## 6.4 ARIZONA STATE GOVERNMENT AND AGENCIES

Similar to the region's federal agencies, state level agencies are important partners to the National Heritage Area. State coordination and support is important for implementing several elements of the management plan, especially historic preservation and tourism. State historical and natural parks and conservation areas are key sites for the National Heritage Area-wide interpretive presentation. Scenic roads, bikeways, and trails are affected by actions of the Arizona Department of Transportation. Fulfilling the requirement in the National Heritage Area's legislation for wayfinding and signage is logically best addressed in collaboration with the Department of Transportation.

The Governor's office can be helpful in expressing support for state agencies' actions to develop and maintain the National Heritage Area, and may be amenable to coordinating agencies' contributions. For this reason, the Governor's office will receive routine briefings on the National Heritage Area's progress. In addition, state legislators can help to influence state agencies' support; they will also receive the courtesy of routine briefings.

**ACTION: Provide routine briefings to the Governor's office and when appropriate seek assistance with coordination of state agencies' contributions to implementation of the management plan.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance in concert with partners that can offer insights into opportunities and relationships.*

**ACTION: Provide routine briefings to elected officials representing National Heritage Area jurisdictions in the state legislature.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance in concert with partners that can offer insights into opportunities and relationships.*

**ACTION: Build relationships with agencies at the state level whose work affects the Santa Cruz Valley National Heritage Area or which can provide services and funding.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance in concert with partners that can offer insights into opportunities and relationships.*

## 6.5 NATIVE AMERICAN TRIBES

A succession of ancestral cultures has occupied the Santa Cruz Valley for thousands of years, and their contribution has been critical to the cultural significance of the region. Archaeological sites representing these cultures are among the most significant historic and cultural resources within the Santa Cruz Valley National Heritage Area.

Today, the Wa:k O'odham of the Tohono O'odham Nation have their home within the San Xavier District within the National Heritage Area. The Pascua Yaqui's official 200-acre reservation is located southwest of Tucson adjacent to the San Xavier District. Their older communities of Pascua and Barrio Libre in Tucson and Yoeme Pueblo in Marana are also thriving tribal cultural centers. Although not currently residents, additional tribes with historic cultural interests in the Santa Cruz Valley National Heritage Area include the Apache, Hopi, and Zuni.

Because of their presence and their central role in the cultural identity of the Santa Cruz Valley, the Heritage Alliance has prioritized participation of the Wa:k O'odham and Pascua Yaqui in the National Heritage Area's planning and implementation. Tribal representatives have been included on the Steering Committee guiding development of this management plan. Coordination with Tribal Historic Preservation Officers and other tribal representatives has been highlighted in Chapter 3 of the management plan with respect to the preservation of ancestral sites. Support for tribal-led interpretive and educational programming, food traditions, and heritage experiences have been highlighted in Chapters 4 and 5. Direct, ongoing tribal participation in the further development and implementation of this management plan will continue to be a priority.

The Santa Cruz Valley National Heritage Area is obligated, by virtue of its federal status, to undertake consultation with Native American nations and tribes, specifically, federally recognized tribes active within or with historic ties to the region influenced by the National Heritage Area. The National Heritage Area will work with the Secretary of the Interior and the National Park Service to accomplish this consultation in a way that advances the interests of both the National Heritage Area and tribes with ties to the region.

Because of their presence within the National Heritage Area, the Heritage Alliance maintains an ongoing working, partnering relationship with local tribal representatives. However, while the Heritage Alliance is tasked with determining need and timing for outreach to tribes addressing Native American interests, for diplomatic reasons the Department of the Interior, as representative of the United States government addressing separate, independent nations, must be included in contact and relationships with federally recognized tribes. This can be accomplished with the continuing, ongoing participation of the National Park Service, especially representatives of the Denver Regional Office.

**ACTION: Continue to actively engage and partner with the Wa:k O’odham and Pascua Yaqui in the planning and implementation of the National Heritage Area with emphasis on tribal interests and expression.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance and partners.*

**ACTION: Work with the Secretary of the Interior and the National Park Service in relationships with federally recognized tribes. Periodically inform tribal nations active within or with historic ties to the National Heritage Area about progress on implementation of the management plan and encourage their input and participation.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance.*

## 6.6 LOCAL GOVERNMENT AND AGENCIES

Local government within the Santa Cruz Valley National Heritage Area is comprised of Pima and Santa Cruz Counties and seven incorporated municipalities, including the City of Tucson in Pima County and the City of Nogales in Santa Cruz County. Additional unincorporated communities have a strong presence within the region. Both counties and each municipality has supported the designation and development of the National Heritage Area and are important to the implementation of the management plan.

Pima County, the City of Tucson, and related agencies in the greater metropolitan Tucson area are entities of great capacity and capability and are critical to the implementation of different aspects of the management plan. Pima County’s Office of Sustainability and Conservation; Natural Resources, Parks, and Recreation; and Visit Tucson (the city and county’s destination marketing organization) have been instrumental in supporting the National Heritage Area.

Santa Cruz County and its communities are more rural in nature and are central in the natural landscape and U.S.-Mexico border culture aspects of regional character. They have been strong participants in the National Heritage Area program, often through the work of local non-profit organizations.

Local governments, agencies, and supporting organizations will continue to be central players in the implementation of the National Heritage Area program over time. All will become engaged as partners in National Heritage Area initiatives described in Chapters 2 through 5. Governmental entities will continue to provide direct financial support. Agencies and organizations will continue to provide staff and programmatic support.

**ACTION: Continue to build relationships with local and regional community leaders, agencies, and organizations, and to encourage, rely upon, and highlight their support.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance in concert with partners that can offer insights into opportunities and relationships.*

## **6.7 FINANCIAL STABILITY AND RESOURCE DEVELOPMENT**

A financially sustainable organization is one that is able to raise sufficient funding year after year from sources diverse enough that it is not overly reliant on any one source or kind of source. For many non-profit organizations, raising funds tends to be driven by short-term needs for simple survival. The best, however, are able to control their fates and become financially sustainable through long-range resource development planning and diligent, imaginative execution of the ideas in their plans.

The Alliance of National Heritage Areas defines a national heritage area’s sustainability as “the coordinating entity’s continuing ability to work with partners through changing circumstances to meet its authorized mission.” To be financially sustainable, a national heritage area must leverage and secure resources, which include not only funding, but time, talent, volunteers, donated services, and expertise. This section addresses the actions the Heritage Alliance must take to be a financially sustainable manager of the Santa Cruz Valley National Heritage Area.

Successful fundraising relies on development of close and lasting relationships with funders and donors, existing and potential. This emphasis on developing relationships is the reason why the preferred term for fundraising in recent years has become “resource development.”

Grant writing—what many outsiders to the non-profit world believe to be the way that funds are raised—is just one part of a wider range of activities to cultivate the resources that will sustain a non-profit organization. Even the most successful grant writing program, in fact, begins with a good understanding of the grantors’ wishes and programs, often built strategically from personal contact and familiarity over time.

The Board of Directors has a large job ahead in raising the necessary funds to implement this plan. Resource development is the way to achieve a National Heritage Area and local coordinating entity capable of such a mission. The goal is long-term financial sustainability.

### **6.7.1 Sources of Funding – Matching the National Heritage Area’s Annual Federal Funding**

The Santa Cruz Valley National Heritage Area will have a variety of sources of funding, not only from the National Heritage Areas Program but also from a variety of participating partners. Funding sources as represented in the draft budget presented earlier in this chapter include local and state government grants, tribal grants, foundation grants, and business and individual contributions. A number of these include funding commitments that have already been made and are incorporated into the National Heritage Area’s current annual budget.

As mentioned earlier in this chapter, federal funds appropriated to the Santa Cruz Valley National Heritage Area through the National Heritage Areas Program must be matched dollar for dollar (1:1) with non-federal funds. There are three primary ways to accomplish this match.

### ***Cash Match Spent Directly by Partners***

When partners receive federal funds from the Heritage Alliance through grants or other arrangements, they may be expected to provide a match from non-federal sources.

Some grantees in the Santa Cruz Valley National Heritage Area may receive small grants that may help enable larger, high-value projects to proceed, illustrating the idea of *leverage* in which a small grant amount is the lever that makes a much larger project or program budget possible. Any such match can be counted toward the 1:1 obligation.

While these are real dollars applied to the federally required match, they are not dollars that count toward the budget for the Heritage Alliance's operations and programs—and thus are sometimes called *pass-through match*. The Santa Cruz Valley National Heritage Area's potential for leverage through partners' match could be considerably larger than the minimum 1:1.

Maintaining a good track record of partners' matches over time will require careful programming, planning with partners, management of prospects, and tracking of projects' progress (since the partners must actually spend their dollars before they can be counted as match). The Heritage Alliance and partners must ensure that sufficient projects are in the pipeline to be available as the need arises with each annual National Park Service task agreement and with each reimbursement request to the National Park Service based on those task agreements.

### ***Cash Match from Donors***

Federal funding will be regarded as seed funding. Such funding makes the Heritage Alliance a desirable funding partner, however, because the concept of leverage works both ways—those considering a contribution will see that their funds can leverage the federal funds, which require a non-federal match.

Cash contributions from non-federal sources are funds available for operations and programs, and are critical to long-term sustainability.

Sources of cash matches include grants from foundations and private donors. In other national heritage areas, contributions made by local and state governments have been important sources of such funds. It is important to explore ways to tap such funding. State and local elected leaders must be educated to recognize that the region would benefit if public appropriations were to help leverage the federal dollars to be made available if non-federal matches can be found.

### ***In-kind Contributions***

The National Heritage Area's match to its federal appropriation is allowed to include the fair market value of contributed goods or services, including volunteers' time, donated professional services, donated mileage, and donated



materials. While these contributions may make many projects possible thanks to the kindness of individuals and businesses, and may therefore reduce program and staff costs, they do not provide actual dollars for operations and programs that are reflected in the Heritage Alliance’s annual budget.

That said, such contributions can provide a significant matching value. The value for volunteers’ time is generally based on a survey maintained by Independent Sector at [http://www.independentsector.org/volunteer\\_time](http://www.independentsector.org/volunteer_time). The IRS provides an annual figure for the value of donated mileage, since volunteers may deduct that value as a charitable contribution on their federal tax return. The 2021 charitable standard mileage rate was 14 cents per mile.

With regard to the in-kind services described in this last point, in-kind professional services can be used as a match based on the fair market value of the service provided.

### ***Non-governmental Sources of Funding***

There are several sources of funding outside of the governmental sources mentioned in the preceding section:

- **Foundations:** Foundations manage funds set aside by individuals, families, and businesses to support a wide range of community needs and issues. These include foundations managed by large corporations and well-known national foundations with highly competitive grant-making programs.

Smaller family foundations and community foundations, which often help to manage family foundations, are more local and regional in nature. The Council on Foundations defines community foundations as “grantmaking public charities that are dedicated to improving the lives of people in a defined local geographic area. They bring together the financial resources of individuals, families, and businesses to support effective non-profits in their communities. Community foundations vary widely in asset size, ranging from less than \$100,000 to more than \$1.7 billion.” It is important to establish relationships with accredited foundations serving the Santa Cruz Valley.

The Heritage Alliance might consider establishing its grant-making program as a flagship program within an independently formed community foundation, which could then work with other donors to establish related giving programs focusing on National Heritage Area related initiatives, again on a long-range basis.

- **Large Businesses:** In addition to foundations established by corporations to lead their charitable giving efforts, corporations also may devote a portion of their annual operating funds or marketing budgets for charitable giving in the form of sponsorships, cooperative advertising, or outright gifts. They may also choose to partner with non-profit organizations in offering wellness or volunteer programs to their employees.

- **Small Businesses:** While it is difficult for many small businesses (which technically are also corporations) to establish the kinds of formal and sizable grant-making capabilities found in larger corporations, many are community-oriented and are willing to make smaller donations. This is especially true if they are offered some kind of advertising or promotion in acknowledgment of their gifts—for instance the businesses that buy advertising in programs for local events (e.g., sports, cultural performances, and festivals).
- **Individuals:** Individual giving requires much cultivation and visibility to attract. Individual giving includes not only outright gifts but also “planned giving” that includes such actions as bequests and living trusts. In targeting individual giving, the Heritage Alliance must focus on individuals with an eye to the long-range development of the organization’s resources, building a base of friends, and identifying prospects that emerge from the Heritage Alliance’s programs, outreach, and volunteers.

Long-range, the Heritage Alliance may want to consider establishing an endowment. Major organizational initiatives on the order of the Santa Cruz Valley National Heritage Area with far-sighted management often generate significant funding from their endowments for annual support. A rule of thumb is about five percent of the invested general endowment can be drawn down without disturbing the principal. Even a small endowment represents the right start toward gaining such a valuable independent, unrestricted source of funding.

### ***Other Federal Programs***

This section is about finding the federal match, but we will not overlook the possibility of attaining other federal funds for projects. The National Heritage Area’s legislation specifically states that the Heritage Alliance is authorized *to obtain money or services from any source including any money or services that are provided under any other federal law or program (b.1.D)*.

Given the number of federal agencies operating within the Santa Cruz Valley and the importance of their programs, the potential for obtaining other federal funds for National Heritage Area related programming will be considerable. Aside from the National Park Service, Forest Service, and Bureau of Land Management, all key federal agencies within the National Heritage Area, the National Endowment for the Humanities, Department of Agriculture, Economic Development Administration (Department of Commerce), Department of Housing and Urban Development, and perhaps others, have grant programs that may be important funding sources for particular projects.

Federal funding, however, in general, cannot be used to match other federal funds. Thus, any federal funds from non-National Park Service sources may have similar requirements for non-federal matches.

## 6.7.2 Organizing for Resource Development and Sustaining the National Heritage Area

A successful organization with strong, visible programs, a good reputation, and clear results is attractive to supporters and donors. The most important factors in successful resource development, however, are focus and determination. Every day, someone associated with the Heritage Alliance must ask, “What will it take for the National Heritage Area to be a flourishing initiative ten years from now, and what must we do today to make that happen?” A plan simply organizes and documents all the ideas that can answer that question.

Financial planning must provide background information for the Board of Directors regarding the potential scope, cash flow, and expenditures involved in implementing this management plan. Good financial information, forecasting, and budgeting will always be critical to effective resource development—without knowing what dollars and other resources the organization needs, it is difficult to understand the possibilities for raising funds and other resources and to make good choices.

Organizing for resource development is equally critical. It starts with a determination to involve everyone with a stake in the success of the National Heritage Area, and to build their enthusiasm and skills for the effort. The Board of Directors and staff must be ready to pitch in where needed and be constantly on the lookout for opportunities. Everyone anywhere in the organization—including partners and volunteers—will see raising funds as a part of their role in the National Heritage Area.

Resource development must be a team effort that engages everyone involved in the organization’s endeavors:

- A Development Committee (when established – see committee discussion earlier in this chapter);
- A fully engaged Board of Directors, with time on every agenda to address resource development, a willingness to learn about the resource development process, and the ability to participate in calls on potential grantors and donors; and
- Staff, partners, and volunteers, who will be helped to see that their leadership in this endeavor is necessary to the Heritage Alliance—to take initiative in seeing that everything they do supports or leads to resource development.

Critical staff to support resource development include those for which staffing priority has been suggested, including the Executive Director, Marketing & Outreach Coordinator, Program Manager, and Administrative Assistant. A resource development contractor or staff specialist will help to provide focus and guidance for all involved, especially in creating the first resource development plan as described in the following section.

**ACTION: Make resource development a regular part of the Board of Directors' agenda.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors.*

**ACTION: Develop and maintain an organizational culture that includes resource development in all aspects of the Heritage Alliance's programs and operations.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.*

**ACTION: Review and adjust fiscal management practices and systems as necessary to support resource development and reporting.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.*

### 6.7.3 Developing and Carrying Out a Plan for Resource Development and Financial Sustainability

A basic ingredient in organizing for resource development and financial sustainability is a plan. The plan is a record of decisions and direction based on research done to learn about possible sources, analysis of strategies for seeking funds, and establishment of objectives.

There are two levels to resource development planning. The first level is a long-range plan that sets goals and direction for approximately three to five years, updated periodically. Given the speed with which the context for resource development can change, a long-term resource development plan for more than five years is difficult to determine.

A solid development plan is integral to two other on-going planning tasks of the Heritage Alliance—strategic planning and annual work plans. Integrating resource development planning with strategic planning can help to set priorities and suggest ways to design programs to optimize the likelihood of raising needed resources.

An annual work plan guides the daily work of resource development identified in the long-range resource development plan, step by step. It is a road map, as opposed to the general description of the itinerary and destination that would be comparable to the long-range plan. The long-range plan ensures that the objectives and activities in the annual work plan are moving the Heritage Alliance toward ultimate resource development goals. It is a more general guide, setting objectives against which longer term achievement can be measured.

An experienced fundraising professional can advise the Board of Directors in creating the long-range plan, and can assist in carrying it out if planning reveals the desirability of such added expertise. There are also many good how-to resources available through websites and books.

The action items in this section provide the foundation for a more detailed plan for resource development. Other components of such a plan include setting priorities, including identifying the timing and/or phasing required; and setting measurable objectives, especially in articulating what is expected to be accomplished in terms of relationships and actual funding obtained.

**ACTION: Develop a three-year resource development plan and an accompanying short-range plan with financial targets and measurable objectives. Coordinate with the Heritage Alliance’s annual work plan.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.*

**ACTION: Update the resource development plan regularly to maintain a time horizon beyond the annual work plan of at least three years.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.*

**ACTION: Develop a case statement to provide a basis for a message and an appeal for resources tailored to the needs of each prospect.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.*

**ACTION: Continuously research prospects, including existing relationships, and match them with Directors, staff, partners, and friends.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.*

**ACTION: Build and nurture relationships with local and regional corporations and foundations whose interests intersect with those of the Santa Cruz Valley National Heritage Area and its programs.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.*

**ACTION: Develop a donor database and begin gathering information about prospects using a software system designed to support long-term growth of the database.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.*

#### **6.7.4 Working with Partners on Resource Development**

The Santa Cruz Valley Heritage Alliance’s responsibility is to support the National Heritage Area as a whole. It would be counterproductive for resource development efforts to compete with or reduce local support for partners and stakeholders as the National Heritage Area works to raise funds. In short, resource development must “grow the pie” of resources and support, not divide or redistribute what already exists.

Fortunately, the National Heritage Area’s regional identity and focus provides potential for a broad base for support, making it possible to attract funders for the whole who might not be interested in funding individual programs or sites.

This would afford high-priority opportunities to leverage resources with and for local interpretive attractions and the programs of various partners—opportunities that smaller individual partners might not be large enough to seek on their own, but which they might secure by working collectively through the National Heritage Area.

A priority for the Heritage Alliance is to ensure that National Heritage Area partners understand the Heritage Alliance’s needs in meeting the responsibility to raise support for the entire National Heritage Area, and come to regard that challenge as their own, as partners with a stake in the National Heritage Area’s success.

**ACTION: Seek opportunities for resources that benefit National Heritage Area sites and the Heritage Alliance as the local coordinating entity.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance’s Board of Directors and Executive Director in consultation with partners.*

## 6.8 IMPLEMENTATION

As the Santa Cruz Valley Heritage Alliance and its partners implement this management plan, they need ways to maintain strategic focus and a feedback mechanism to learn from their experience, measure progress, and adapt programs and initiatives accordingly.

### 6.8.1 Maintaining Strategic Focus

As the designating legislation and this management plan demonstrate, a National Heritage Area demands attention to a wide variety of goals, topics, needs, and opportunities. For every topic addressed in the management plan, there will be many ideas for potential initiatives seeking the attention of the Board of Directors, committees, and staff. A purpose of this management plan is to provide a framework for the orderly development of programs that respond to the designating legislation and the vision, mission, and goals documented in Chapter 1, helping to keep the National Heritage Area from getting off course.

Year to year priority-setting is the responsibility of the Board of Directors. It is recommended that the Heritage Alliance develop a three-year strategic plan, alongside an annual work plan, to keep a realistic sense of priorities and timing in mind. Strategic plans are guided by longer range planning like this management plan, but are selective in their focus, and brief. This section is designed to stand in for a first strategic plan for the first two years, allowing the Heritage Alliance’s Board and staff the time to take many other start-up steps demanding their immediate attention.

The Board of Directors establishes an annual budget that allows for comparison of actual and estimated income and expenses. A detailed plan for how to spend these resources, in the form of an annual work plan describing annual workload and intended results, is a critical companion to the budget and a critical step toward implementing the strategic plan. An annual work plan compiles descriptions of existing and proposed individual projects and programs, including goals, measurable objectives, implementation steps, responsibilities,

and individual budget requirements; and assembles these for across-the-board priority-setting. In this way, despite the organization's diverse day-to-day activities, the Board and staff can maintain a broader perspective in implementing this management plan.

Highest priority activities during the first phase of management plan implementation (approximately two years) are activities:

- For which no other organizations are directly responsible;
- Which encourage partners to take collective action to support the National Heritage Area and take individual advantage of its benefits; and
- Which grow the capacity of the Heritage Alliance and partners to address the full span of National Heritage Area programs.

### ***Considerations in Preparing an Annual Work Plan***

Specific actions for implementation are outlined in each chapter of this management plan and are crafted to allow flexibility in their organization and execution. Additional concepts and suggestions for program and project development are included in the text of the various chapters and may be useful in developing and guiding implementation actions. In developing programs and projects, the following criteria will be considered.

For each initiative to be undertaken, basic program or project descriptions will be developed and maintained over time. All involved in the Heritage Alliance will understand what is meant by *program* (an ongoing activity) and *project* (an activity with a defined end). Anyone will be able to access program and project descriptions and understand how they relate to the National Heritage Area's vision and mission.

The following information will be included in descriptions of programs or projects proposed for inclusion in an annual work plan. The Board of Directors will consider this information in making decisions on which projects to select for implementation:

- Project description;
- Specific measurable objective(s);
- How the project supports management plan goals and activities;
- Tasks and timeframes to complete them (in phases if necessary);
- Committee(s) responsible for coordination or leadership;
- Partner(s) and their roles;
- Cost, including staff hours; and
- Performance measures.

Partnership Committees are expected to provide advice to the Grant Evaluation Committee and Board on priorities and potential projects for consideration for funding and implementation. Partners and stakeholders may come to the Grant Evaluation Committee, Partnership Committees, and staff with projects and ideas for potential funding and implementation. For the Grant Evaluation Committee, Partnership Committees, or other working group responsible for

project review prior to Board approval, the following questions will be addressed:

- Is the project well designed? Are objectives, partners, partners' roles, steps, tasks, and performance measures clearly and effectively defined?
- What level of Board involvement and reporting to the Board by the committee, working group, or partner is required?
- What level of staff reporting to the committee, working group, or partner is required?
- Can staff or Board members undertake specific roles in support of this project?
- Can the committee or working group support and lead discussion of this project before the Board?

The following list provides critical questions that will be asked by the Board of Directors as potential projects are conceived and considered for implementation.

- Is the project clearly defined and related to the core vision, mission, goals, and management plan?
- Does the project fit with the core competencies of staff and/or partners?
- Do the resources exist to support the project at the level it requires?
- Will the program's or project's design effectively and efficiently achieve the goals, vision, and mission of the National Heritage Area?
- Will the project advance or mesh well with other projects?
- Can another partner, agency, or organization do this project better?
- Is success well defined?
- What are the opportunity costs? What are we not doing or what will we choose not to do because we are undertaking this project?

**ACTION: Prepare an annual work plan in accord with an annual budget and tied to the annual task agreement required under National Park Service procedures.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance's Board of Directors and Executive Director.*

**ACTION: Undertake periodic strategic planning to support annual work planning.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance's Board of Directors and Executive Director.*

**ACTION: Establish Board and committee procedures for review, approval, funding, and evaluation of new projects and programs.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance's Board of Directors and Executive Director.*



## 6.8.2 Start-up and Initial Work Plan

The Santa Cruz Heritage Alliance Board of Directors has identified priority actions which are highlighted in the Implementation Summary presented in Appendix D of this plan. The Implementation Summary is a consolidated list of actions from chapters of the management plan and is intended to be a living document that will be periodically updated, at minimum yearly as part of the planning and approval of the National Heritage Area's annual work plan.

As outlined earlier in the chapter, the National Heritage Area works to an annual work plan and 3-year strategic plan that are both revised and updated each year as circumstances and opportunities develop. Updating of the Implementation Summary as part of the annual work plan will document progress on actions that have implemented, outline next steps, and identify additional actions to be prioritized.

Many of the management plan's actions are listed as "ongoing" as well as short, medium, or long-term, recognizing consistent needs and responsibilities. Ongoing actions are implemented as issues and opportunities arise. They become priorities when the approved annual work plan identifies a particular need or opportunity that staff and partners will address. Ongoing actions are part of the day-to-day operations and will be reviewed periodically to assure that topics they relate to are being adequately addressed.

This chapter and the Implementation Summary in Appendix D may serve as the annual work plan for the National Heritage Area's first year. Priority actions for the current 1-to-3-year period are highlighted in yellow in the Implementation Summary. Lead entities, suggested partners, and implementation steps with anticipated timeframes are outlined for each priority action.

Some actions will require more detailed work plans, which will be prepared by staff and partners under the guidance of the Heritage Alliance Board. Context for potential projects implementing specific actions are provided in the chapter text. Many of the actions listed as "short term" are administrative in nature and are to be addressed during the first three years of the management plan's implementation.

The following areas of work are emphasized in planning for implementation leading up to and following approval of the management plan by the Secretary of the Interior. They may be revised, altered, phased, or set aside as the Alliance Board deems appropriate as circumstances develop:

**Board of Directors:** Develop and expand the Heritage Alliance Board of Directors to increase capacity, expand expertise, and cover the various areas of interest addressed in the management plan.

- See actions prioritized in the Implementation Summary and this chapter under 6.2.3 Board of Directors and 6.2.4 Board Committees.

**Staffing:** Hire the staff necessary to enable the Heritage Alliance to initiate programming and operations. Three initial staff members are suggested: Executive Director, Program Manager, and Marketing & Outreach Director.

Bookkeeping activities may be contracted to a consultant for the short term. Develop and institute operational policies and accounting systems.

- See recommendations, supporting text, and related actions identified in this chapter under 6.2.6 Staffing and Support.
- See actions prioritized in the Implementation Summary and this chapter under 6.2.7 Financial Management and Record-keeping.

**Partners and Stakeholders:** Engage and coordinate with partners and stakeholders in each area of activity described in Chapters 2 through 5, using the Partnership Council and Partnership Committees described earlier in this chapter as the primary organizational partnership structure.

- See actions prioritized in the Implementation Summary and this chapter under 6.2.5 Partnership Council and Committees.
- See actions prioritized in the Implementation Summary and Chapters 2 through 5 related to support for partners in various prioritized areas of early implementation for years 1-3.

**Identity:** Confirm and further develop National Heritage Area branding, graphic identity, website, social media, and exhibit formats as needed for initial programs to be implemented.

- See actions prioritized in the Implementation Summary and Chapter 4 under 4.3.1 National Heritage Area Identity and Presence, 4.3.2 National Heritage Area Website, and 4.3.3 Interpretive Publications and Media.

**Communications:** Prepare a communication and outreach plan for the year as part of the annual work plan. Initiate outreach to target audiences including partners and stakeholders and the general public.

- See recommendations, supporting text, and related actions related to the annual work plan identified in this chapter under 6.2.6 Staffing and Support.

**Conservation:** Establish a Conservation Committee and convene a meeting of conservation partners to review National Heritage Area-wide conservation issues and priorities.

- See actions prioritized in the Implementation Summary and Chapter 2 under 2.2.1 Partners in Conversation.

**Preservation:** Establish a Preservation Committee and consider prioritization of phased historic resource inventories in unsurveyed areas and communities within the National Heritage Area.

- See actions prioritized in the Implementation Summary and Chapter 3 under 3.2.1 National Historic Preservation Program, 3.2.2 Arizona State Historic Preservation Program, and 3.2.3 Tribal Historic Preservation Program.

**Interpretative Presentation:** Establish an Interpretive Committee and identify priority storylines for initial focus in a first phase of implementation of a National Heritage Area-wide interpretive presentation. Collaborate with

partners in developing targeted plans for coordination, presentation, and enhancement of those storylines.

- See actions prioritized in the Implementation Summary and Chapter 4 under 4.2.2 Organizing a Heritage Area-Wide Interpretive Presentation, 4.3.5 Outdoor Exhibit Program, and 4.4 Interpretive Presentation: Themes.

**Orientation:** Define and pursue a first phase for presenting regional orientation and context to a National Heritage Area-wide interpretive presentation.

- See actions prioritized in the Implementation Summary and Chapter 2 under 4.3.4 Orientation.

**Education:** Coordinate with partners in the identification of and support for educational programming. Consider prioritizing projects that engage young people.

- See actions prioritized in the Implementation Summary and Chapter 4 under 4.5 Framework for Education, 4.5.4 Non-Profit Organizations.

**Heritage Experiences:** Coordinate with partners in the identification of and support for development of heritage tourism experiences initiatives. (see Chapter 5)

- See actions prioritized in the Implementation Summary and Chapter 5 under 5.3 Tribal Cultural Traditions, 5.3.2 Mexican American Cultural Traditions, 5.4 Food Traditions, and 5.5.5 Trails, Hiking, and Nature.

**Partnership Grant Program:** Establish a grant program for partnership programs implementing aspects of the management plan. Consider priorities for early implementation including need, opportunity, partner readiness, and potential impact. As possible, try to balance grants across topics and the National Heritage Area's geography unless the Board deliberately chooses targeted emphasis or specific themes from year to year. Consider ongoing emphasis on engaging youth in educational programming.

- See actions prioritized in the Implementation Summary and Chapter 6 for partnership grants under 6.2.7 Financial Management and Record-keeping, Providing Support for Partners.

**Development:** Undertake initial organization and planning for resource development as an element of the first annual work plan. Prepare a three-year resource development plan and organize for its implementation.

- See actions prioritized in the Implementation Summary and Chapter 6 under 6.7.3 Developing and Carrying Out a Plan for Resource Development and Financial Stability.

As the Board and staff craft their work plans each year, each strategic area of work can be further defined through specific initiatives (programs or projects). Each initiative will need specific performance measures or objectives that will help to evaluate progress and define success.

### ***Partnership Commitments***

Partners who are active in the various areas of work addressed in this management plan are identified in Chapter 2 through 5 with respect to natural resource conservation, historic preservation, interpretation, education, recreation, heritage experiences, and public engagement.

Outreach was undertaken to more than seventy organizations in the preparation of this management plan, most of which were individually consulted on their work and the prospective issues and actions addressed in the management plan. Leading organizations are listed as Alliance Partners on the Santa Cruz Valley National Heritage Area website and have completed an Alliance Pledge Form in which they each:

- recognize the critical importance of acknowledging the rich cultural heritage, living traditions, and the events and places that have shaped the story of the Santa Cruz Valley National Heritage Area as a nationally distinctive landscape in Pima County and Santa Cruz County, and
- commit to protect, preserve, enhance, and promote the natural, cultural, and heritage resources of the Santa Cruz Valley National Heritage Area.

The number of Alliance Partners is growing and filling out the Partnership Council and Partnership Committees will be addressed as an early action in the management plan's implementation.

Actions that specific partners are taking to protect the natural, historical, cultural, scenic, and recreational resources of the National Heritage Area are described in detail in Chapters 2 through 5 of this management plan for the various areas of activities with which specific partners are engaged. Planning documents that describe the partners, conditions, framework, policies, and strategies for actions being undertaken are outlined in each chapter.

These actions contribute to implementation of the National Heritage Area program. They are embraced by the National Heritage Area and will be both indirectly and directly supported as resources are available and in accordance with priorities recommended by the Partnership Committees and directed by the Heritage Alliance Board.

Twenty-nine letters of commitment to the Santa Cruz Valley National Heritage Area program have been written by leading partners and are included in Appendix H of this plan. In each letter, partners commit to collaborating with the Heritage Alliance in implementing the approved management plan in their specific areas of interest and activity. Partners express their willingness to participate in the Partnership Committees, collaborate in planning and prioritizing actions, and working with the Heritage Alliance in implementing the goals set forth in the management plan. In many cases, this will include commitments of staff time and financial and other resources in the implementation of specific collaborative National Heritage Area identified projects.

In their letter of support, the San Xavier District of the Tohono O'odham Nation expressed support for the management plan and appreciation for their inclusion

in its development. The Pascua Yaqui Tribe committed to partnering in and expressed interest in participating on the **Partnership Council and Preservation Committee**. The Arizona-Sonoran Desert Museum, Patronato San Xavier, and Western National Parks Association expressed interest in and commitment to participation in the **Interpretive Committee** discussed earlier in this chapter.

The Sonoran Institute and Borderlands Restoration Network expressed interest in and commitment to participation in the **Conservation Committee** discussed earlier in this chapter and in Chapter 2. Both have also committed to participation in **habitat conservation projects** as part of the National Heritage Area program. The Tucson Historic Preservation Foundation expressed interest in and commitment to participation in the **Preservation Committee** discussed earlier in this chapter and in Chapter 3 as well as in preservation initiatives.

Visit Tucson committed to **\$15,000 in matching funds** to the National Heritage Area pending annual board approval of its operating budget and expressed interest in and commitment to participation in the **Partnership Council**.

The Arizona-Sonoran Desert Museum, Ironwood Tree Experience, Patronato San Xavier, Friends of Tucson’s Birthplace, and Tucson Chinese Cultural Center expressed interest in and commitment to participation in **interpretive planning** and implementation of **interpretive and educational programming** with the National Heritage Area. The City of Nogales expressed interest in hosting **gateway attractions** for the National Heritage Area for visitors from Mexico as well as from the north.

All letters of support expressed **commitment to participation in and support for** the National Heritage Area program as described in the management plan. In their letters, partners outline how their missions and interests align with the National Heritage Area. In addition to the partners listed above, detailed letters of support were received from the following:

- Anza Trail Coalition of Arizona, Inc.
- Arizona State Historic Preservation Office
- Coronado National Forest
- Friends of the Presidio
- Friends of the Santa Cruz River
- Juan Bautista de Anza National Historic Trail
- Nogales-Santa Cruz County Chamber of Commerce
- Pima County Board of Supervisors
- Pimeria Alta Historical Society
- Presidio San Agustin del Tucson Museum
- Santa Cruz County Board of Supervisors
- Santa Cruz Valley Citizens Council
- Town of Patagonia Town Council
- Tubac Center of the Arts
- The Tubac Historical Society
- Tubac Nature Center

### 6.8.3 Evaluation

Evaluation is a critical, ongoing activity for any organization. There are two basic kinds of evaluation. First is the annual programmatic feedback and review that will be built into the Heritage Alliance’s administrative practices to guide the selection and implementation of programs and projects on an ongoing basis. The second is a long-term evaluation of overall programmatic performance over time.

With respect to annual programmatic feedback, if a program or project is properly designed, it will have performance measures to help administrators understand what was expected to be achieved and whether the program hit its mark. Evaluation will be a simple process to make adjustments in project selection and/or performance based on targets achieved, exceeded, or missed.

National heritage areas routinely report on a number of programmatic measures that have been developed over time by the National Park Service in partnership with national heritage areas. Each national heritage area can match these programmatic measures to its own goals and emphasis to explain achievements and outcomes, and to adjust when necessary. Some national heritage areas choose to emphasize their focus on visitor experience, for example, and others on preservation projects, or on interpretation, or on trail development—all as expressed in their approved management plans.

With respect to long-term, independent evaluation, the National Heritage Area’s designating legislation states that an independent evaluation report be prepared not later than three years before the date on which the legislation’s authorization for federal funding terminates, or 2034 for the Santa Cruz Valley National Heritage Area. This kind of evaluation is undertaken prior to any reauthorization of the National Heritage Area. As outlined in the designating legislation, the evaluation:

- Assesses the progress of the local coordinating entity in accomplishing the purposes of the authorizing legislation and the goals and objectives of the management plan;
- Analyzes the investments of the federal government; state, tribal, and local governments; and private entities in the National Heritage Area to determine the impacts of the investments; and
- Reviews the management structure, partnership relationships, and funding of the National Heritage Area for purposes of identifying the critical components for sustainability of the National Heritage Area.

Such long-term evaluation is generally an independent process based on methodologies and practices maintained by social-science and planning program experts, used when in-depth understanding of a program is needed. It involves carefully considered data collection and thorough analysis according to a framework designed as part of the process.

The National Park Service has developed a process through which such evaluations are preformed, described in an August 2016 report by the National Park Service, *National Heritage Area Evaluation Guide*. Evaluations of previously

designated national heritage areas have been ongoing and will provide important information of the evaluation process and needed requirements for meeting evaluation criteria.

This management plan has been prepared with the 15-year evaluation in mind. The Heritage Alliance and its partners need to undertake their annual planning and implementation in accordance with the authorities, duties, and purposes of the designating legislation for which they were designated as delineated in the approved management plan. These purposes must be directly addressed in each annual work plan, each internal project plan and evaluation, and each annual report to the National Park Service.

The Heritage Alliance will maintain awareness of the long-term evaluation process as it continues to develop and change. This awareness may be achieved through ongoing communication with the National Park Service as well as with other national heritage areas through the Alliance of National Heritage Areas. As discussed previously in this chapter, record-keeping will be designed to collect, memorialize, and present information specifically for the purposes of meeting evaluation needs, both year by year and on a long-term basis.

There's an old saying among planners and other public administrators—*you get what you measure*. That is, ask questions about what a program is producing and program leaders will receive answers tailored to the questions, no more, but also no less. National heritage areas are asked on an annual basis to describe their programs in basic terms and numbers, reporting to the National Park Service. Following are topics on which they report, including both numeric measures of progress and qualitative descriptions of outcomes:

- **Financial Assistance** (leverage – all other funds raised, versus National Heritage Area grant; number of grants and total dollar amount awarded)
- **Capacity Building** (organizations provided technical assistance; organizations provided grants)
- **Historic Preservation & Community Development Projects** (both in-process and completed work: National Register nominations completed; sites preserved; sites maintained; community development projects completed)
- **Collections: Documentation and Conservation Projects** (paintings, artifacts, archives, oral histories, video histories, etc.; grants for both in-process and completed work)
- **Land, Water & Environmental Conservation Projects** (both in-process and completed work: grants awarded, number of projects in land restoration, waterway restoration, and other environmental conservation projects)
- **Recreation Development Projects** (both in-process and completed work: grants awarded, new trails completed, trails maintained, other recreation projects)

- **Education and Interpretation – Public Learning** (both in-process and completed work: grants awarded, programs offered, products offered)
- **Promotion and Marketing** (grants awarded; products offered - brochures, economic impact studies, websites, etc.)
- **Outreach and Engagement** (partners, volunteers; on a less than annual basis, heritage areas may be asked about participation in their own programs & events and the number of visitors to interpretive attractions)

Implementation of the management plan for the Santa Cruz Valley National Heritage Area will incorporate robust documentation and evaluation processes to meet both internal best practice operational needs and the needs for successful long-term, external programmatic evaluation.

**ACTION: Design internal evaluation processes for programs and projects to assess their effectiveness in meeting their intended objectives and meeting the vision, mission, and goals of the approved management plan.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.*

**ACTION: Maintain awareness of long-term evaluation needs and processes through communication with the National Park Service and Alliance of National Heritage Areas and tailor project selection and performance to meet those needs in accordance with the approved management plan.**

*Timeframe and Responsibility: Medium-term and ongoing action of the Heritage Alliance Board of Directors, Executive Director, and partners.*

**ACTION: Design record-keeping and annual reporting and evaluation to support the long-term independent evaluation as required in the designating legislation.**

*Timeframe and Responsibility: Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.*

The Santa Cruz Valley National Heritage Area is a nationally and internationally distinctive region, both ecologically and culturally. Its many partners are capable and active and have realized extraordinary achievements over the decades. The National Heritage Area program is a vehicle to assist regional partners in achieving still more in the future.

Careful attention to resources and best practices for both administration and program development of the National Heritage Area program are the foundations for encouraging excellence in the various areas of the program's endeavors—conservation, historic preservation, interpretation, and education, living cultural traditions, and heritage experiences.

Through the National Heritage Area program, the Santa Cruz Valley will continue to excel in terms of natural and cultural heritage and stewardship and become even better known to the public as one of the nation's greatest places to live, learn, work, and play.





## **APPENDIX A – DESIGNATING LEGISLATION**



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PUBLIC LAW 116-9—MAR. 12, 2019

JOHN D. DINGELL, JR. CONSERVATION,  
MANAGEMENT, AND RECREATION ACT

Public Law 116–9  
116th Congress

An Act

Mar. 12, 2019  
[S. 47]

To provide for the management of the natural resources of the United States,  
and for other purposes.

*Be it enacted by the Senate and House of Representatives of  
the United States of America in Congress assembled,*

John D.  
Dingell, Jr.  
Conservation,  
Management,  
and Recreation  
Act.  
16 USC 1 note.

**SECTION 1. SHORT TITLE; TABLE OF CONTENTS.**

(a) **SHORT TITLE.**—This Act may be cited as the “John D. Dingell, Jr. Conservation, Management, and Recreation Act”.

(b) **TABLE OF CONTENTS.**—The table of contents for this Act is as follows:

- Sec. 1. Short title; table of contents.  
Sec. 2. Definition of Secretary.

**TITLE I—PUBLIC LAND AND FORESTS**

**Subtitle A—Land Exchanges and Conveyances**

- Sec. 1001. Crags land exchange, Colorado.  
Sec. 1002. Arapaho National Forest boundary adjustment.  
Sec. 1003. Santa Ana River Wash Plan land exchange.  
Sec. 1004. Udall Park land exchange.  
Sec. 1005. Confirmation of State land grants.  
Sec. 1006. Custer County Airport conveyance.  
Sec. 1007. Pascua Yaqui Tribe land conveyance.  
Sec. 1008. La Paz County land conveyance.  
Sec. 1009. Lake Bistineau land title stability.  
Sec. 1010. Lake Fannin land conveyance.  
Sec. 1011. Land conveyance and utility right-of-way, Henry’s Lake Wilderness Study Area, Idaho.  
Sec. 1012. Conveyance to Ukpeagvik Inupiat Corporation.  
Sec. 1013. Public purpose conveyance to City of Hyde Park, Utah.  
Sec. 1014. Juab County conveyance.  
Sec. 1015. Black Mountain Range and Bullhead City land exchange.  
Sec. 1016. Cottonwood land exchange.  
Sec. 1017. Embry-Riddle Tri-City land exchange.

**Subtitle B—Public Land and National Forest System Management**

- Sec. 1101. Bolts Ditch access.  
Sec. 1102. Clarification relating to a certain land description under the Northern Arizona Land Exchange and Verde River Basin Partnership Act of 2005.  
Sec. 1103. Frank and Jeanne Moore Wild Steelhead Special Management Area.  
Sec. 1104. Maintenance or replacement of facilities and structures at Smith Gulch.  
Sec. 1105. Repeal of provision limiting the export of timber harvested from certain Kake Tribal Corporation land.  
Sec. 1106. Designation of Fowler and Boskoff Peaks.  
Sec. 1107. Coronado National Forest land conveyance.  
Sec. 1108. Deschutes Canyon-Steelhead Falls Wilderness Study Area boundary adjustment, Oregon.  
Sec. 1109. Maintenance of Federal mineral leases based on extraction of helium.  
Sec. 1110. Small miner waivers to claim maintenance fees.  
Sec. 1111. Saint Francis Dam Disaster National Memorial and National Monument.

(4) ANNUAL REPORT.—Annually, the Secretary shall submit to Congress a report that describes the activities carried out under this section.

(c) FUNDING.—

(1) AUTHORIZATION OF APPROPRIATIONS.—There is authorized to be appropriated to carry out this section \$55,000,000 for the period of fiscal years 2019 through 2023.

(2) EFFECT ON OTHER SOURCES OF FEDERAL FUNDING.—Amounts made available under this subsection shall supplement, and not supplant, Federal funds made available for other United States Geological Survey hazards activities and programs.

**SEC. 5002. REAUTHORIZATION OF NATIONAL GEOLOGIC MAPPING ACT OF 1992.**

(a) REAUTHORIZATION.—

(1) IN GENERAL.—Section 9(a) of the National Geologic Mapping Act of 1992 (43 U.S.C. 31h(a)) is amended by striking “2018” and inserting “2023”.

(2) CONFORMING AMENDMENT.—Section 4(b)(1) of the National Geologic Mapping Act of 1992 (43 U.S.C. 31c(b)(1)) is amended by striking “Omnibus Public Land Management Act of 2009” each place it appears in subparagraphs (A) and (B) and inserting “John D. Dingell, Jr. Conservation, Management, and Recreation Act”.

(b) GEOLOGIC MAPPING ADVISORY COMMITTEE.—Section 5(a)(3) of the National Geologic Mapping Act of 1992 (43 U.S.C. 31d(a)(3)) is amended by striking “Associate Director for Geology” and inserting “Associate Director for Core Science Systems”.

(c) CLERICAL AMENDMENTS.—Section 3 of the National Geologic Mapping Act of 1992 (43 U.S.C. 31b) is amended—

(1) in paragraph (4), by striking “section 6(d)(3)” and inserting “section 4(d)(3)”;

(2) in paragraph (5), by striking “section 6(d)(1)” and inserting “section 4(d)(1)”; and

(3) in paragraph (9), by striking “section 6(d)(2)” and inserting “section 4(d)(2)”.

**TITLE VI—NATIONAL HERITAGE AREAS**

**SEC. 6001. NATIONAL HERITAGE AREA DESIGNATIONS.**

(a) IN GENERAL.—The following areas are designated as National Heritage Areas, to be administered in accordance with this section:

(1) APPALACHIAN FOREST NATIONAL HERITAGE AREA, WEST VIRGINIA AND MARYLAND.—

(A) IN GENERAL.—There is established the Appalachian Forest National Heritage Area in the States of West Virginia and Maryland, as depicted on the map entitled “Appalachian Forest National Heritage Area”, numbered T07/80,000, and dated October 2007, including—

(i) Barbour, Braxton, Grant, Greenbrier, Hampshire, Hardy, Mineral, Morgan, Nicholas, Pendleton, Pocahontas, Preston, Randolph, Tucker, Upshur, and Webster Counties in West Virginia; and

(ii) Allegany and Garrett Counties in Maryland.

(5) SANTA CRUZ VALLEY NATIONAL HERITAGE AREA, ARIZONA.— 54 USC 320101 note.

(A) IN GENERAL.—There is established the Santa Cruz Valley National Heritage Area in the State of Arizona, to consist of land in Pima and Santa Cruz Counties in the State, as generally depicted on the map entitled “Santa Cruz Valley National Heritage Area”, numbered T09/80,000, and dated November 13, 2007.

(B) LOCAL COORDINATING ENTITY.—Santa Cruz Valley Heritage Alliance, Inc., a nonprofit organization established under the laws of the State of Arizona, shall be the local coordinating entity for the National Heritage Area designated by subparagraph (A).

(6) SUSQUEHANNA NATIONAL HERITAGE AREA, PENNSYLVANIA.— 54 USC 320101 note.

(A) IN GENERAL.—There is established the Susquehanna National Heritage Area in the State of Pennsylvania, to consist of land in Lancaster and York Counties in the State.

(B) LOCAL COORDINATING ENTITY.—The Susquehanna Heritage Corporation, a nonprofit organization established under the laws of the State of Pennsylvania, shall be the local coordinating entity for the National Heritage Area designated by subparagraph (A).

(b) ADMINISTRATION.—

(1) AUTHORITIES.—For purposes of carrying out the management plan for each of the National Heritage Areas designated by subsection (a), the Secretary, acting through the local coordinating entity, may use amounts made available under subsection (g)—

54 USC 320101 note.

(A) to make grants to the State or a political subdivision of the State, Indian Tribes, nonprofit organizations, and other persons;

(B) to enter into cooperative agreements with, or provide technical assistance to, the State or a political subdivision of the State, Indian Tribes, nonprofit organizations, and other interested parties;

(C) to hire and compensate staff, which shall include individuals with expertise in natural, cultural, and historical resources protection, and heritage programming;

(D) to obtain money or services from any source including any money or services that are provided under any other Federal law or program;

(E) to contract for goods or services; and

(F) to undertake to be a catalyst for any other activity that furthers the National Heritage Area and is consistent with the approved management plan.

(2) DUTIES.—The local coordinating entity for each of the National Heritage Areas designated by subsection (a) shall—

(A) in accordance with subsection (c), prepare and submit a management plan for the National Heritage Area to the Secretary;

(B) assist Federal agencies, the State or a political subdivision of the State, Indian Tribes, regional planning organizations, nonprofit organizations and other interested parties in carrying out the approved management plan by—

(i) carrying out programs and projects that recognize, protect, and enhance important resource values in the National Heritage Area;

(ii) establishing and maintaining interpretive exhibits and programs in the National Heritage Area;

(iii) developing recreational and educational opportunities in the National Heritage Area;

(iv) increasing public awareness of, and appreciation for, natural, historical, scenic, and cultural resources of the National Heritage Area;

(v) protecting and restoring historic sites and buildings in the National Heritage Area that are consistent with National Heritage Area themes;

(vi) ensuring that clear, consistent, and appropriate signs identifying points of public access and sites of interest are posted throughout the National Heritage Area; and

(vii) promoting a wide range of partnerships among the Federal Government, State, Tribal, and local governments, organizations, and individuals to further the National Heritage Area;

(C) consider the interests of diverse units of government, businesses, organizations, and individuals in the National Heritage Area in the preparation and implementation of the management plan;

(D) conduct meetings open to the public at least semi-annually regarding the development and implementation of the management plan;

(E) for any year that Federal funds have been received under this subsection—

(i) submit to the Secretary an annual report that describes the activities, expenses, and income of the local coordinating entity (including grants to any other entities during the year that the report is made);

(ii) make available to the Secretary for audit all records relating to the expenditure of the funds and any matching funds; and

(iii) require, with respect to all agreements authorizing expenditure of Federal funds by other organizations, that the organizations receiving the funds make available to the Secretary for audit all records concerning the expenditure of the funds; and

(F) encourage by appropriate means economic viability that is consistent with the National Heritage Area.

(3) PROHIBITION ON THE ACQUISITION OF REAL PROPERTY.—The local coordinating entity shall not use Federal funds made available under subsection (g) to acquire real property or any interest in real property.

(c) MANAGEMENT PLAN.—

(1) IN GENERAL.—Not later than 3 years after the date of enactment of this Act, the local coordinating entity for each of the National Heritage Areas designated by subsection (a) shall submit to the Secretary for approval a proposed management plan for the National Heritage Area.

(2) REQUIREMENTS.—The management plan shall—

(A) incorporate an integrated and cooperative approach for the protection, enhancement, and interpretation of the

natural, cultural, historic, scenic, and recreational resources of the National Heritage Area;

(B) take into consideration Federal, State, local, and Tribal plans and treaty rights;

(C) include—

(i) an inventory of—

(I) the resources located in the National Heritage Area; and

(II) any other property in the National Heritage Area that—

(aa) is related to the themes of the National Heritage Area; and

(bb) should be preserved, restored, managed, or maintained because of the significance of the property;

(ii) comprehensive policies, strategies and recommendations for conservation, funding, management, and development of the National Heritage Area;

(iii) a description of actions that the Federal Government, State, Tribal, and local governments, private organizations, and individuals have agreed to take to protect the natural, historical, cultural, scenic, and recreational resources of the National Heritage Area;

(iv) a program of implementation for the management plan by the local coordinating entity that includes a description of—

(I) actions to facilitate ongoing collaboration among partners to promote plans for resource protection, restoration, and construction; and

(II) specific commitments for implementation that have been made by the local coordinating entity or any government, organization, or individual for the first 5 years of operation;

(v) the identification of sources of funding for carrying out the management plan;

(vi) analysis and recommendations for means by which Federal, State, local, and Tribal programs, including the role of the National Park Service in the National Heritage Area, may best be coordinated to carry out this subsection; and

(vii) an interpretive plan for the National Heritage Area; and

(D) recommend policies and strategies for resource management that consider and detail the application of appropriate land and water management techniques, including the development of intergovernmental and inter-agency cooperative agreements to protect the natural, historical, cultural, educational, scenic, and recreational resources of the National Heritage Area.

(3) DEADLINE.—If a proposed management plan is not submitted to the Secretary by the date that is 3 years after the date of enactment of this Act, the local coordinating entity shall be ineligible to receive additional funding under this section until the date on which the Secretary receives and approves the management plan.

(4) APPROVAL OR DISAPPROVAL OF MANAGEMENT PLAN.—



(A) IN GENERAL.—Not later than 180 days after the date of receipt of the management plan under paragraph (1), the Secretary, in consultation with State and Tribal governments, shall approve or disapprove the management plan.

(B) CRITERIA FOR APPROVAL.—In determining whether to approve the management plan, the Secretary shall consider whether—

(i) the local coordinating entity is representative of the diverse interests of the National Heritage Area, including Federal, State, Tribal, and local governments, natural and historic resource protection organizations, educational institutions, businesses, and recreational organizations;

(ii) the local coordinating entity has afforded adequate opportunity, including public hearings, for public and governmental involvement in the preparation of the management plan; and

(iii) the resource protection and interpretation strategies contained in the management plan, if implemented, would adequately protect the natural, historical, and cultural resources of the National Heritage Area.

(C) ACTION FOLLOWING DISAPPROVAL.—If the Secretary disapproves the management plan under subparagraph (A), the Secretary shall—

(i) advise the local coordinating entity in writing of the reasons for the disapproval;

(ii) make recommendations for revisions to the management plan; and

(iii) not later than 180 days after the receipt of any proposed revision of the management plan from the local coordinating entity, approve or disapprove the proposed revision.

(D) AMENDMENTS.—

(i) IN GENERAL.—The Secretary shall approve or disapprove each amendment to the management plan that the Secretary determines make a substantial change to the management plan.

(ii) USE OF FUNDS.—The local coordinating entity shall not use Federal funds authorized by this subsection to carry out any amendments to the management plan until the Secretary has approved the amendments.

(d) RELATIONSHIP TO OTHER FEDERAL AGENCIES.—

(1) IN GENERAL.—Nothing in this section affects the authority of a Federal agency to provide technical or financial assistance under any other law.

(2) CONSULTATION AND COORDINATION.—The head of any Federal agency planning to conduct activities that may have an impact on a National Heritage Area designated by subsection (a) is encouraged to consult and coordinate the activities with the Secretary and the local coordinating entity to the maximum extent practicable.

(3) OTHER FEDERAL AGENCIES.—Nothing in this section—

(A) modifies, alters, or amends any law or regulation authorizing a Federal agency to manage Federal land under the jurisdiction of the Federal agency;

(B) limits the discretion of a Federal land manager to implement an approved land use plan within the boundaries of a National Heritage Area designated by subsection (a); or

(C) modifies, alters, or amends any authorized use of Federal land under the jurisdiction of a Federal agency.

(e) PRIVATE PROPERTY AND REGULATORY PROTECTIONS.—  
Nothing in this section—

54 USC 320101  
note.

(1) abridges the rights of any property owner (whether public or private), including the right to refrain from participating in any plan, project, program, or activity conducted within a National Heritage Area designated by subsection (a);

(2) requires any property owner—

(A) to permit public access (including access by Federal, State, or local agencies) to the property of the property owner; or

(B) to modify public access or use of property of the property owner under any other Federal, State, or local law;

(3) alters any duly adopted land use regulation, approved land use plan, or other regulatory authority of any Federal, State, Tribal, or local agency;

(4) conveys any land use or other regulatory authority to the local coordinating entity;

(5) authorizes or implies the reservation or appropriation of water or water rights;

(6) enlarges or diminishes the treaty rights of any Indian Tribe within the National Heritage Area;

(7) diminishes—

(A) the authority of the State to manage fish and wildlife, including the regulation of fishing and hunting within a National Heritage Area designated by subsection (a); or

(B) the authority of Indian Tribes to regulate members of Indian Tribes with respect to fishing, hunting, and gathering in the exercise of treaty rights; or

(8) creates any liability, or affects any liability under any other law, of any private property owner with respect to any person injured on the private property.

(f) EVALUATION AND REPORT.—

54 USC 320101  
note.

(1) IN GENERAL.—For each of the National Heritage Areas designated by subsection (a), not later than 3 years before the date on which authority for Federal funding terminates for each National Heritage Area, the Secretary shall—

(A) conduct an evaluation of the accomplishments of the National Heritage Area; and

(B) prepare a report in accordance with paragraph

(3).

(2) EVALUATION.—An evaluation conducted under paragraph (1)(A) shall—

(A) assess the progress of the local management entity with respect to—

(i) accomplishing the purposes of the authorizing legislation for the National Heritage Area; and

(ii) achieving the goals and objectives of the approved management plan for the National Heritage Area;

(B) analyze the investments of the Federal Government, State, Tribal, and local governments, and private entities in each National Heritage Area to determine the impact of the investments; and

(C) review the management structure, partnership relationships, and funding of the National Heritage Area for purposes of identifying the critical components for sustainability of the National Heritage Area.

(3) REPORT.—Based on the evaluation conducted under paragraph (1)(A), the Secretary shall submit to the Committee on Energy and Natural Resources of the Senate and the Committee on Natural Resources of the House of Representatives a report that includes recommendations for the future role of the National Park Service, if any, with respect to the National Heritage Area.

(g) AUTHORIZATION OF APPROPRIATIONS.—

(1) IN GENERAL.—There is authorized to be appropriated for each National Heritage Area designated by subsection (a) to carry out the purposes of this section \$10,000,000, of which not more than \$1,000,000 may be made available in any fiscal year.

(2) AVAILABILITY.—Amounts made available under paragraph (1) shall remain available until expended.

(3) COST-SHARING REQUIREMENT.—

(A) IN GENERAL.—The Federal share of the total cost of any activity under this section shall be not more than 50 percent.

(B) FORM.—The non-Federal contribution of the total cost of any activity under this section may be in the form of in-kind contributions of goods or services fairly valued.

(4) TERMINATION OF AUTHORITY.—The authority of the Secretary to provide assistance under this section terminates on the date that is 15 years after the date of enactment of this Act.

**SEC. 6002. ADJUSTMENT OF BOUNDARIES OF LINCOLN NATIONAL HERITAGE AREA.**

(a) BOUNDARY ADJUSTMENT.—Section 443(b)(1) of the Consolidated Natural Resources Act of 2008 (Public Law 110-229; 122 Stat. 819) is amended—

(1) by inserting “, Livingston,” after “LaSalle”; and

(2) by inserting “, the city of Jonesboro in Union County, and the city of Freeport in Stephenson County” after “Woodford counties”.

(b) MAP.—The Secretary shall update the map referred to in section 443(b)(2) of the Consolidated Natural Resources Act of 2008 to reflect the boundary adjustment made by the amendments in subsection (a).

**SEC. 6003. FINGER LAKES NATIONAL HERITAGE AREA STUDY.**

(a) DEFINITIONS.—In this section:

(1) HERITAGE AREA.—The term “Heritage Area” means the Finger Lakes National Heritage Area.

(2) STATE.—The term “State” means the State of New York.

54 USC 320101  
note.

54 USC 320101  
note.

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# **APPENDIX B – PLANNING PROCESS AND PUBLIC ENGAGEMENT**



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## THE PLANNING PROCESS

Work on the management plan for the Santa Cruz Valley National Heritage Area began on October 9, 2020 with an initial meeting via Zoom between Heritage Strategies (the consultant team) and members of the Santa Cruz Valley Heritage Alliance's (Heritage Alliance) Board of Directors. The meeting also included the National Park Service's (NPS) Regional Program Manager for the National Heritage Areas Program based in the NPS Denver Regional Office.

The initial meeting addressed the NPS planning and review process, an overview of the schedule of work, project coordination, background information, and a discussion on civic engagement. Outreach to tribal representatives was of particular interest.

During October, Heritage Strategies undertook initial online background research on key stakeholders within the National Heritage Area, including Visit Tucson, Pima County, Santa Cruz County, Tumacácori National Historic Park, and the Juan Bautista de Anza National Historic Trail. A personal interview was conducted with the Heritage Alliance's President and representative from Visit Tucson on tourism within the Santa Cruz Valley. Additional discussions were

held in advance of the consultant team’s initial visit to the National Heritage Area.

The initial field visit was conducted the week of November 8-14, 2020. During the field visit, Heritage Strategies toured the region and visited key regional historic, natural, and recreational landscapes and attractions. Meetings were conducted with a variety of stakeholders – both onsite and in Pima County offices – with the generous assistance of Heritage Alliance Board members.

### **Steering Committee and Visioning**

Following the field visit, discussions were held about creating a Steering Committee for the planning process to include Heritage Alliance Board members and representatives from key stakeholders, including the region’s two local tribes, the Tohono O’odham and Pascua Yaqui. The Heritage Alliance contacted and confirmed the participation of ten individuals for the Steering Committee. Steering Committee members include:

- Vanessa Bechtol, Heritage Alliance board member
- Luke Cole, Sonoran Institute
- Mary Dahl, Heritage Alliance board member
- Daniel Judkins, Heritage Alliance board member
- Linda Mayro, Heritage Alliance board member
- Chairman Austin Nuñez, San Xavier District
- Tom Sheridan, University of Arizona
- Richard Fe Tom, Heritage Alliance board member
- Daniel Vega, Pascua Yaqui Tribe
- Betty Villegas, Mexican American Heritage and History Museum

Planning was undertaken and background documents were prepared for a visioning workshop of Steering Committee members, which was conducted in two 1 ½ hour sessions on December 17 and 18.

In early December, prior to conducting the visioning workshop, Steering Committee members were asked to complete a brief survey using Survey Monkey. The purpose of the survey was to gather preliminary information that would advance the visioning workshop discussions and to encourage Steering Committee members to consider in advance key topics relating to the National Heritage Area. Seventeen survey questions were posed, focusing on:

- **Key topics** for the Management Plan based on the National Heritage Area’s designating legislation and 2005 Feasibility Study;
- Identifying **top partners** in the areas of resource protection, heritage education, and place-based economic development;
- Identifying key **strengths and weaknesses** of the Heritage Alliance;
- Identifying greatest **opportunities and threats** to success;
- Identifying **top achievements** that respondents hope the National Heritage Area and Heritage Alliance will accomplish and how its **impact** will be known; and
- Aspects of **public participation** that will be necessary for success.



Visioning workshop discussions on December 17 were organized around the following topics:

1. Resource protection and linkages
2. Heritage education (interpretation, community traditions and arts, schools, public educational programming)

Visioning workshop discussions on December 18 were organized around the following topics:

3. Place-based economic development (heritage tourism, nature tourism, community development, revitalization and preservation of historic properties and neighborhoods)
4. Management, sustainability, and partnerships

Notes were taken of the two visioning workshops and distributed to participants. The workshops were also recorded and made available for viewing.

### **Identifying Stakeholders**

Based on background research, the 2005 Feasibility Study, and discussions to date, Heritage Strategies prepared a preliminary list of stakeholders organized under key topics and submitted the list to the Heritage Alliance on January 12. The Heritage Alliance expanded the list with additional organizations and organized it into a spreadsheet format. Individuals for potential contact at stakeholder organizations were added to the spreadsheet to the extent they were available. The expanded list was shared with Heritage Strategies on January 20.

Following phone consultations reviewing the list of stakeholders, Heritage Strategies undertook online research to fill out information on potential contacts (names, phone numbers, and email addresses) for each organization identified. More than 70 potential stakeholder organizations and 104 contacts were identified. Additionally, eight county and municipal entities were listed with suggested contacts. The list included:

- Historic and cultural sites and attractions,
- Natural resource sites and attractions,
- Federal, state, and local entities involved in land management,
- Non-profit research, advocacy, and support organizations,
- Local governmental offices involved in community development and resource protection,
- Local tribes.

The list of stakeholders included seven initial contacts for the two tribes within the region, including the tribes' two Tribal Historic Preservation Officers (THPOs). It was determined that tribal outreach would be led by Heritage Alliance Board members who were known to the tribal representatives with the participation of Heritage Strategies.

In addition to identifying contact information for the potential stakeholder organizations, Heritage Strategies' online research gathered background information on each organization's mission, interests, organization, and programs.

## **The Impact of the COVID-19 Pandemic**

Increases in caseloads of the COVID-19 pandemic nationwide over the winter of 2020/2021 and the pandemic's expected continuation into the spring and summer months precluded the possibility of in-person meetings and workshops during that period and necessitated changes to planned outreach for civic engagement.

Heritage Strategies' scope of work for the planning process anticipated two intense periods of stakeholder and public engagement, each involving a week to a week-and-a-half of onsite meetings and workshops. The first period of engagement was to occur in the January timeframe and was to be focused on discussion of existing conditions and issues organized around key topics identified in the National Heritage Area's designating legislation. The second period of engagement was to occur in the March timeframe and was to focus on strategies and recommendations. Both periods of engagement were to include in-person meetings with stakeholders, focus groups organized by topic, meetings with municipal leaders, and public workshops at different locations around the National Heritage Area. Due to the COVID-19 pandemic, however, alternative means for stakeholder and public outreach were required.

In lieu of the two intense periods of stakeholder and public engagement anticipated in the original scope of work, the revised approach included (1) a period of three to four months of continuing outreach to identified stakeholders through personal interviews by phone and online via Zoom and (2) a five-part webinar series for stakeholders and the general public to provide information, obtain input, and outline progress in preparation of the management plan.

### **Stakeholder Interviews**

The stakeholder interviews were conducted by Heritage Strategies by phone and Zoom beginning in late February and extending into early September. They involved 46 stakeholder organizations identified in the list of stakeholders and more than 60 individuals. In most cases, email introductions were provided by the Heritage Alliance with follow-up by Heritage Strategies in scheduling the interviews.

In general, the order of the discussions paralleled the preparation of specific chapters of the management plan. The interviews were used to discuss key issues the management plan should address and the interests, programs, and potential participation of the stakeholder organization in the National Heritage Area's implementation. How the National Heritage Area might support and benefit the stakeholder organizations was of particular importance.

The management plan seeks to embrace the stakeholder organizations' interests and programs, promote them, coordinate them with the programs of other stakeholders, and provide support and enhancement through National Heritage Area initiatives. Many of the topics discussed in the management plan were drawn from the stakeholder interviews and supporting documentation.

As a result of the engagement, it was hoped that each stakeholder organization would (1) assign a staff member to be the ongoing primary contact for engagement with the National Heritage Area, (2) identify key staff members to

receive National Heritage Area e-newsletters and updates, and (3) on occasion be willing to forward National Heritage Area communications to their own email networks of members and contacts.

Outreach to local elected officials was undertaken directly by Heritage Alliance Board members, strengthening direct Board contacts and emphasizing the importance of local communities and governing boards to the National Heritage Area.

### **Heritage Alliance Website**

In Fall 2020, the Heritage Alliance launched a new website of appealing design and with information about the National Heritage Area. A web page with detailed information about the management plan was included. Over the course of the management plan's preparation, the Heritage Alliance updated the website with new information as appropriate, including notices about the public webinars and access to the recordings.

### **Heritage Alliance E-newsletter**

Another method to share public information about the management plan was the Heritage Alliance monthly e-newsletter that is distributed to subscribers. The e-newsletter was used to apprise stakeholders of the progress of the management plan preparation.

Over time, it is anticipated that the number of subscribers to the e-newsletter will grow. As an implementation step of the management plan, the e-newsletter will be used as a primary vehicle for public and stakeholder outreach and will promote the programs, events, and activities of partners and stakeholders.

### **Stakeholder and Public Webinars**

In early April 2021, the National Park Service contacted the firm Connected Realities, LLC to assist in stakeholder and public outreach for the management plan's preparation. A series of five stakeholder and public webinars presented the different draft chapters of the management plan as they were prepared. Each public webinar was preceded by a presentation of the draft chapters to the Steering Committee for review and comment.

Steering Committee presentations were conducted on:

- April 21, 2021 – Chapter 1, A Vision for the National Heritage Area
- June 29, 2021 – Chapter 2, Thriving Ecosystems and Biotic Communities and Chapter 4, Storytelling: Interpretation and Education
- August 3, 2021 – Chapter 3, Living History and Cultural Traditions
- August 26, 2021 – Chapter 5, Heritage Experiences

Stakeholder and public webinars were conducted on:

- May 14, 2021 – Chapter 1, A Vision for the National Heritage Area
- July 13, 2021 – Chapter 2, Thriving Ecosystems and Biotic Communities and Chapter 4, Storytelling: Interpretation and Education
- August 12, 2021 – Chapter 3, Living History and Cultural Traditions

- August 30, 2021 – Chapter 5, Heritage Experiences
- September 17, 2021 – Summary of the entire draft management plan

Each webinar featured a PowerPoint presentation by the Heritage Alliance and Heritage Strategies outlining the progress of the planning and key topics being addressed. Participants were invited to ask questions via the Zoom chat box. Eighty individuals registered for the first public webinar, which included simultaneous Spanish translation. Translation was not continued through the remainder of the presentations, however, due to the lack of solely Spanish-speaking participants. The second webinar had 32 individuals registered, 23 individuals for the third webinar, 18 individuals for the fourth webinar, and 49 individuals for the fifth webinar.

### **Management Plan Preparation**

Draft chapters of the management plan were prepared and submitted for review on a rolling basis as they were completed between March and October, 2021.

- Draft Chapter 1 was initially submitted on March 23;
- Draft Chapter 2 was initially submitted on June 7;
- Draft Chapter 4 was initially submitted on July 5;
- Draft Chapter 3 was initially submitted on July 30;
- Draft Chapter 5 was initially submitted on September 20;
- Draft Chapter 6 was initially submitted on October 28.

Upon initial submission, each chapter was reviewed by members of the Steering Committee and Heritage Alliance Board as well as by Alexandra Hernandez, Regional Program Manager for the National Heritage Areas program in the NPS's Denver Regional Office. Coordination of comments and detailed editing was undertaken by Vanessa Bechtol, President of the Heritage Alliance Board. Upon receipt of comments, revised chapters were prepared and submitted by Heritage Strategies. Additional editing and revisions ensued.

In October and November, as chapters were nearing completion, various chapters were distributed to key partners with interests in specific topics for their review and input. In early December, the full draft plan was submitted to the NPS Denver Regional Office where it was distributed to several internal NPS reviewers. NPS comments were received back at the end of December and additional revisions were made.

The full draft management plan was then made available to the general public for a thirty-day public review period. The plan was posted on the Heritage Alliance website and shared via its e-newsletter. Printed copies of the draft plan were made available at the Southern Arizona Heritage & Visitor Center in downtown Tucson, Western National Parks Association in Oro Valley, and Tumacácori National Historical Park. Outreach was undertaken to stakeholders and the general public, including representatives of local government. Comments were received and reviewed and further revisions to the plan were made. The final management plan was submitted to the NPS Denver Regional Office in February 2022.

## Public Review and Comment

The Santa Cruz Valley Heritage Alliance, Inc. posted a press release on our website March 3, 2022, to announce the opening of the public comment process for the draft of the management plan. On March 7, 2022, the press release was emailed to 110 media outlets. As a result of the press release, Arizona Public Media conducted an interview with the Alliance's Program Director and broadcasted the interview on the evening news and as an online article on March 11, 2022. The press release was also published online by the Nogales International on March 11, 2022.

The Alliance developed a webpage for the management plan, where the public comment process was announced. The webpage received 310 unique visitors during the public comment process. Webpage visitors were able to read a summary about the management plan, view the complete draft plan, access the online comment form, and learn more about the process and timeline. The locations of three physical copies of the draft management plan were available across the National Heritage Area and included:


- Tumacácori National Historical Park, 1891 I-19 Frontage Rd, Tumacácori-Carmen, AZ 85640
- Southern Arizona Heritage & Visitor Center, 115 N. Church Ave, Tucson, AZ 85701
- Western National Parks Association, 12880 N. Vistoso Village Dr, Oro Valley, AZ 85755

The public comment process was also shared in multiple e-blasts to our 260 email subscribers and 70 stakeholders. These e-blasts were sent out on March 7 and March 23, 2022. The e-blasts were also followed up by a series of posts on the social media accounts of the Alliance to ensure engagement. Posts containing the information about the public comment process were released on March 9 and March 28, 2022. The initial post was reshared among other account four times while the second post was reshared by other accounts two times. The information regarding the public comment process were reposted on the social media stories during the week to ensure maximum visibility, averaging around 30 views each day.


Six public comments were received on the management plan. One was an expression of appreciation for preparation of the management plan. One requested a change to the name of an organization. One requested mention of a historic barrio in Tucson that had not been noted in the plan. One had a number of helpful suggestions for the discussion of birding within the region. Two from the same organization sought information on how to participate.

Discussion was conducted with the person making the birding suggestions, and the Alliance reached out to the entity asking about participation. All of the requested changes were incorporated into the final management plan.





## **APPENDIX C – REFERENCES**









SANTA CRUZ VALLEY  
NATIONAL HERITAGE AREA

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*See Juan Bautista de Anza National Historic Trail*

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**Maps of the Santa Cruz Valley National Heritage Area:**

Maps of the Santa Cruz Valley National Heritage Area throughout the management plan were prepared by Catherine Gilman of Desert Archaeology, Inc. courtesy of Desert Archaeology as a volunteer in-kind donation. Maps were adapted and updated from maps prepared for the 2005 Feasibility Study.

**Uncited Photos:**

Uncited photos throughout the management plan were provided by the consultant team or by the Santa Cruz Valley Heritage Alliance, Inc.

**Chapter 3 Photos:**

Photos of historic properties cited in captions in Chapter 3 were obtained from online listings of the National Register of Historic Places for Pima and Santa Cruz Counties on Wikipedia and may be accessed online at:

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[https://en.wikipedia.org/wiki/National\\_Register\\_of\\_Historic\\_Places\\_listings\\_in\\_Santa\\_Cruz\\_County,\\_Arizona](https://en.wikipedia.org/wiki/National_Register_of_Historic_Places_listings_in_Santa_Cruz_County,_Arizona)





## **APPENDIX D – IMPLEMENTATION SUMMARY**



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## Santa Cruz Valley National Heritage Area Management Plan – Implementation Summary

This Implementation Summary is a consolidated list of actions from chapters of the Management Plan for the Santa Cruz Valley National Heritage Area. Chapter headings have been retained to provide context for each action and to facilitate their access within the plan. The Implementation Summary is a living document that will be periodically updated, at minimum yearly as part of the planning and approval of the National Heritage Area's annual work plan. Priority actions for the current 3-year period are highlighted in yellow. Key partners and implementation steps with anticipated timeframes are listed for each priority action.

As outlined in Chapter 6, the National Heritage Area works to an annual work plan and 3-year strategic plan that are revised and updated each year as circumstances and opportunities develop. Many of the Management Plan's actions are listed as "ongoing" recognizing consistent needs and responsibilities. Context for potential projects implementing specific actions are provided in the chapter text. Actions listed as "short term" are primarily administrative in nature and to be addressed during the first year of the Management Plan's implementation.

ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<b>Chapter 2 – Thriving Ecosystems and Biotic Communities</b>				
<b>2.2 Conservation in the Santa Cruz Valley</b>				
<b>2.2.1 Partners in Conservation</b>				
Establish a Conservation Committee to advise the Alliance Board about conservation activities and opportunities.	<i>Short-term action of the Alliance Board and Partnership Council.</i>	<u>Lead:</u> Alliance Board	NA	<u>Implementation Steps:</u> (1) Consult with key conservation partners on the potential make-up of the committee; (2) Outline roles and responsibilities for committee members; (3) Invite potential members representative of different landscape areas and able to actively participate on the committee. <i>(Year 1)</i>
Maintain a close working relationship with individual partners undertaking conservation initiatives within the National Heritage Area.	<i>Short-term and ongoing action of the Conservation Committee and Alliance Board.</i>	<u>Lead:</u> Conservation Committee members	NA	<u>Implementation Steps:</u> (1) Assign individual Conservation Committee members to maintain contact with partners active within each SCV landscape area and awareness of their activities. <i>(Year 1)</i> (2) Brief and advise the Alliance Board on activities and possible ways in which the NHA can provide support. <i>(Year 1)</i> (3) Convene an annual workshop of conservation partners to review issues and conditions in the various SCV landscape areas and to suggest priorities for regional action and support. <i>(Year 2 and annually thereafter)</i>
Maintain a list of ongoing and planned conservation initiatives within the National Heritage Area. Maintain contact with partners leading the initiatives and provide support where possible.	<i>Short-term and ongoing action of the Conservation Committee with NHA staff support.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov	<u>Implementation Steps:</u> (1) Minutes of the annual workshop of conservation partners with periodic updates <i>(Year 2 and annually thereafter)</i>
Recommend annual conservation priorities for the Alliance Board to consider in its annual work plan.	<i>Short-term and ongoing yearly action of the Conservation Committee and Alliance Board with NHA staff support.</i>	<u>Lead:</u> Conservation Committee members	NA	<u>Implementation Steps:</u> (1) Provide recommendations to the Alliance Board during preparation of the annual workplan with periodic updates at Board meetings through the year. <i>(Year 2 and annually thereafter)</i>

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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
Advocate for conservation action throughout the National Heritage Area as appropriate.	<i>Medium-term and ongoing action of the Conservation Committee, Board, and staff with authorization and approval from Alliance Board.</i>	<u>Lead:</u> Alliance Board	NA	
<b>2.2.2 Regional Ecosystems and Conservation Management Areas</b>				
Recognize the conservation interests and initiatives of partners in each defined landscape area within the National Heritage Area. Work with partners on a coordinated regional basis as appropriate.	<i>Short-term and ongoing actions of the Conservation Committee, Partnership Council, and Alliance Board.</i>	<u>Suggested Partners:</u> See partners listed in each conservation landscape area listed below and in Chapt. 2.	NPS; Local Gov; State Gov; Partners; Foundations	<u>Implementation Steps:</u> (1) Consider recommendations of the Conservation Committee and partners in deciding how to provide NHA support through promotion, grants, projects, and programs. (2) Advise and seek input from partners when considering projects within the landscape area where they are active. <i>(Year 1 and ongoing)</i>
<b>2.2.3 Inventory and Research</b>				
Provide support for continued ongoing inventory, and research programs by partners within the National Heritage Area.	<i>Medium-term and ongoing action of the Conservation Committee, Partnership Council, and Alliance Board.</i>	<u>Lead:</u> Conservation Committee	NPS; Federal Agencies; Local Gov; State Gov; Partners	
Incorporate the Tucson Audubon Society's annual bird counts into the National Heritage Area's conservation program. Collaborate by providing support and promotion of the program.	<i>Medium-term and ongoing action of the Tucson Audubon Society, Conservation Committee, and conservation partners.</i>	<u>Lead:</u> Conservation Committee	NPS; Local Gov; Partners	
<b>2.2.4 Assessment and Challenges</b>				
Support partners in promoting and use of <i>adaptive management</i> strategies wherein long-term monitoring programs are used to document and assess conditions and adapt management treatments to evolving and dynamic conditions.	<i>Medium-term and ongoing action of the Conservation Committee and conservation partners.</i>	<u>Lead:</u> Conservation Committee	NA	
<b>2.2.5 Communication and Public Outreach</b>				
Develop an overall messaging and communications strategy that includes outreach to the general public about conservation issues and opportunities.	<i>Short-term and ongoing action of the NHA staff with information, guidance, and support from the Conservation Committee and Alliance Board.</i>	<u>Lead:</u> NHA staff	NPS; Federal Agencies; Local Gov; State Gov; Foundations; Partners	<u>Implementation Steps:</u> (1) Develop a conservation page on the NHA website to provide background and context for each of the conservation landscapes within the SCV as described in Chapter 2. <i>(Year 2)</i> (2) Include public communications on conservation in the annual workplan using the various NHA media formats. <i>(Year 2 and annually thereafter)</i>
Use interpretation and recreation as means to inform the public about ecosystems and biotic communities and to build awareness and support for conservation action.	<i>Short-term and ongoing action of the National Heritage Area program and conservation partners.</i>	<u>Suggested Partners:</u> See partners listed for storylines under the primary theme <i>Desert Abundance</i> in Chapter 4.	NPS; Federal Agencies; Local Gov; State Gov; Foundations; Partners	<u>Implementation Steps:</u> (1) Assesses the range and messaging of existing interpretation on conservation at recreational sites throughout the NHA; assess opportunities and gaps. <i>(Year 2)</i> (2) Identify, plan, and implement projects that expand the range and quality of interpretation on conservation in a phased manner over time. <i>(Year 3 and thereafter)</i>

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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
Use public outreach to solicit volunteers interested and capable of working with partners on conservation projects throughout the National Heritage Area.	<i>Medium-term program to be developed and managed by NHA staff in coordination with the Conservation Committee.</i>	<u>Lead:</u> NHA staff	NPS; Partners	
<b>2.3 Sky Islands – Coronado National</b>				
<b>2.3.1 The Sky Islands</b>				
Promote public awareness of the Sky Islands’ unique layered vegetative communities and their national and international significance and renown.	<i>Short-term and ongoing action of the National Heritage Area program and partners.</i>	<u>Lead:</u> NHA staff	NPS; Federal Agencies; Local Gov; State Gov; Foundations; Partners	<u>Implementation Steps:</u> (1) Include a presentation of the Sky Islands’ layered landscape and its significance on the conservation page on the NHA website. (Year 2) (2) Focus on the Sky Islands landscape in the various media formats used in the NHA’s public communications on a regular basis. Highlight activities being undertaken by partners. (Year 2 and thereafter) (3) Focus on interpretive opportunities at sites, along trails, and in supporting media in the Sky Islands. (Year 3 and thereafter)
Promote continued research and study of the Sky Islands in coordination with partners.	<i>Long-term and ongoing action of the National Heritage Area program and partners.</i>	<u>Lead:</u> Conservation Committee	NPS; Federal Agencies; Local Gov; State Gov; Partners	
<b>2.4 Desert Seas – Cienega Creek Valley</b>				
<b>2.4.2 Cienega Watershed Partnership</b>				
Participate, when appropriate, in the Cienega Watershed Partnership, participating in workshops and activities.	<i>Short-term and ongoing action of the Alliance Board and Conservation Committee.</i>	<u>Lead:</u> Conservation Committee members	NPS; Local Gov; State Gov; Partners; Foundations	<u>Implementation Steps:</u> (1) Establish ongoing communications with the leadership of the Cienega Watershed Partnership. (Year 1 and ongoing) (2) Publicize, promote, and participate in the semi-annual CWP State of the Cienega Watershed workshops. (Year 2 and ongoing thereafter) (3) Consider CWP conservation projects for possible grant and other forms of support as appropriate. (Ongoing)
Support the Cienega Watershed Partnership through public outreach and interpretation to highlight coordinated adaptive management within the watershed.	<i>Medium-term and ongoing action of the National Heritage Area’s interpretive and public outreach programs.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Partners	
Support and promote the stewardship engagement programs of Cienega Watershed Partnership in engaging volunteers and educating the general public about the watershed.	<i>Medium-term action of the Conservation Committee and staff.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Partners	
Develop and promote a virtual tour of the Cienega Creek Valley as a web-based educational driving/walking tour of the watershed.	<i>Short-term action of the Alliance Board and Cienega Watershed Partnership.</i>	<u>Lead:</u> Cienega Watershed Partnership	NPS; Foundations; Partners	<u>Implementation Steps:</u> Grant project to be planned and managed by the Cienega Watershed Partnership.

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Implementation Summary**

ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<b>2.5 Desert Seas – The Sonoita Plain and Sonoita Creek Valley</b>				
<b>2.5.2 Sonoita Creek Watershed Conservation Plan</b>				
Participate in the bi-annual meetings of the Sonoita Creek watershed partners to discuss the ongoing status of strategies and actions.	<i>Short-term and ongoing action of the Conservation Committee and NHA staff.</i>	<u>Suggested Partners:</u> Town of Patagonia; The Nature Conservancy; Borderlands Restoration Network; Tucson Audubon Society; Circle Z	NPS; Local Gov; Partners	<u>Implementation Steps:</u> (1) Publicize, promote, and participate in bi-annual meetings of the Sonoita Creek partners as appropriate to help focus public attention on their work. <i>(Year 2 and ongoing thereafter)</i>
<b>2.5.3 Santa Cruz County Comprehensive Plan</b>				
Support Santa Cruz County and local residents in community planning initiatives that preserve and enhance natural resources and rural landscape character.	<i>Medium and long-term activity of the Alliance Board, Conservation Committee, and NHA staff.</i>	<u>Lead:</u> NHA Staff	NPS; Local Gov; Partners	
<b>2.6 Desert Seas – San Rafael Valley</b>				
<b>2.6.2 Santa Cruz County Comprehensive Plan</b>				
Support Santa Cruz County and local partners in community planning, research, or public awareness initiatives that will further preserve and enhance the valley's grasslands and related natural resources.	<i>Medium and long-term activity of the Alliance Board, Conservation Committee, and staff.</i>	<u>Lead:</u> NHA Staff	NPS; State Gov; Local Gov; Partners	
<b>2.7 Desert Seas – Upper Santa Cruz River Valley</b>				
<b>2.7.1 Upper Santa Cruz River Partners</b>				
Bring local partners together into a regional forum to discuss and address conservation actions that may be taken over time to enhance the Santa Cruz River corridor and communities.	<i>Short-term and long-term activity of the Alliance Board, Conservation Committee, staff, and local partners.</i>	<u>Suggested Partners:</u> Friends of the Santa Cruz River; Sonoran Institute; Tucson Audubon Society; Tubac Nature Center; Santa Fe Ranch; Anza Trail Coalition of Arizona; Juan Bautista de Anza NHT; Tumacácori NHP; Santa Cruz Valley Citizens Council; Tubac Heritage Alliance; Santa Cruz County; Pima County	NPS; Local Gov; Partners	<u>Implementation Steps:</u> (1) Consult with partners on conservation conditions and opportunities along the Upper Santa Cruz River. <i>(Year 2)</i> (2) Coordinate with Santa Cruz County on ongoing and desired conservation along the river. <i>(Year 2)</i> (3) Convene a regional forum to discuss, prioritize, and plan for conservation initiatives for the short, medium, and long term. <i>(Year 3)</i>

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Implementation Summary**

ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<b>2.7.2 A Living River – Nogales Wash to Amado</b>				
Assist in widely publicizing the <i>Living River</i> report and using its information and assessment for public awareness and to identify opportunities to enhance riparian conditions.	<i>Short-term and ongoing activity of the Alliance Board, Conservation Committee and staff.</i>	<u>Suggested Partners:</u> Sonoran Institute; Friends of the Santa Cruz River; Tucson Audubon Society; Tubac Nature Center; Santa Cruz County	NPS; Local Gov; Foundations; Partners	<u>Implementation Steps:</u> (1) Coordinate with and support the Sonoran Institute in its preparation of the <i>Living River</i> report for the Upper Santa Cruz River. <i>(Year 1 and ongoing)</i> (2) Publicize and participate in the annual Living River workshops facilitated by the Sonoran Institute. <i>(Year 1 and ongoing)</i> (3) Assist in publicizing and supporting opportunities to enhance riparian conditions including the potential for small grants. <i>(Year 2 and ongoing)</i>
<b>2.7.3 Santa Cruz County Comprehensive Plan</b>				
Support, as appropriate, Santa Cruz County and local communities in planning for growth in a manner that strengthens and enhance conservation and community character.	<i>Medium and long-term activity of the Alliance Board, Conservation Committee, and staff in collaboration with Santa Cruz County.</i>	<u>Lead:</u> NHA Staff	NPS; Local Gov; Partners	
Collaborate with and support Santa Cruz County, conservation organizations, and local partners and local communities in conservation planning along the Upper Santa Cruz River corridor.	<i>Medium and long-term activity of the Conservation Committee, partners, and staff.</i>	<u>Lead:</u> Conservation Committee	NPS; Local Gov; Partners	
Collaborate with partners to implement conservation initiatives that protect and enhance the river corridor.	<i>Long-term activity of the Alliance Board, Conservation Committee, partners, and staff.</i>	<u>Lead:</u> Alliance Board	NPS; Local Gov; Partners	
<b>2.8 Arizona Uplands – Lower Santa Cruz River Valley</b>				
<b>2.8.1 Sonoran Desert Conservation Plan</b>				
Support Pima County in the continuing public awareness of the Sonoran Desert Conservation Plan.	<i>Medium-term and ongoing activity of the Alliance Board, Conservation Committee, and partners.</i>	<u>Lead:</u> NHA Staff	NPS; Local Gov; Partners	
Provide information, guidance, and advice on conservation needs and priorities and on policy decisions implementing the SDCP.	<i>Medium-term and ongoing activity of the Alliance Board, Conservation Committee, and partners.</i>	<u>Lead:</u> Alliance Board	NA	
<b>Pima County Conservation Offices</b>				
Invite Pima County's conservation offices to participate in the Conservation Committee of the National Heritage Area to help coordinate with countywide processes and initiatives.	<i>Short-term and ongoing activity of the Conservation Committee.</i>	<u>Suggested Partners:</u> Pima County Office of Conservation and Sustainability; Department of Natural Resources, Parks and Recreation	NA	<u>Implementation Steps:</u> (1) Invite representatives of Pima County's offices to participate in the Conservation Committee. <i>(Year 1)</i> (2) Use the offices as the primary point of contact with Pima County for coordination with County priorities and initiatives <i>(Ongoing)</i>

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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<b>2.8.2 Pima County's Conservation Land System</b>				
Use Pima County's Conservation Lands System to help guide decision-making on conservation priorities for initiatives in which the Heritage Alliance may choose to participate.	<i>Medium-term and ongoing activity of the Heritage Alliance, Conservation Committee, and partners.</i>	<u>Lead:</u> Alliance Board	NA	
<b>2.8.3 Multi-species Conservation Plan</b>				
Help build public support for natural resource conservation in the county's implementation of the MSCP.	<i>Medium-term and ongoing activity of the Conservation Committee and partners.</i>	<u>Lead:</u> NHA Staff	NPS; Local Gov; Partners	
Emphasize the conservation of ranch lands and the continuation of ranching as a primary land conservation strategy being implemented by National Heritage Area partners.	<i>Medium-term and ongoing activity of the Conservation Committee and partners.</i>	<u>Lead:</u> Conservation Committee	NPS; Local Gov; Partners	
<b>2.8.4 San Xavier District</b>				
Support conservation initiatives of the San Xavier District and Pascua Yaqui Tribe in the stewardship of natural areas significant to tribal culture.	<i>Medium-term and ongoing activity of the Alliance Board, Conservation Committee, and NHA staff.</i>	<u>Lead:</u> Alliance Board	NPS; Tribes; Local Gov; Partners	
<b>2.8.5 A Living River – Central Tucson to Marana</b>				
Collaborate with partners to enhance riparian habitat within the Lower Santa Cruz River.	<i>Long-term activity of the Conservation Committee and NHA staff.</i>	<u>Lead:</u> Conservation Committee	NPS; Local Gov; Partners	
Assist in widely publicizing the <i>Living River</i> report and using its information and assessment for public awareness and to identify opportunities to enhance riparian conditions.	<i>Short-term and ongoing activity of the Alliance Board, Conservation Committee and NHA staff.</i>	<u>Suggested Partners:</u> Sonoran Institute; Pima County Regional Flood Control District	NPS; Local Gov; Foundations; Partners	<u>Implementation Steps:</u> (1) Coordinate with and support the Sonoran Institute in its preparation of the Living River report for the Lower Santa Cruz River. (Year 1 and ongoing) (2) Publicize and participate in the annual Living River workshops facilitated by the Sonoran Institute. (Year 1 and ongoing) (3) Assist in publicizing and supporting opportunities to enhance riparian conditions. (Year 2 and ongoing)
<b>Chapter 3 – Living History and Cultural Traditions</b>				
<b>3.2 National and State Preservation Context</b>				
<b>3.2.1 National Historic Preservation Program</b>				
Establish a Preservation Committee to advise and update the Board about preservation activities and opportunities.	<i>Short-term action of the Alliance Board.</i>	<u>Lead:</u> Alliance Board	NA	<u>Implementation Steps:</u> (1) Consult with key preservation partners on the potential make-up of the committee; (2) Outline roles and responsibilities for committee members; (3) Invite potential members representative of different communities and able to actively participate on the committee. (Year 1)



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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
Maintain awareness of federal historic preservation programs and initiatives within the National Heritage Area and provide input and guidance when appropriate.	<i>Short-term and ongoing action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> Preservation Committee members	NA	<u>Implementation Steps:</u> (1) Assign committee members to participate in historic preservation non-profit organizations at the state and national levels and to maintain awareness of programs and initiatives pertinent to communities and organizations within the Santa Cruz Valley. <i>(Year 1 and ongoing)</i>
<b>3.2.2 Arizona State Historic Preservation Program</b>				
Establish a close working relationship with the Arizona State Historic Preservation Office (AZ SHPO) as a regional partner within the National Heritage Area.	<i>Short-term and ongoing action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> Preservation Committee members	NA	<u>Implementation Steps:</u> (1) Establish relationships with key staff members at the AZ SHPO, particularly with the CLG program. <i>(Year 1)</i> (2) Serve as a regional resource and facilitator for preservation interests within the SCV who may not be familiar with or have relationships with the AZ SHPO. <i>(Year 2 and ongoing)</i>
Maintain awareness of AZ SHPO programs being implemented within the National Heritage Area and provide input, support, and guidance when appropriate.	<i>Short-term and ongoing action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> Preservation Committee members	NPS; State Gov; Local Gov; Partners	<u>Implementation Steps:</u> (1) Reach out to communities with historic preservation programs within the SCV to become aware of their preservation priorities. <i>(Year 1)</i> (2) Provide support in their relationships with the AZ SHPO when appropriate. <i>(Year 2 and ongoing)</i>
<b>3.2.3 Tribal Historic Preservation Programs</b>				
Establish a close working relationship with Tribal Historic Preservation Officers with interests within the National Heritage Area.	<i>Short-term and ongoing action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> Preservation Committee members	NA	<u>Implementation Steps:</u> (1) Establish relationships with each of the THPOs serving tribes within the NHA. Become informed of their distinct interests, perspectives, and needs. <i>(Year 1)</i>
Maintain awareness of THPO programs being implemented within the National Heritage Area and provide input, support, and guidance when appropriate.	<i>Short-term and ongoing action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> Preservation Committee members	NPS; Federal Agencies; State Gov; Tribes; Partners	<u>Implementation Steps:</u> (1) Maintain awareness of the programs being conducted and issues being addressed by the different THPOs within the SCV and advise the NHA to provide input and support when appropriate. <i>(Year 2 and ongoing)</i>
<b>3.2.4 Federal and State Agencies</b>				
Establish close working relationships with federal and state agencies managing historic properties and resources within the National Heritage Area.	<i>Medium-term and ongoing action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> Preservation Committee	NA	
<b>3.3 Inventory of Historic and Cultural Resources</b>				
<b>3.3.1 Inventory of Archaeological Resources</b>				
Provide support for continued ongoing inventory and research programs for archaeological resources by partners within the National Heritage Area.	<i>Long-term action of the Preservation Committee, Partnership Council, and Alliance Board.</i>	Lead: Preservation Committee	NPS; Federal Agencies; State Gov; Tribes; Partners	

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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<b>3.3.2 Inventory of Built Resources</b>				
Encourage and support communities in establishing, updating, and expanding inventories of historic buildings and structures throughout the National Heritage Area.	<i>Medium-term and ongoing action of the Preservation Committee, and Alliance Board.</i>	<u>Lead:</u> Preservation Committee	NPS; State Gov; Local Gov; Partners	
<b>3.3.3 National Register of Historic Places</b>				
Encourage communities and partners in identifying properties eligible for listing in the National Register of Historic Places and provide assistance and support when possible and appropriate.	<i>Long-term action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> Preservation Committee	NPS; State Gov; Local Gov; Partners	
Support community and other partner efforts in preserving properties listed and/or eligible for listing in the National Register of Historic Places.	<i>Medium-term and ongoing action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Businesses; Foundations; Partners	
<b>3.3.4 National Historic Landmarks</b>				
Collaborate with partners in the identification of resources eligible as National Historic Landmarks and support partners' work toward their designation.	<i>Long-term action of the Preservation Committee, partners, and NHA staff.</i>	<u>Lead:</u> Preservation Committee	NPS; State Gov; Local Gov; Partners	
Support community and other partner efforts in preserving properties designated and/or eligible for designation as National Historic Landmarks.	<i>Medium-term and ongoing action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Businesses; Foundations; Partners	
<b>3.3.5 Tribal Inventories</b>				
Maintain an ongoing relationship with Tribal Historic Preservation Officers and appropriate staff from the San Xavier District, Pascua Yaqui Tribe, and other tribes in the inventory, research, and preservation of cultural sites of tribal interest. Provide support for projects when possible and appropriate.	<i>medium-term and ongoing action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> NHA staff	NPS; Federal Agencies; Tribes; Partners	
<b>3.3.6 Pimería Alta/Kino Missions World Heritage Designation</b>				
Support the actions of partners in the potential designation of the Pimería Alta/Kino Missions World Heritage Designation.	<i>Long-term action of the Alliance Board.</i>	<u>Lead:</u> Alliance Board	NPS; Local Gov; Businesses; Foundations; Partners	
<b>3.4 Ethnic Cultural Landscapes</b>				
Encourage a cultural landscape approach to the investigation, evaluation, understanding, and presentation of historic and cultural resources within the National Heritage Area.	<i>Medium-term and ongoing action of the Preservation Committee, partners, and NHA staff.</i>	<u>Lead:</u> Preservation Committee	NA	
Support recognition of both the physical and conceptual aspects and significance of cultural landscapes as they apply to different peoples and times in research, documentation, interpretation, and stewardship.	<i>Medium-term and ongoing action of the Preservation Committee, partners, and NHA staff.</i>	<u>Lead:</u> Preservation Committee	NA	

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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<b>3.4.1 Ancestral Cultural Landscapes</b>				
Recognize, document, and present the historic cultural landscapes, places, and resources associated with pre-European contact ancestral communities.	<i>Medium-term and ongoing action of the Preservation Committee, partners, and NHA staff.</i>	<u>Lead:</u> NHA staff	NPS; Federal Agencies; Tribes; Foundations; Partners	
Recognize, document, and present the differing cultural perspectives of the successive ancestral peoples who have lived in or had relationships with the Santa Cruz Valley landscape in close cooperation with tribal partners.	<i>Medium-term and ongoing action of the Preservation Committee, Tohono O'odham, Pascua Yaqui, and NHA staff.</i>	<u>Lead:</u> NHA staff	NPS; Federal Agencies; Tribes; Foundations; Partners	
<b>3.4.2 Post-European Contact Cultural Landscapes</b>				
Recognize, document, and present the historic cultural landscapes, places, and resources associated with post-European contact ethnic communities.	<i>Medium-term and ongoing action of the Preservation Committee, partners, and NHA staff.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Businesses; Foundations; Partners	
<b>3.5 Preservation Archaeology</b>				
Encourage partners to prioritize the investigation and preservation of intact large landscapes of pre-European contact and mission period archaeological areas along waterways and in the vicinity of historic settlement areas.	<i>Long-term action of the Preservation Committee and partners.</i>	<u>Lead:</u> Preservation Committee	NPS; Federal Agencies; Tribes; Foundations; Partners	
Encourage partners to coordinate the preservation of archaeological sites with the preservation of conservation landscapes as outlined in Chapter 2.	<i>Medium-term and ongoing action of the Conservation Committee, Preservation Committee, and partners.</i>	<u>Lead:</u> Preservation Committee	NPS; Federal Agencies; Local Gov; Partners	
<b>3.6 Community Preservation Programs</b>				
Actively support and assist historic preservation initiatives of communities and partners throughout the National Heritage Area.	<i>Medium-term and ongoing action of the Preservation Committee, AZ SHPO, partners, and NHA staff.</i>	<u>Lead:</u> Preservation Committee	NPS; Local Gov; Businesses; Foundations; Partners	
<b>3.6.1 Certified Local Government Program</b>				
Work with local CLGs to apply for the federal grant support available to them for implementation of priority preservation projects.	<i>Medium-term and ongoing action of the Preservation Committee, AZ SHPO, partners, and NHA staff.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Partners	
Encourage and assist communities to become CLGs so they will be able to take advantage of grant and technical assistance benefits.	<i>Long-term action of the Preservation Committee, community partners, and NHA staff.</i>	<u>Lead:</u> Preservation Committee	NPS; Local Gov; Partners	
<b>3.6.2 Pima County</b>				
Provide guidance and support to the Pima County historic preservation program upon request.	<i>Medium-term and ongoing action of the Preservation Committee, Partnership Council, and Alliance Board.</i>	<u>Lead:</u> Preservation Committee	NA	

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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
Actively seek out potential collaborative projects to be undertaken together by the County, Alliance, and others that would preserve, protect, enhance, and interpret significant previously threatened sites.	<i>Medium-term and ongoing action of Pima County, the Alliance Board, Preservation Committee, partners, and NHA staff.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Businesses; Foundations; Partners	
<b>3.6.3 City of Tucson</b>				
<b><i>National Register Historic Districts</i></b>				
Promote Tucson’s use of the National Register Historic Districts to residents and visitors to encourage appreciation of the districts’ historic character and foster support for community preservation stewardship.	<i>Medium-term action of the Preservation and Interpretive Committees.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Partners	
Encourage interpretation of Tucson’s National Register Historic Districts through the Community Interpretation program outlined in Chapter 4.	<i>Medium-term action of the Interpretive Committee.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Partners	
<b><i>Tucson’s Historic Preservation Program</i></b>				
Support and promote Tucson’s historic preservation program and provide input and advice on specific initiatives when possible and appropriate.	<i>Medium-term and ongoing action of the Preservation Committee and Alliance Board.</i>	<u>Lead:</u> Preservation Committee	NPS; Local Gov; Partners	
Support City staff, local residents, and community advocates in the inventory, documentation, preservation, and stewardship of historic neighborhoods, barrios, and historic commercial corridors.	<i>Long-term action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> Preservation Committee	NPS; Local Gov; Businesses; Foundations; Partners	
<b>3.6.4 Town of Oro Valley</b>				
Promote the Town of Oro Valley’s historic preservation program as a model to other developed communities within the National Heritage Area.	<i>Medium-term and ongoing action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Partners	
Support the Town of Oro Valley’s public outreach and interpretation of historic and cultural resources.	<i>Medium-term action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Partners	
<b><i>Oro Valley’s Historic Preservation Code</i></b>				
Serve as a regional historic preservation resource in support of the Town of Oro Valley’s actions to preserve historic and cultural resources during planning and design processes.	<i>Medium-term and ongoing action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> Preservation Committee	NPS; Local Gov; Partners	
<b>3.6.5 Towns of Marana and Sahuarita</b>				
Serve as a regional historic preservation resource in support of the Towns of Marana and Sahuarita preserving historic and cultural resources.	<i>Medium-term and ongoing action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> Preservation Committee	NPS; Local Gov; Partners	

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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<b>3.6.6 Santa Cruz County</b>				
<b>Comprehensive Plan 2016</b>				
Encourage and support Santa Cruz County in the implementation and further development of historic preservation actions outlined in the County's Comprehensive Plan and future updates.	<i>Medium and long-term action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> Preservation Committee	NPS; Local Gov; Partners	
<b>Santa Cruz County's Historic Preservation Program</b>				
Assist and support Santa Cruz County in the development and implementation of a countywide historic preservation program as outlined in the County's Comprehensive Plan.	<i>Medium-term action of the Preservation Committee and NHA staff.</i>	<u>Lead:</u> Preservation Committee	NPS; Local Gov; Partners	
<b>3.6.7 City of Nogales</b>				
Support the City of Nogales in the revitalization of its downtown center emphasizing the role of historic preservation.	<i>Medium-term action of the Alliance Board, Preservation Committee, and NHA staff.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Businesses; Partners	
Support the City of Nogales in the development and implementation of a heritage tourism initiative as part of its revitalization planning for the Centro Cultural Planning Area (see Chapter 5).	<i>Medium-term action of the Alliance Board, Preservation Committee, and NHA staff.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Businesses; Partners	
Support the City of Nogales, as appropriate, in its historic preservation initiatives.	<i>Medium-term action of the Alliance Board, Preservation Committee, and NHA staff.</i>	<u>Lead:</u> Preservation Committee	NPS; Local Gov; Partners	
<b>3.6.8 Town of Patagonia</b>				
Assist and support the Town of Patagonia in planning for the preservation and enhancement of community character in support of the Town's General Plan.	<i>Medium-term action of the Alliance Board, Preservation Committee, and NHA staff.</i>	<u>Lead:</u> Preservation Committee	NPS; Local Gov; Businesses; Partners	
<b>Chapter 4 – Storytelling:</b>				
<b>4.2 Vision for Interpretation</b>				
<b>4.2.1 Potential Audiences</b>				
Consider the opportunities, needs, and expectations of different types of audiences in the development of interpretive exhibits and programs within the National Heritage Area.	<i>Medium and long-term action of the Interpretive Committee and partnering sites with NHA staff support.</i>	<u>Lead:</u> Interpretive Committee	NA	
<b>4.2.2 Organizing a Heritage Area-Wide Interpretation Presentation</b>				
Establish an Interpretive Committee to guide and support partnering sites in interpretation of the National Heritage Area's living landscape.	<i>Short-term action of the Alliance Board and staff.</i>	<u>Lead:</u> Alliance Board	NA	<u>Implementation Steps:</u> (1) Consult with key interpretive partners on the potential make-up of the committee; (2) Outline roles and responsibilities for committee members; (3) Invite potential members representative of different sites and storylines and able to actively participate on the committee. (Year 1)

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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
Create an organizational structure for implementation of a National Heritage Area-wide interpretive presentation over time.	<i>Medium and long-term action of the Interpretive Committee with NHA staff and Board.</i>	<u>Lead:</u> Alliance Board	NPS; Local Gov; Partners	
<b>4.2.3 Guiding Principles</b>				
Use the National Heritage Area's guiding principles for interpretation to create a high quality interpretive presentation that is responsive to visitor needs and expectations.	<i>Medium and long-term action of the Interpretive Committee, partnering sites, NHA staff, and Board.</i>	<u>Lead:</u> Interpretive Committee	NA	
<b>4.2.4 Desired Interpretive Experience</b>				
Consider the National Heritage Area's desired interpretive experience in the development of interpretation within the National Heritage Area-wide presentation.	<i>Ongoing action of the Interpretive Committee, partnering sites, NHA staff, and Board.</i>	<u>Lead:</u> Interpretive Committee	NA	
<b>4.3 Framework for Interpretation</b>				
<b>4.3.1 National Heritage Area Identity and Presence</b>				
Embrace the regional identity of the Santa Cruz Valley and seek to have the National Heritage Area's identity as complementary and expressive of it.	<i>Medium-term action of the Heritage Alliance.</i>	<u>Lead:</u> Alliance Board	NA	
Create a regional presence throughout the National Heritage Area that is visible and recognizable to residents and visitors. Use heritage area programs to build the regional presence over time.	<i>Medium-term and ongoing and long-term action of the Heritage Alliance.</i>	<u>Lead:</u> Alliance Board	NPS; Local Gov; Businesses; Foundations; Partners	
<b>Graphic Identity and Branding</b>				
Assess the existing graphic identity and branding for the Santa Cruz Valley National Heritage Area and further develop it as appropriate. Adapt the graphic identity to a variety of potential formats and uses.	<i>Short-term and ongoing action of the Heritage Alliance.</i>	<u>Lead:</u> Alliance Board	NPS; Local Gov; Businesses; Foundations; Partners	<u>Implementation Steps:</u> (1) Consult with Board members and partners on existing graphic identity and branding. (2) Identify current needs and opportunities. (3) Outline potential needs based on priority actions and programs for years 1 through 3. Outline potential actions in the annual work plan. <i>(Year 1)</i>
Develop guidelines, procedures, and acknowledgement requirements for use of the National Heritage Area graphic identity by partners.	<i>Short-term action of the Heritage Alliance.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Partners	<u>Implementation Steps:</u> (1) Research guidelines adopted by the NPS, other NHAs, and regional organizations. (2) Prepare a draft guidelines manual for review and approval by the Alliance Board. <i>(Years 2-3)</i>

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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<p><b>4.3.2 National Heritage Area Website</b></p> <p>Develop the “Explore the NHA” portion of the website or an alternative format as the primary vehicle through which the National Heritage Area interpretive presentation is offered and made accessible to the public.</p>	<p><i>Short action of the Heritage Alliance.</i></p>	<p><u>Lead:</u> Interpretive Committee with NHA staff support</p>	<p>NPS; Local Gov; Businesses; Tribes; Foundations; Partners</p>	<p><u>Implementation Steps:</u> (1) Research interpretive formats and content as presented in NPS and other NHA websites. (Year 1) Prepare an outline for presentation of themes, storylines, and related context on the NHA website for consideration by the Alliance Board. Introduce sites where storylines are presented, provide summaries, and link to their website where appropriate. (Year 2) (3) Upgrade the NHA website with a comprehensive presentation of interpretive content, presentation of partnering sites, and initial suggested itineraries. (Year 3)</p>
<p><b>4.3.3 Interpretive Publications and Media</b></p> <p>Develop or support a series of National Heritage Area interpretive publications as part of a comprehensive interpretive presentation to be phased in over time.</p>	<p><i>Short and medium-term action of the Heritage Alliance, Interpretive Committee, and partners.</i></p>	<p><u>Lead:</u> Interpretive Committee with NHA staff support</p>	<p>NPS; Local Gov; Businesses; Tribes; Foundations; Partners</p>	<p><u>Implementation Steps:</u> (1) Research publication and media formats used by the NPS and other NHAs to support regional interpretation. (Year 2) (2) Prepare an outline of interpretive publication types and formats for consideration by the Alliance Board. Provide recommendations for Phase 1 implementation and include in the NHA's annual work plan. (Years 2-3)</p>
<p><b>4.3.4 Orientation</b></p> <p>Develop a series of National Heritage Area orientation kiosks and exhibits appropriate to different locations for installation at various sites, communities, parks, preserves, and other public places throughout the National Heritage Area.</p>	<p><i>Short and medium-term action of the Heritage Alliance.</i></p>	<p><u>Lead:</u> Alliance Board with NHA staff support</p>	<p>NPS; Local Gov; Businesses; Tribes; Foundations; Partners</p>	<p><u>Implementation Steps:</u> (1) Consult with partnering sites where orientation kiosks might be located. (2) Develop designs and interpretive content for orientation kiosks - may be varied according to locations. (Year 1) (3) Phased implementation over time. (Years 2, 3, and ongoing)</p>
<p><b>4.3.5 Outdoor Exhibit Program</b></p> <p>Establish a National Heritage Area outdoor exhibit program to increase the number of self-guided interpretive sites throughout the National Heritage Area over time.</p>	<p><i>Short and medium-term action of the Heritage Alliance and Interpretive Committee.</i></p>	<p><u>Lead:</u> Interpretive Committee with NHA staff support</p>	<p>NPS; Local Gov; Businesses; Tribes; Foundations; Partners</p>	<p><u>Implementation Steps:</u> (1) Identify a range of types of exhibit carriers for use in the outdoor exhibit program and develop a graphic format for exhibit panels. (Year 1) (2) In conjunction with planning for storylines (see 4.4 below), develop a list of potential sites for outdoor exhibits that will enhance interpretation of priority storylines; consult with site partners. (Year 2) (3) Begin phased implementation, working with partners on exhibit topics, content, and placement. Consider use of a small grant program in funding exhibits as appropriate. (Years 2, 3, and ongoing)</p>

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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<p><b>4.3.6 Public Art</b> Encourage the use of public art and creative outdoor landscape installations to interpret publicly accessible parks, trails, and community places.</p>	<p><i>Medium and long-term action of the Interpretive Committee, communities, arts organizations, Alliance staff, and other partners.</i></p>	<p><u>Lead:</u> NHA staff</p>	<p>NPS; Local Gov; Businesses; Foundations</p>	
<p><b>4.3.7 Programming and Events</b> Support and promote visitor programming at partner sites and work to enhance and expand available programming over time as part of storyline interpretive presentations.</p>	<p><i>Short-term and ongoing action of the Interpretive Committee, Heritage Alliance, and partners.</i></p>	<p><u>Lead:</u> Interpretive Committee with NHA staff support</p>	<p>NPS; Businesses; Foundations; Partners</p>	<p><u>Implementation Steps:</u> (1) In conjunction with planning for storylines (see 4.4 below), identify programs at partnering sites that can be developed or enhanced to support interpretation. Provide recommendations to the Alliance Board for promotion and/or funding, perhaps using a small grant program. <i>(Years 2, 3, and ongoing)</i></p>
<p>Promote and support local and regional festivals and events as part of the National Heritage Area-wide interpretive presentation. Work with partners to further develop festivals and events over time.</p>	<p><i>Medium and long-term action of the Heritage Alliance, Interpretive Committee, and partners.</i></p>	<p><u>Lead:</u> NHA staff</p>	<p>NPS; Tribes; Businesses; Foundations; Partners</p>	
<p><b>4.3.8 Community Interpretation</b> Encourage the development of locally led community interpretive presentations associated with National Heritage Area themes and storylines.</p>	<p><i>Long-term action of local communities in coordination with the Interpretive Committee and NHA staff.</i></p>	<p><u>Lead:</u> Local Communities with NHA staff support</p>	<p>NPS; Businesses; Foundations; Partners</p>	
<p><b>4.3.9 Wayfinding and Signage</b> Be available to assist partners with the development of new or replacement identification and wayfinding signage for sites and routes on an as-needed basis.</p>	<p><i>Medium-term and ongoing action of the Heritage Alliance.</i></p>	<p><u>Lead:</u> NHA staff</p>	<p>NPS; Local Gov; Businesses; Foundations; Partners</p>	
<p>Organize the installation of entrance signs along highways and major roads at points of entry into the National Heritage Area.</p>	<p><i>Short-term action of the Heritage Alliance in association with the Arizona Department of Transportation and Pima and Santa Cruz Counties.</i></p>	<p><u>Lead:</u> Alliance Board with NHA staff support</p>	<p>NPS; State Gov; Local Gov</p>	<p><u>Implementation Steps:</u> (1) Consult with the AZDOT and Pima and Santa Cruz Counties on the process for installation of entrance signage. <i>(Year 1)</i> (2) Identify locations for entrance signage, develop sign graphics, and undertake a phased implementation process. <i>(Years 2-3)</i></p>
<p>Over the long term, consider the development and implementation of a comprehensive regional wayfinding system for participating sites and communities using the National Heritage Area graphic identity.</p>	<p><i>Long-term action of the Heritage Alliance and regional partners.</i></p>	<p><u>Lead:</u> Alliance Board</p>	<p>NPS; State Gov; Local Gov; Partners</p>	



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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<b>4.4 Interpretive Presentation: Themes,</b>				
Develop a National Heritage Area-wide interpretive plan/presentation of the Santa Cruz Valley's living landscape coordinating existing interpretation offered at the region's natural and cultural attractions and sites.	<i>Short-term and ongoing action of the Heritage Alliance, Interpretive Committee, and partners.</i>	<u>Lead:</u> Interpretive Committee with NHA staff support; <u>Suggested partnering sites</u> for each storyline are listed in Chapter 4 under discussions of the storylines and are too numerous to list here.	NPS; Local Gov; Businesses; Foundations; Partners	<u>Implementation Steps:</u> (1) Identify priority storylines for initial phased implementation {suggested: Sonoran Desert, Sky Islands and Desert Seas, Streams in the Desert, Native American Lifeways, and Spanish and Mexican Frontier} (Year 1) (2) Reach out to potential partnering sites for participation in planning for each storyline. (Year 1-2) (3) Gather background information on existing interpretation formats and programs. Assess interests and capabilities of each partnering site and how interpretation may be coordinated between sites. Prepare a plan for phased enhancement of interpretation of each storyline at individual sites and between sites. Include the potential for self-guided exhibits at publicly accessible sites. (Years 2-3) Phase implementation. (Year 3 and ongoing)
Identify additional opportunities, sites, and enhancements for each storyline that can be prioritized and implemented over time.	<i>Medium and long-term action of the Heritage Alliance, Interpretive Committee, and partnering sites.</i>	<u>Lead:</u> Interpretive Committee	NPS; Local Gov; Businesses; Foundations; Partners	
<b>4.5 Framework for Education</b>				
<b>4.5.1 College and University Level Programs</b>				
Support partners in their engagement with University and Community College level programs and in implementing stewardship initiatives.	<i>Long-term action of the Heritage Alliance, Interpretive Committee, and partners.</i>	<u>Lead:</u> Alliance Board	NPS; Businesses; Foundations; Partners	
<b>4.5.2 Regional Education and Academics</b>				
Support educational programs of partnering organizations and sites within the National Heritage Area that use the Arizona Academic Standards to support and enhance school curricula aligned with the themes of the National Heritage Area.	<i>Medium-term and ongoing action of the Heritage Alliance, Interpretive Committee, and partners.</i>	<u>Lead:</u> Alliance Board	NPS; Businesses; Foundations; Tribes; Partners	
<b>4.5.3 Regional Attractions</b>				
Collaborate in development and implementation of a coordinated National Heritage Area-wide plan for educational programming by regional attractions.	<i>Medium term action of the Heritage Alliance, Interpretive Committee, Western National Parks Association, and partners.</i>	<u>Lead:</u> Interpretive Committee	NPS; Businesses; Foundations; Partners	

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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<b>4.5.4 Non-Profit Organizations</b>				
Incorporate existing and potential programs of independent non-profit organizations into the development and implementation of a coordinated National Heritage Area-wide plan for educational programming.	<i>Short-term and ongoing action of the Heritage Alliance, Interpretive Committee, Western National Parks Association, and partners.</i>	<u>Lead:</u> Alliance Board with NHA staff support	NPS; Businesses; Foundations; Tribes; Partners	<u>Implementation Steps:</u> (1) Identify existing and potentially new educational programming of non-profit organizations for potential NHA promotion and support. Prioritize programs for young people. Initiate funding for selected programs as appropriate using small grants. <i>(Year 1 and ongoing)</i> (2) Over the longer term, develop a NHA-wide plan for educational programming that can be phased in and increased over time. <i>(Year 3 and ongoing)</i>

**Chapter 5 – Heritage Experiences**

**5.2 Tourism Planning**

Collaborate with Visit Tucson and partners in implementing aspects of the Metro Tucson 10-Year Tourism Master Plan that align with the vision, mission, and goals of the National Heritage Area.	<i>Medium and long-term action of the Heritage Alliance and National Heritage Area partners.</i>	<u>Lead:</u> Alliance Board	NPS; State Gov; Local Gov; Businesses; Partners
Assist in telling the regional story of well-being through interpretation (see Chapter 4) and its expression as a community value within the National Heritage Area.	<i>Medium and long-term action of the Heritage Alliance and National Heritage Area partners.</i>	<u>Lead:</u> Interpretive Committee	NPS; Local Gov; Businesses; Foundations; Partners
Take a lead role in coordinating, enhancing, and promoting heritage tourism experiences beyond metro Tucson.	<i>Medium and long-term action of the Heritage Alliance and National Heritage Area partners.</i>	<u>Lead:</u> Alliance Board	NPS; Local Gov; Businesses; Foundations; Partners

**5.3 Living Cultural Traditions**

**5.3.1 Tribal Cultural Traditions**

Support the Wa:k O’odham and Pascua Yaqui with programs and initiatives that help preserve Tribal cultural traditions within their communities.	<i>Short-term and ongoing action of the Heritage Alliance.</i>	<u>Lead:</u> Alliance Board with NHA staff support	NPS; Tribes; Foundations; Partners	<u>Implementation Steps:</u> (1) Establish an official primary point of contact with the Wa:k O’odham and Pascua Yaqui. (2) Coordinate with ongoing tribal programs and priorities and determine how the NHA can best provide support on an ongoing basis, including potential small grant support. <i>(Year 1 and ongoing)</i>
Host the Wa:k O’odham and Pascua Yaqui on a page of the National Heritage Area website through which they may tell their story and share information on their cultural traditions.	<i>Short-term and ongoing action of the Heritage Alliance.</i>	<u>Lead:</u> NHA staff	NPS; Tribes; Foundations; Partners	<u>Implementation Steps:</u> (1) Work with tribal representatives in determining how they would like the tribes represented on a page on the NHA website. Assist tribal representatives in developing content. Coordinate with the website interpretive presentation outlined in 4.3.2 above. <i>(Years 2-3)</i>
Encourage and support the Wa:k O’odham and Pascua Yaqui in sharing tribal cultural traditions with the general public through participation in festivals and events and through other programming, venues, and media as they deem appropriate.	<i>Medium-term and ongoing and medium-term actions of the Heritage Alliance.</i>	<u>Lead:</u> NHA staff	NPS; Tribes; Foundations; Partners	

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Support economic opportunities for Tribal craftspeople and businesses in selling traditional crafts, foods, and other goods to the general public.	<i>Medium-term action of the Heritage Alliance.</i>	<u>Lead:</u> NHA staff	NPS; Tribes; Businesses; Foundations; Partners	
<b>5.3.2 Mexican American Cultural Traditions</b>				
Engage Mexican American residents by partnering with local neighborhood, community, and religious organizations in crafting programs, festivals, and events of particular interest to them.	<i>Medium and long-term action of the Heritage Alliance, Interpretive Committee, and National Heritage Area partners.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Businesses; Foundations; Partners	
Promote and support partners in showcasing Mexican American culture to visitors and others through regional and local festivals and events.	<i>Short-term and ongoing action of the Heritage Alliance and National Heritage Area partners.</i>	<u>Lead:</u> NHA staff in consultation with the Mexican American Heritage and History Museum and Pimeria Alta Historical Society	NPS; Local Gov; Businesses; Foundations; Partners	<u>Implementation Steps:</u> (1) Consult with lead partners in identification and outreach to local Mexican American organizations. (2) Prepare a list of potential programs, festivals, and events for support. (3) Assess visitor readiness and types of support that would be most beneficial. (4) Initiate support in a phased manner, including promotion and potential small grants. <i>(Years 2-3)</i>
Provide resources and support for small performance groups, artists, and craftspeople representing Mexican American culture.	<i>Medium-term action of the Heritage Alliance and Interpretive Committee.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Businesses; Foundations; Partners	
Support Mexican American businesses engaged in the preservation and promotion of traditional cultural activities, crafts, and interests.	<i>Medium-term and ongoing action of the Heritage Alliance.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Businesses; Foundations; Partners	
<b>5.3.3 Ranching Traditions</b>				
Support organizations, businesses, and events that represent and showcase the region's ranching traditions.	<i>Medium-term and ongoing action of the Heritage Alliance and Interpretive Committee.</i>	<u>Lead:</u> Alliance Board	NPS; Local Gov; Businesses; Partners	
Promote guest ranches and authentic ranching experiences offered by partners throughout the National Heritage Area.	<i>Medium-term and ongoing action of the Heritage Alliance and Interpretive Committee in partnership with local business organizations.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Businesses; Partners	
Assist working ranches in the development and promotion of new ranch experiences for visitors.	<i>Medium and long-term action of the Heritage Alliance and National Heritage Area partners.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Businesses; Partners	
<b>5.3.4 Other Ethnic Cultural Traditions</b>				
Emphasize the full cultural diversity of today's Santa Cruz Valley in promotion and programming support.	<i>Medium-term and ongoing action of the Heritage Alliance and Interpretive Committee.</i>	<u>Lead:</u> Alliance Board	NA	

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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<b>5.4 Food Traditions</b>				
Re-establish a Heritage Foods Program as a National Heritage Area initiative focused on assisting partners in developing and promoting heritage food initiatives throughout the National Heritage Area.	<i>Short and medium-term action of the Heritage Alliance and National Heritage Area partners.</i>	<u>Lead:</u> Alliance Board with NHA staff support	NPS; Local Gov; Businesses; Foundations; Partners	<u>Implementation Steps:</u> (1) Assess the Heritage Foods programs conducted by the Heritage Alliance in previous years. Consult with partners on their value and effectiveness and which ones might be reconstituted, expanded upon, or re-imagined. (Year 2) (2) Outline a phased implementation program in support of Heritage Foods to be implemented over a three-year timeframe in consultation with partners. Establish a Heritage Foods page on the NHA website. (Years 2-3) (3) Begin phased implementation, perhaps using a small grant program as one element of support. (Year 3)
Collaborate with Tucson City of Gastronomy and Visit Tucson in developing, supporting, and promoting heritage food initiatives.	<i>Short-term and ongoing action of the Heritage Alliance.</i>	<u>Suggested Partners:</u> Tucson City of Gastronomy and Visit Tucson	NPS; Local Gov; Businesses; Partners	<u>Implementation Steps:</u> (1) Consult with the Tucson City of Gastronomy on programs and initiatives over the next three years and how the NHA can best provide support. Begin by promoting programs and initiatives on the NHA website and media. (Year 1) (2) Collaborate with, support, and complement City of Gastronomy initiatives through the NHA Heritage Foods program outlined above. (Year 2 and ongoing)
<b>5.5 Recreation and the Outdoors</b>				
Promote the wide range of recreational opportunities and experiences available throughout the National Heritage Area.	<i>Medium-term and ongoing action of the Heritage Alliance.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Federal Agencies;	
Prepare a comprehensive, coordinated presentation of recreational opportunities as part of the heritage area-wide interpretive presentation outlined in Chapter 4.	<i>Medium-term action of the Heritage Alliance.</i>	<u>Lead:</u> Interpretive Committee	NPS; Local Gov; Partners	
Collaborate with and support partners undertaking regional recreational planning that connects landscapes, recreation areas, and communities and that coordinates opportunities, policies, programs, and initiatives.	<i>Long-term action of Pima and Santa Cruz Counties, the Heritage Alliance, Interpretive Committee, and National Heritage Area partners.</i>	<u>Lead:</u> Alliance Board	NPS; State Gov; Local Gov; Federal Agencies; Partners	
Support enhancement of recreational experiences through orientation, interpretation, education, planning, infrastructure, and programming.	<i>Medium and long-term action of the Heritage Alliance, Interpretive Committee, and National Heritage Area partners.</i>	<u>Lead:</u> Alliance Board	NPS; Local Gov; Federal Agencies; Partners	
Use recreational experiences to promote the stewardship of natural resources and sustainable recreational practices.	<i>Medium and long-term action of the Heritage Alliance and National Heritage Area partners.</i>	<u>Lead:</u> Alliance Board	NPS; State Gov; Local Gov; Federal Agencies; Partners	
<b>5.5.5 Trails, Hiking, and Nature</b>				
Concentrate on trails and hiking as a primary recreational and promotional focus of the National Heritage Area.	<i>Medium-term and ongoing action of the Heritage Alliance and National Heritage Area partners.</i>	<u>Lead:</u> Alliance Board	NPS; Local Gov; Federal Agencies; Partners	

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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
Prepare a comprehensive presentation of trails, trail experiences, and trail landscapes integral with the heritage area-wide interpretive presentation outlined in Chapter 4.	<i>Medium-term action of the Heritage Alliance Interpretive Committee, and National Heritage Area partners.</i>	<u>Lead:</u> Interpretive Committee	NPS; Local Gov; Federal Agencies; Partners	
Support partners in the coordinated interpretation of trail landscapes online and through onsite exhibits, maps, guides, and other media.	<i>Short and medium-term action of the Interpretive Committee and National Heritage Area partners.</i>	<u>Suggested Partners:</u> The numerous trail and recreational sites are depicted in maps in Chapter 5 and in the <i>Sonoran Desert</i> , <i>Sky Islands and Desert Seas</i> , and <i>Streams in the Desert</i> storylines in Chapter	NPS; Local Gov; Federal Agencies; Partners	<u>Implementation Steps:</u> (1) Identify partners and sites most appropriate for initial interpretation of the Sonoran Desert, Sky Islands and Desert Seas, Streams in the Desert storylines as outlined in 4.4 above. Select those that are most willing and able but also that best complement, enhance, and expand upon interpretation already existing. (Year 1) (2) Prepare a plan for phased coordination and implementation of interpretation along selected trail systems. (Years 2-3) (3) Phase implementation. (Year 3 and ongoing)
Collaborate with and support partners who are taking the lead in trail planning, development, and enhancement, working to expand and interconnect the regional system.	<i>Long-term action of the Heritage Alliance, Interpretive Committee, and National Heritage Area partners.</i>	<u>Lead:</u> Alliance Board	NPS; Local Gov; Federal Agencies; Partners	
Support partners in developing a volunteer corps for trail maintenance and stewardship.	<i>Medium-term action of the Heritage Alliance and National Heritage Area partners.</i>	<u>Lead:</u> NHA staff	NPS; Federal Agencies; Foundations; Partners	
<b>5.5.6 Birdwatching</b>				
Concentrate on birdwatching as a primary recreational and promotional focus of the National Heritage Area in collaboration with the Tucson Audubon Society and/or other appropriate partners.	<i>Medium-term and ongoing action of the Heritage Alliance and NHA partners.</i>	<u>Lead:</u> Alliance Board	NPS; Local Gov; Partners	
Coordinate in development of a comprehensive regional website presentation on birding and birding sites.	<i>Medium-term action of the Heritage Alliance in collaboration with NHA partners.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Partners	
<b>5.6 Connecting and Creating Experiences</b>				
Encourage and support partners in the development and implementation of new heritage experiences appropriate to the mission and goals of the National Heritage Area.	<i>Medium and long-term action of the Heritage Alliance and Interpretive Committee.</i>	<u>Lead:</u> Alliance Board	NPS; Local Gov; Businesses; Foundations; Partners	
Undertake the development and implementation of new heritage experiences as a program of the National Heritage Area when possible and appropriate.	<i>Long-term action of the Heritage Alliance and Interpretive Committee.</i>	<u>Lead:</u> Alliance Board	NPS; Businesses; Foundations; Partners	
Develop processes and guidelines for the development and management of new heritage experiences that document initiatives, provide quality control, and plan for future follow-up.	<i>Medium-term and ongoing action of the Heritage Alliance and Interpretive Committee.</i>	<u>Lead:</u> NHA staff	NPS; Businesses; Foundations; Partners	

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ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<b>5.7 Identity and Placemaking</b>				
Participate in and support local communities in the planning and implementation of placemaking initiatives that enhance quality of place for residents and visitors.	<i>Medium-term and ongoing action of the Heritage Alliance and Interpretive Committee.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Businesses; Foundations; Partners	
Assist in coordinating local partners in placemaking initiatives in smaller communities throughout the National Heritage Area.	<i>Medium-term action of the Heritage Alliance and Interpretive Committee.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Businesses; Foundations; Partners	
Encourage the incorporation of cultural themes and historic preservation techniques in placemaking.	<i>Medium-term and ongoing action of the Heritage Alliance and Interpretive Committee.</i>	<u>Lead:</u> Alliance Board	NA	
Support the incorporation of environmental measures into placemaking as an expression of the National Heritage Area goal of resilience and adaptation.	<i>Medium-term and ongoing action of the Heritage Alliance and Interpretive Committee.</i>	<u>Lead:</u> Alliance Board	NA	

**Chapter 6 – Management and Implementation**

**6.1 Foundation for Management and Implementation**

**6.1.3 Summary – Organization, Roles, and Strategic Priorities**

Prioritize actions to be undertaken based on opportunities, needs, available resources, the capabilities of partners and the Heritage Alliance, and the most benefit, given available resources and how they can be used most effectively.	<i>Short-term and ongoing action of the Heritage Alliance and National Heritage Area partners.</i>	<u>Lead:</u> Alliance Board	NA	<u>Implementation Steps:</u> (1) Ongoing action guiding decisions to be made in the Management Plan's implementation.
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**6.2 Santa Cruz Valley Heritage Alliance**

**6.2.3 Board of Directors**

***Board Composition and Development***

Expand the number of Directors on the Board of Directors in a deliberate and phased manner in accordance with the National Heritage Area's diverse interests and the expertise most appropriate to the phased implementation of the management plan.	<i>Short and medium-term action of the Heritage Alliance Board of Directors.</i>	<u>Lead:</u> Alliance Board	NA	<u>Implementation Steps:</u> (1) Make a list of the expertise most needed on the Alliance Board and potential individuals/organizations that can provide such expertise. Consult with key partners on the range of organizations that should be represented on the Board. (2) Assign teams of current Board members to reach out to prospects regarding interest and capability of serving. (3) Undertake a phased program of election of interested prospects. <i>(Year 1 and ongoing)</i>
Undertake an annual evaluation of current representation on the Board of Directors and develop plans for expanding diversity and skill sets to support management plan implementation and resource development.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors.</i>	<u>Lead:</u> Alliance Board	NA	<u>Implementation Steps:</u> (1) Task the Governance Committee to work on expanding diversity and skill sets for the Board and devote a portion of at least one Board meeting per year on review and discussion with the purpose of establishing recruitment goals for the coming year. <i>(Year 1 and ongoing)</i>

**Santa Cruz Valley National Heritage Area  
Implementation Summary**

ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<b>Board Focus</b>				
Establish best practices and set basic standards of excellence for operation as a non-profit and let partners, funders, and the public know such standards are part of the Board of Directors' expectations for doing business.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors.</i>	<u>Lead:</u> Alliance Board	NA	<u>Implementation Steps:</u> (1) Gather information on best practices for non-profit management for reference for Board members. (2) Retain an advisor on non-profit management who can be called upon for assessment, questions, and training on an as-needed basis. (Year 1) (3) Devote a Board meeting each year to a review and assessment of Board processes, actions, and needs. Incorporate steps for Board development into the annual work plan. (Year 2 and ongoing) (4) Have the Board's non-profit advisor undertake an assessment of organization and processes every three years or as-needed. (Year 3 and ongoing)
Undertake annual Board training and orientation for new Board members.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors/Committees.</i>	<u>Lead:</u> Alliance Board	NPS; Foundations: Partners	<u>Implementation Steps:</u> (1) Establish an orientation process for new Board members to include a review of the Board handbook (see below), management plan, and programs. (Year 1 and ongoing) (2) Take advantage of programs on board development that Board members may attend. (3) Periodically, have guest speakers at Board retreats for training and strategic planning. (Year 2 and ongoing)
Create a board handbook and update it annually, or as needed.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors/Committees.</i>	<u>Lead:</u> Alliance Board	NPS: Local Gov	<u>Implementation Steps:</u> (1) Prepare a handbook for Board members with background information including general information on NHAs, designating legislation, bylaws, policies, information on NPS relations, and an outline of programs. Also provide a copy of the management plan. (Year 1)
Devote one Board meeting each year to the review and evaluation of progress made on management plan objectives and the development of an annual work plan and budget in support of the goals and objectives of the management plan.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors.</i>	<u>Lead:</u> Alliance Board	NA	<u>Implementation Steps:</u> (1) Use this Implementation Summary as a working document that can be reviewed, updated, and expanded upon in support of an annual work plan for the coming year. Use the annual report to the Secretary required in the designating legislation as a medium for evaluation of progress on management plan implementation and any desired changes or adjustments in course. (Year 1 and ongoing)
<b>6.2.4 Board Committees</b>				
Develop and implement, in phases, active Board Committees to support the organization's mission and vision and fulfill the goals and objectives of the management plan.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors.</i>	<u>Lead:</u> Alliance Board	NA	<u>Implementation Steps:</u> (1) Consult on Board Committees to be established as outlined in the management plan. Assign Board members to committees as appropriate to their interests and expertise. (Year 1 and ongoing)

**Santa Cruz Valley National Heritage Area  
Implementation Summary**

ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
Develop job descriptions for committees as they are established.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors.</i>	<u>Lead:</u> Alliance Board with NHA staff support	NPS; Local Gov	<u>Implementation Steps:</u> (1) Consult information on best practices for non-profits in crafting draft job descriptions for Board review and consideration. Obtain input from the Board's non-profit advisor (See Board Focus above). <i>(Year 1 and ongoing)</i>
<b>6.2.5 Partnership Council and Committees</b>				
Establish and develop a Partnership Council that engages local and regional partners to advise the Board on the implementation of the management plan, identify needs and priorities, and collaborate on projects and programs.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors.</i>	<u>Lead:</u> Alliance Board with NHA staff support	NPS; Partners	<u>Implementation Steps:</u> (1) Update the list of Partners and Stakeholders on an ongoing basis. <i>(Year 1 and ongoing)</i> (2) Reach out to potential partners for participation on the Partnership Council. Identify a primary point of contact for each organization. Recognize each organization's interests and capabilities. <i>(Year 1)</i> (3) Establish a leadership structure for the Partnership Council with Board representation. <i>(Year 1)</i> (4) Establish a means of regular communication with members representing the Partnership Council providing information and obtaining input. <i>(Year 1 and ongoing)</i> (5) Conduct regular meetings of the Partnership Council, such as semi-annually, to review NHA programs and activities and for consultation. <i>(Year 1 and ongoing)</i>
Establish a structure and process for operation of the Partnership Committees (Conservation, Preservation, and Interpretation) in their involvement and participation in implementation of the management plan under the leadership of the Board of Directors.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.</i>	<u>Lead:</u> Alliance Board with NHA staff support	NPS; Partners	<u>Implementation Steps:</u> (1) Consult with the Partnership Council on establishment of Committees from among its membership as outlined in the management plan. <i>(Year 1)</i> (2) Establish a leadership structure for each Committee. Prepare a description of roles and responsibilities for each Committee similar to those of Board Committees. <i>(Year 2)</i> (3) Conduct periodic meetings of each Committee organized by NHA staff. Ask Committees for input on management plan priorities/actions/implementation as approved by the Alliance Board as well as on management plan strategies in general within their areas of expertise. Ask Committees to guide and/or assist NHA staff and partners in implementation of programs as appropriate. <i>(Year 2 and ongoing)</i>
<b>6.2.6 Staffing and Support</b>				
Use an annual strategic planning process to review and predict needs for staff and services on an annual basis.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.</i>	<u>Lead:</u> Executive Director	NA	<u>Implementation Steps:</u> (1) Include a staffing plan in development of the annual work plan and three-year strategic as outlined in 6.8.1 below. <i>(Year 2 and ongoing)</i>



**Santa Cruz Valley National Heritage Area  
Implementation Summary**

ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
Establish regular personnel and hiring/contracting procedures, including provisions for staff training as appropriate.	<i>Short and medium-term action of the Heritage Alliance Board of Directors and Executive Director.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov	<u>Implementation Steps:</u> (1) Consult information on best practices for non-profits in personnel and hiring/contracting procedures for Board review and consideration. Obtain input from the Board's non-profit advisor (See Board Focus above). (Year 1 and ongoing) (3) Take advantage of opportunities for staff training and include staff training as an element of the staffing plan in the annual work plan. (Year 2 and ongoing)
<b>6.2.7 Financial Management and Record-keeping</b>				
<b>Financial Record-keeping</b>				
Maintain a computerized financial management system that generates sufficient financial data for planning, resource development, and reporting to funders and the public.	<i>Short-term and ongoing action of the Executive Director (and staff or consultant).</i>	<u>Lead:</u> Executive Director	NPS; Local Gov	<u>Implementation Steps:</u> (1) Consult information on best practices for non-profits in financial management and record-keeping. Obtain input from the Board's non-profit advisor (See Board Focus above). Coordinate with evaluation needs as outlined in 6.8.3 below. (2) Work with the NHA's accounting consultants to prepare a computerized financial management system meeting NPS needs. Update as needed. (Year 1 and ongoing)
Establish regular financial procedures to support the Board of Directors' fiduciary responsibilities, including an annual budget and regular reviews of progress in meeting the budget.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors (Treasurer, Finance Committee, and Executive Director)</i>	<u>Lead:</u> Alliance Board with NHA staff support	NPS; Local Gov	<u>Implementation Steps:</u> (1) Consult information on best practices for non-profits in financial management and procedures. Obtain input from the Board's non-profit advisor (See Board Focus above). (2) Establish written policies and procedures for financial management to be included in the NHA Board handbook. Include job descriptions for the Board Treasurer, Finance Committee, and Executive Director. (Year 1) (3) Prepare an annual budget for Board approval in conjunction with the annual work plan outlined in 6.8.1 below. (Year 2 and ongoing)
<b>Other Record-keeping</b>				
Establish a corporate record book, hard copy or digital, documenting all Board of Directors policies and procedures and compiling key organizational records.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.</i>	<u>Lead:</u> Alliance Board with NHA staff support	NPS; Local Gov	<u>Implementation Steps:</u> (1) Consult information on best practices for non-profits in Board documentation and record-keeping. Obtain input from the Board's non-profit advisor (See Board Focus above). (2) Establish a corporate record book documenting Board policies, procedures, and actions. Establish responsibility for record-keeping with the Board Secretary and Governance Committee. Include a description in the NHA Board handbook. (3) Update the record book on an ongoing basis. (Year 1 and ongoing)

**Santa Cruz Valley National Heritage Area  
Implementation Summary**

ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<b>Providing Support to Partners</b>				
Develop and implement a process and annual schedule for the identification and selection of partner projects to receive support in the form of grants or other National Heritage Area benefits.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors, Executive Director, and Grant Evaluation Committee.</i>	<u>Lead:</u> Executive Director	NPS; Foundations; Businesses; Partners	<u>Implementation Steps:</u> (1) Consult information on best practices for non-profits in grant management and documentation. Obtain input from the Board's non-profit advisor (See Board Focus above). (2) Establish a small grant program to be used to support partner projects implementing aspects of the management plan and annual work plan as prioritized by the Alliance Board. Identify areas targeted for grant support as outlined in this Implementation Summary. Establish a grant submission schedule, process, and requirements. Establish a Grants Evaluation Committee as described in 6.2.4 of the management plan. <i>(Year 2 and ongoing)</i> (3) Identify and consider other forms of NHA support for partners as appropriate. <i>(Year 2 and ongoing)</i>
Establish a partnership assistance program that recognizes the many ways that the National Heritage Area can support the growth and development of partners' capacity and programs. Periodically assess progress in developing this program through partner involvement in evaluation.	<i>Medium-term and ongoing action of the Heritage Alliance Board of Directors in consultation with the Partnership Council.</i>	<u>Lead:</u> Alliance Board	NPS; Foundations; Businesses; Partners	
<b>6.3 National Park Service</b>				
Maintain a cooperative agreement with the National Park Service for assistance and support to the Santa Cruz Valley Heritage Alliance as local coordinating entity for the Santa Cruz Valley National Heritage Area.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors, Executive Director, and the National Park Service.</i>	<u>Lead:</u> Executive Director	NPS	<u>Implementation Steps:</u> (1) Maintain ongoing contact with the NPS Denver Regional Office. <i>(Year 1 and ongoing)</i>
<b>6.3.1 Other Federal Agencies</b>				
Continue to build relationships with agencies at the federal level whose work affects the Santa Cruz Valley National Heritage Area or which can provide services and funding.	<i>Medium-term and ongoing action of the Heritage Alliance Board of Directors, Executive Director, and partners.</i>	<u>Lead:</u> NHA staff	NPS; Local Gov; Foundations; Businesses	
Continue to engage with and provide routine briefings to members of the Arizona Congressional delegation.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors, Executive Director, and partners.</i>	<u>Lead:</u> Executive Director	Local Gov; Foundations; Businesses	<u>Implementation Steps:</u> (1) Maintain ongoing contact with staff in the AZ Congressional offices. Provide periodic briefings and attend Congressional events. <i>(Year 1 and ongoing)</i>
<b>6.3.2 Alliance of National Heritage Areas</b>				
Participate in programs of the Alliance of National Heritage Areas and provide the resources for staff to participate in annual trainings.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.</i>	<u>Lead:</u> Executive Director	Local Gov; Foundations; Businesses	<u>Implementation Steps:</u> (1) Become a member of the Alliance of National Heritage Areas. (2) Attend yearly meetings and maintain ongoing contacts. <i>(Year 1 and ongoing)</i>

**Santa Cruz Valley National Heritage Area  
Implementation Summary**

ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<b>6.4 Arizona State Government and Agencies</b>				
Provide routine briefings to the Governor’s office and when appropriate seek assistance with coordination of state agencies’ contributions to implementation of the management plan.	<i>Short-term and ongoing action of the Heritage Alliance in concert with partners that can offer insights into opportunities and relationships.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov; Foundations; Businesses	<u>Implementation Steps:</u> (1) Maintain ongoing contact with staff in the Governor’s office. Provide periodic briefings and attend events when appropriate. <i>(Year 1 and ongoing)</i>
Provide routine briefings to elected officials representing National Heritage Area jurisdictions in the state legislature.	<i>Short-term and ongoing action of the Heritage Alliance in concert with partners that can offer insights into opportunities and relationships.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov; Foundations; Businesses	<u>Implementation Steps:</u> (1) Maintain ongoing contact with regional elected officials and staff in the state legislature. Provide periodic briefings and attend events when appropriate. <i>(Year 1 and ongoing)</i>
Build relationships with agencies at the state level whose work affects the Santa Cruz Valley National Heritage Area or which can provide services and funding.	<i>Medium-term and ongoing action of the Heritage Alliance in concert with partners that can offer insights into opportunities and relationships.</i>	<u>Lead:</u> Alliance Board	NPS; Local Gov; Foundations; Businesses	
<b>6.5 Native American Tribes</b>				
Continue to actively engage and partner with the Wapiti O’odham and Pascua Yaqui in the planning and implementation of the National Heritage Area with emphasis on tribal interests and expression.	<i>Short-term and ongoing action of the Heritage Alliance and partners.</i>	<u>Lead:</u> Executive Director and NHA staff	NPS; Tribes; Local Gov; Foundations; Businesses	<u>Implementation Steps:</u> (1) Seek to have tribal representatives participate on the Alliance Board, Partnership Council, and Partnership Committees. (2) Maintain relationships with tribal leaders and seek to coordinate with tribal programs. (3) Facilitate programs and relationships between the tribes and other NHA partners when appropriate. <i>(Year 1 and ongoing)</i>
Work with the Secretary of the Interior and the National Park Service in relationships with federally recognized tribes. Periodically inform tribal nations active within or with historic ties to the National Heritage Area about progress on implementation of the management plan and encourage their input and participation.	<i>Medium-term and ongoing action of the Heritage Alliance.</i>	<u>Lead:</u> Alliance Board	NPS; Tribes; Local Gov; Foundations; Businesses	
<b>6.6 Local Government and Agencies</b>				
Continue to build relationships with local and regional community leaders, agencies, and organizations, and to encourage, rely upon, and highlight their support.	<i>Short-term and ongoing action of the Heritage Alliance in concert with partners that can offer insights into opportunities and relationships.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov; Foundations; Businesses	<u>Implementation Steps:</u> (1) Seek support from the Partnership Council in building relationships, engaging with public and private entities, and broadening partnerships and stakeholders throughout the NHA. <i>(Year 2 and ongoing)</i>

**Santa Cruz Valley National Heritage Area  
Implementation Summary**

ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
<b>6.7 Financial Stability and Resource Development</b>				
<b>6.7.2 Organizing for Resource Development and Sustaining the National Heritage Area</b>				
Make resource development a regular part of the Board of Directors' agenda.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors.</i>	<u>Lead:</u> Alliance Board	NA	<u>Implementation Steps:</u> (1) Include resource development as an agenda item at each Board meeting. (Year 1 and ongoing)
Develop and maintain an organizational culture that includes resource development in all aspects of the Heritage Alliance's programs and operations.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.</i>	<u>Lead:</u> Executive Director	NA	<u>Implementation Steps:</u> (1) Build resource development policies, procedures, and expectations as guidelines and performance indicators. (2) Include resource and development skills in staff and Board training plans. (Year 2 and ongoing)
Review and adjust fiscal management practices and systems as necessary to support resource development and reporting.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov	<u>Implementation Steps:</u> (1) Consult information on best practices in non-profit resource development systems. Obtain input from the Board's non-profit advisor (See Board Focus above). (Year 2 and ongoing)
<b>6.7.3 Developing and Carrying Out a Plan for Resource Development and Financial Sustainability</b>				
Develop a three-year resource development plan and an accompanying short-range plan with financial targets and measurable objectives. Coordinate with the Heritage Alliance's annual work plan.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov	<u>Implementation Steps:</u> (1) Consult information on best practices for non-profit resource development planning and implementation. Obtain input from the Board's non-profit advisor (See Board Focus above). (2) Develop a three-year resource development plan in conjunction with the NHA three-year strategic plan and a short-term plan in conjunction with the annual work plan (see 6.8.1 below). (3) Obtain support in implementation and evaluation on an ongoing basis from the Board's non-profit advisor. (Year 2 and ongoing)
Update the resource development plan regularly to maintain a time horizon beyond the annual work plan of at least three years.	<i>Medium-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.</i>	<u>Lead:</u> Alliance Board	NPS; Local Gov	
Develop a <i>case statement</i> to provide a basis for a message and an appeal for resources tailored to the needs of each prospect.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov	<u>Implementation Steps:</u> (1) Develop a draft case statement for review by the Alliance Board and key partners. (Year 2)
Continuously research prospects, including existing relationships, and match them with Directors, staff, partners, and friends.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov	<u>Implementation Steps:</u> (1) Maintain a database of development prospects with background information and relationships. Identify cultivation measures, develop a schedule, assign tasks, prioritize implementation, and monitor progress. (Year 2 and ongoing)

## Santa Cruz Valley National Heritage Area Implementation Summary

ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
Build and nurture relationships with local and regional corporations and foundations whose interests intersect with those of the Santa Cruz Valley National Heritage Area and its programs.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov	<u>Implementation Steps:</u> (1) Maintain a database of development prospects with background information and relationships. Identify cultivation measures, develop a schedule, assign tasks, prioritize implementation, and monitor progress. (Year 2 and ongoing)
Develop a donor database and begin gathering information about prospects using a software system designed to support long-term growth of the database.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov	<u>Implementation Steps:</u> (1) Consult information on best practices for non-profit resource development planning and implementation. Obtain input from the Board's non-profit advisor (See Board Focus above). (Year 2 and ongoing)

### 6.7.4 Working with Partners on Resource Development

Seek opportunities for funding resources that benefit National Heritage Area sites and the Heritage Alliance as the local coordinating entity.	<i>Short-term and ongoing action of the Heritage Alliance's Board of Directors and Executive Director in consultation with partners.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov; Partners	<u>Implementation Steps:</u> (1) Collaborate with key non-profit partners in strategies for resource development to be incorporated into the NHA plan and to be implemented in coordination with partners. (Year 2 and ongoing)
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## 6.8 Implementation

### 6.8.1 Maintaining Strategic Focus

Prepare an annual work plan in accord with an annual budget and tied to the annual task agreement required under National Park Service procedures..	<i>Short-term and ongoing action of the Heritage Alliance's Board of Directors and Executive Director.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov	<u>Implementation Steps:</u> (1) Prepare an annual work plan each year outlining priority actions to be implemented by partners and staff implementing the approved management plan. Coordinate preparation of the annual work plan with development of the yearly cooperative agreement with the NPS. Use this Implementation Summary as a tool to be updated and revised each year summarizing and documenting the annual work plan. (Year 2 and ongoing) (2) Consult with the Partnership Committees on prospective actions to be prioritized for implementation for the coming year. (3) Prepare draft program/project descriptions for each new area of activity and update existing program/project descriptions for ongoing activities. Update this Implementation Summary to reflect the prioritized actions and program/project descriptions. (4) Submit a draft annual work plan, program/project descriptions, and Implementation Summary to the Alliance Board, Partnership Committees, and Partnership Council for review and comment. (5) Finalize the annual work plan for review and approval by the Alliance Board. (Year 2 and ongoing)
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**Santa Cruz Valley National Heritage Area  
Implementation Summary**

ACTIONS	TIMEFRAME	LEAD/PARTNERS	POTENTIAL FUNDING	IMPLEMENTATION STEPS
Undertake periodic strategic planning to support annual work planning.	<i>Short-term and ongoing action of the Heritage Alliance's Board of Directors and Executive Director.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov	<u>Implementation Steps:</u> (1) Update the NHA's three-year strategic plan each year in conjunction with preparation of the annual work plan. (2) Undertake a Board retreat to review the NHA's strategic plan with proposed revisions for the coming year. (3) Convene the Partnership Council to review and comment upon the revised strategic plan. (4) Finalize the strategic plan in conjunction with the review and approval of the annual work plan by the Alliance Board. <i>(Year 2 and ongoing)</i>
Establish Board and committee procedures for review, approval, funding, and evaluation of new projects and programs.	<i>Short-term and ongoing action of the Heritage Alliance's Board of Directors and Executive Director.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov	<u>Implementation Steps:</u> (1) Prepare a template and guidelines for written descriptions of proposed programs and projects to be used by partners in proposing projects and programs to the Partnership Committees and Alliance Board. (2) Encourage partners to use the management plan, annual work plan, and three-year strategic plan as the basis for program and project proposals. (3) Organize a process for the submission and evaluation of program and project proposals in advance of preparation of the annual work plan. <i>(Year 2 and ongoing)</i>
<b>6.8.3 Evaluation</b>				
Design internal evaluation processes for programs and projects to assess their effectiveness in meeting their intended objectives and meeting the vision, mission, and goals of the approved management plan.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov	<u>Implementation Steps:</u> (1) Consult with the NPS regularly on the evaluation criteria and processes for NHAs. Use participation in the Alliance of National Heritage Areas to communicate with other NHAs on evaluation experiences. (2) Tailor internal evaluation and review processes to align with the long-term NPS evaluation processes. (3) Include evaluation summaries in the annual reports submitted to the NPS as required in the designating legislation. <i>(Year 2 and ongoing)</i>
Maintain awareness of long-term evaluation needs and processes through communication with the National Park Service and Alliance of National Heritage Areas and tailor project selection and performance to meet those needs in accordance with the approved management plan.	<i>Medium-term and ongoing action of the Heritage Alliance Board of Directors, Executive Director, and partners.</i>	<u>Lead:</u> Alliance Board	NPS; Local Gov	
Design record-keeping and annual reporting and evaluation to support the long-term independent evaluation as required in the designating legislation.	<i>Short-term and ongoing action of the Heritage Alliance Board of Directors and Executive Director.</i>	<u>Lead:</u> Executive Director	NPS; Local Gov	<u>Implementation Steps:</u> (1) Consult with the NPS on record keeping and reporting requirements. (3) Consult with other NHAs on models they use. (3) Tailor ongoing record-keeping to facilitate reporting needs and processes. Update yearly as appropriate. <i>(Year 2 and ongoing)</i>



# **APPENDIX E – SUMMARY INVENTORY OF RESOURCES**



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SANTA CRUZ VALLEY  
NATIONAL HERITAGE AREA



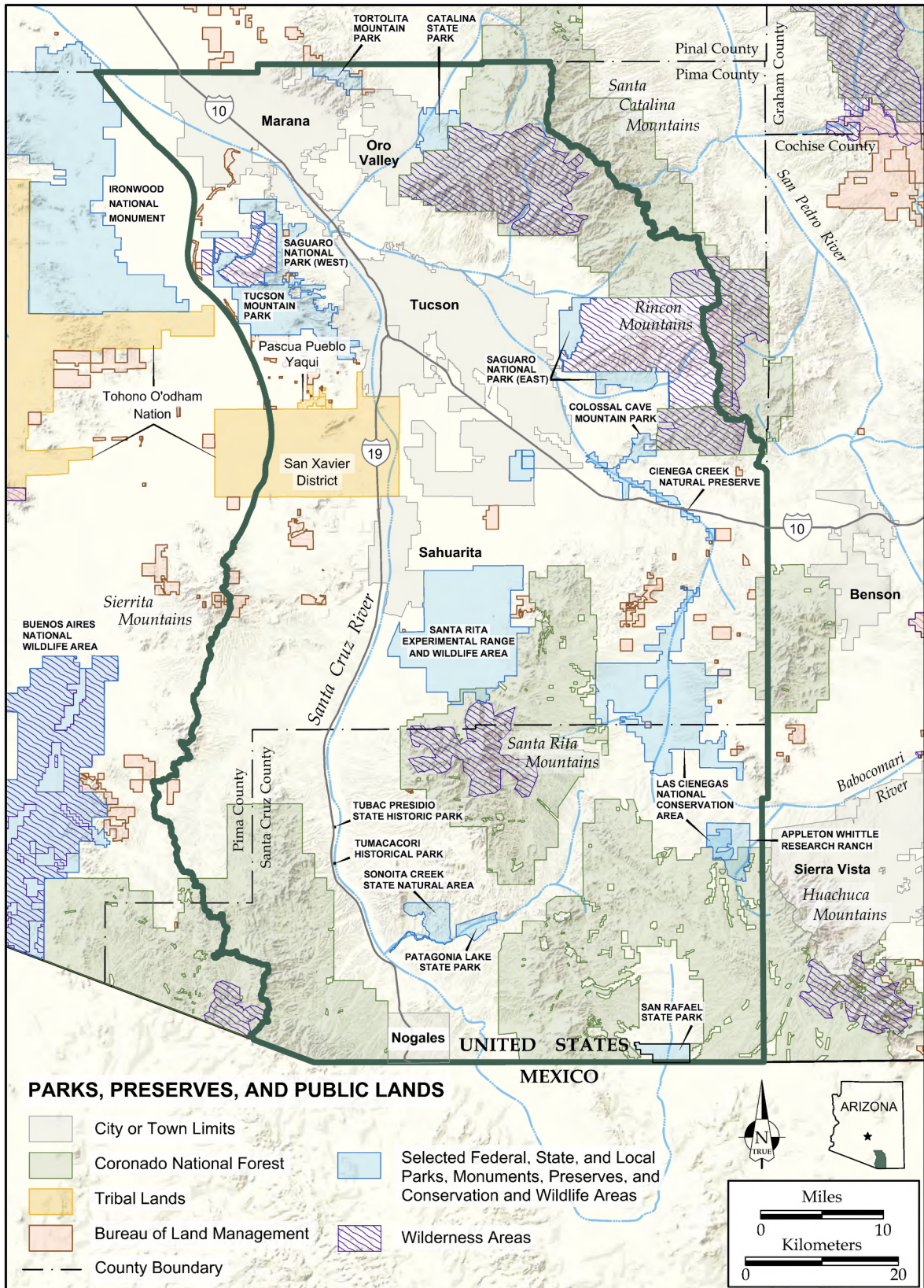
## SUMMARY INVENTORY OF RESOURCES

The Santa Cruz Valley National Heritage Area’s designating legislation requires that its management plan include *“an inventory of the resources located in the National Heritage Area; and any other property in the National Heritage Area that is related to the themes of the National Heritage Area; and should be preserved, restored, managed, or maintained because of the significance of the property.”*

This requirement is addressed in Chapters 2 through 5 of the management plan with sections specifically related to inventories of the National Heritage Area’s natural, cultural, historic, scenic, and recreational resources.

At the time of the Feasibility Study, an extensive inventory of various categories of resources was presented that is not necessarily repeated in the management plan. After going through the management planning process, the National Heritage Area created a more focused inventory of natural, cultural, historic, scenic, and recreational resources specifically related to presentation of the National Heritage Area’s national importance, interpretive themes, and storylines. These resources are outlined in Chapter 4, *Storytelling: Interpretation and Education*, where they are listed by theme and storyline, briefly described, and mapped.

A summary table of these key resources is presented below.



Parks, Preserves, and Public Lands within the National Heritage Area where many of the region’s natural, cultural, historic, scenic, and recreational resources are preserved and interpreted.

**Santa Cruz Valley National Heritage Area  
Interpretive Resources**

**Themes and Storylines**

**Desert Abundance**

- 1-Sonoran Desert
- 2-Sky Islands and Desert Seas
- 3-Streams in the Desert
- 4-Bird Habitats/Migration

**Cultural Encounters**

- 5-Native American Lifeways
- 6-Spanish/Mexican Frontier
- 7-Desert Farming
- 8-Ranching Traditions
- 9-Mining Booms
- 10-US Military Posts on the Mexico Border
- 11-US/Mexico Border Culture

<b>Interpretive Resources</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>
Appleton Whittle Research Ranch		X		X				X			
Arizona History Museum					X					X	X
Arizona-Sonora Desert Museum	X			X							
Arizona State Museum					X						
Borderlands Wildlife Preserve		X	X								
Calabazas Mission Site						X					
Catalina State Park	X	X		X							
Cienega Creek Natural Preserve		X	X	X							
Colossal Cave Mountain Park		X		X				X			
Cordova House						X					
Coronado National Forest		X		X					X		
Davis-Monthan Air Force Base/AMARC Storage Site										X	
Desert Laboratory at Tumamoc Hill	X										
El Tiradito Shrine											X
Empire Ranch								X			
Farms, Orchards, Wineries, Farmers Markets							X				
Fort Crittendon Historical Marker										X	
Fort Lowell Museum and Park										X	
Future Tribal Interpretive Sites					X						
Guevavi Mission Site						X					
Guest Ranches								X			
Hardy Site at Fort Lowell Park					X						
Historic Canoa Ranch			X					X			

**Santa Cruz Valley National Heritage Area  
Interpretive Resources**

**Themes and Storylines**

**Desert Abundance**

- 1-Sonoran Desert
- 2-Sky Islands and Desert Seas
- 3-Streams in the Desert
- 4-Bird Habitats/Migration

**Cultural Encounters**

- 5-Native American Lifeways
- 6-Spanish/Mexican Frontier
- 7-Desert Farming
- 8-Ranching Traditions
- 9-Mining Booms
- 10-US Military Posts on the Mexico Border
- 11-US/Mexico Border Culture

<b>Interpretive Resources</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>
Honey Bee Village Archaeological Preserve					X						
Juan Bautista de Anza National Historic Trail			X			X	X	X			
Julian Wash Archaeological Park					X						
Kentucky Camp									X		
Las Cienegas National Conservation Area		X	X	X				X			
Las Lagunas de Anza			X			X					
Lochiel									X		
Marana Heritage River Park			X								
Mission Garden					X	X	X				
Old Pascua Neighborhood					X						
Patagonia Lake State Park		X	X	X							
Patagonia Museum									X		
Patagonia-Sonoita Creek Preserve		X	X	X					X		
Patagonia-Sonoita Scenic Road		X						X	X		
Paton Center for Humingbirds				X							
Pima Air and Space Museum										X	
Pimería Alta Historical Society										X	X
Presidio San Agustín del Tucson Museum						X					
Rillito River Park			X				X				
Romero Ruin at Catalina State Park					X						
Sabino Canyon Visitor Center		X	X	X							
Saguaro National Park (East and West)	X	X		X							
San Rafael Natural Area		X		X				X			



## Resource Inventories within the National Heritage Area

Partners within the Santa Cruz Valley National Heritage Area have developed resource inventories that are the basis for documenting and understanding the region's natural and heritage landscapes and for their conservation, protection, enhancement, and interpretation as required by the National Heritage Area's designating legislation. Support for the further development of these inventories are an important area of activity as outlined in this management plan. The inventories are described in the various chapters and are summarized below.

### Natural, Scenic, and Recreational Resources

The National Heritage Area's natural, scenic, and recreational resources are associated with the natural landscapes described in Chapter 2 of the management plan, *Thriving Ecosystems and Biotic Communities*. The chapter describes the region's ecosystems and six landscape conservation areas within which partners and stakeholders are engaged in conservation initiatives that will be supported by the National Heritage Area.

With respect to recreation, the management plan focuses on trails located on publicly accessible lands included in the Interpretive Resources table above (and described in Chapter 4) with respect to the interpretive themes *Desert Abundance*. Trails are also featured in communities throughout the region.

With respect to the conservation and protection of natural resources, an extensive body of inventory and research has been conducted on the Santa Cruz Valley's ecology and biotic communities over the decades by scientists associated with a variety of regional partners and stakeholders. Inventories related to these studies are described in Chapter 2 in section 2.2.3 *Inventory and Research* and in the discussions of each of the six conservation landscape areas.

These inventories are not lists that can be compiled in a table but rather are expressed through vegetative mapping that can be used to describe plant communities and ecosystems.

Inventories of natural resources within the National Heritage Area have been compiled by non-profit, educational, and governmental entities, are summarized in Chapter 2, and are referenced in Appendix C. Two overarching inventories were undertaken by The Nature Conservancy to study conservation priorities in the Sonoran Desert Ecoregion (2000) and Apache Highlands Ecoregions (2004). The objective of the two inventories was to use a science-based approach to identify networks of conservation areas that, with proper management, would ensure the long-term persistence of the ecoregions' biodiversity, including rare and common species, native vegetation communities, and the ecological processes needed to maintain these elements of biodiversity (TNC 2000 & 2004).

Due to the amount of land in federal ownership within the National Heritage Area, much of the most detailed and extensive inventory and research work that has been conducted has been supported by federal funding and is compiled

of this research has been targeted to properties in federal ownership, but because of the integrated nature of the landscape, surrounding areas have also been studied, often in coordination with non-profit partners and stakeholders. Some federal research investigations have been contracted out to non-profit partners such as The Nature Conservancy or University of Arizona.

The Sonoran Desert Inventory and Monitoring Network is a program of the National Park Service focused on research on National Parks throughout the Sonoran Desert and Madrean Archipelago Ecoregions. The Network's Desert Learning Research Center is located within the National Heritage Area adjacent to Saguaro National Park and has contributed to the inventory of natural landscapes regionally.

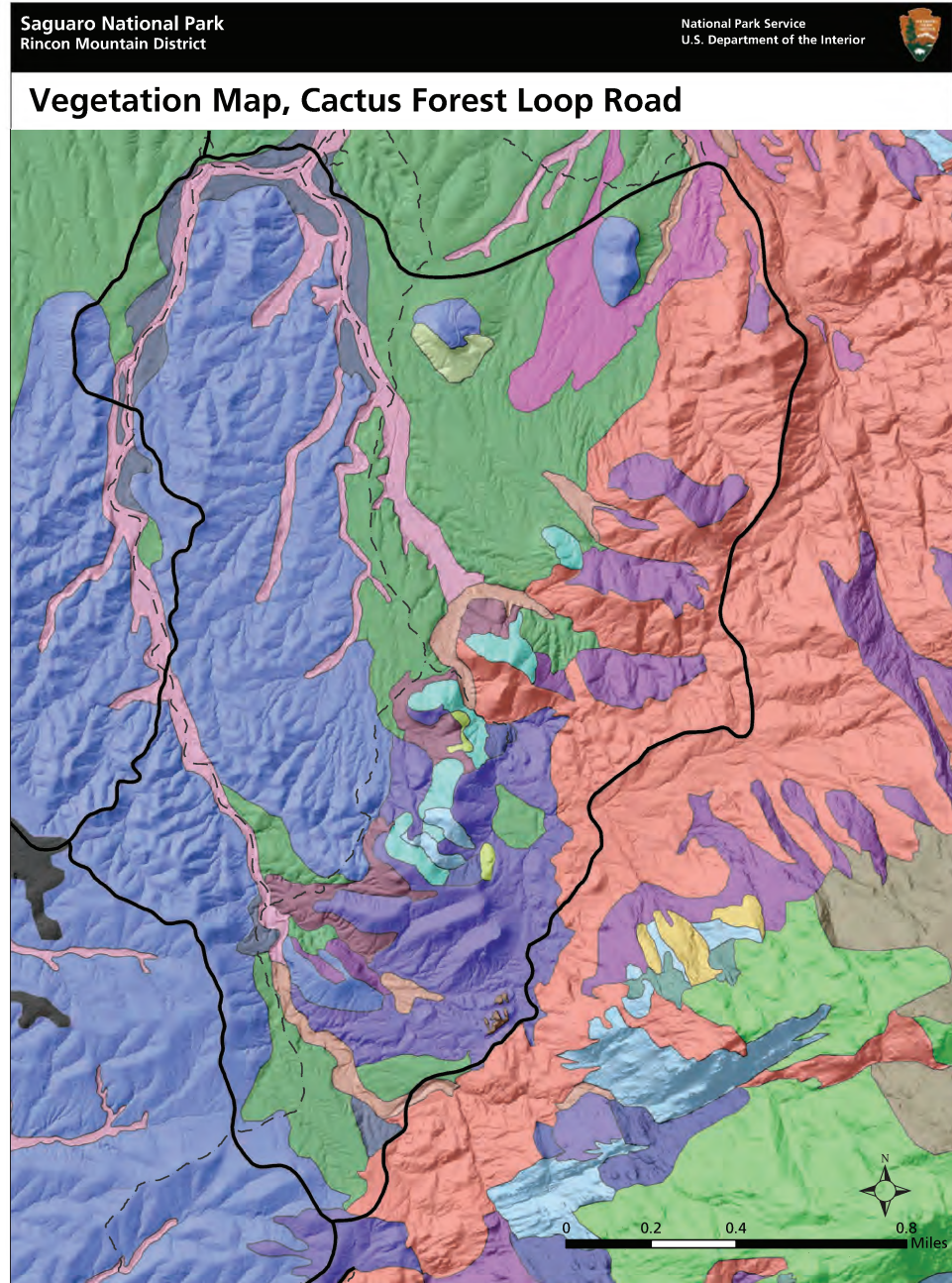
A primary example of the types of detailed inventories and research studies possible on federal lands are those that have been prepared for Saguaro National Park. In February 2021, a three-volume study was published summarizing vegetation inventory and mapping conducted by the Sonoran Desert Network at the park from 2010 to 2018. The inventory included both the Tucson and Rincon Mountain Districts and identified a total of 97 distinct vegetation communities, nine exclusively at the Tucson Mountain District, 83 exclusively at the Rincon Mountain District, and five occurring in both districts. (SAGU 2021)

The inventories and studies for Saguaro National Park are an example of the state-of-the-art research being conducted by scientists on federal lands within the National Heritage Area. Similar inventories and supporting studies have been and continue to be conducted on other federal lands, including Coronado National Forest, Las Cienegas National Conservation Area, and Tumacácori National Historical Park. Many of these studies are available online, and several are referenced in the discussions in Chapter 2.

Another set of critical inventories supporting natural resource conservation are associated with Pima County's Sonoran Desert Conservation Plan, reviewed in Chapter 2 in the discussion of the Arizona Uplands – Lower Santa Cruz River Valley. Often cited as a model landscape conservation plan, the Sonoran Desert Conservation Plan was supported by the preparation of over 250 separate inventories and studies, mostly between 1999 and 2002 as the plan was being prepared. (Pima 2002)

These studies range in topics from inventories of natural and cultural resources; to broad assessments on climate, ecology, and water resources; to overviews on land use, community development, and growth management policy. Many of the studies were prepared on a volunteer basis by the same university, government, and non-profit scientists and subject specialists working on other official research studies within the region.

One representative example is the report on *Priority Conservation Areas* completed in May 2001 in which a team of 22 specialists familiar with 56 individual species of concern identified priority conservation areas necessary for the survival of each species.



**Example of an inventory of vegetative communities conducted in Saguaro National Park. Each color represents a vegetative different composition and ecological characteristics. Partners use such inventories to undertake important conservation initiatives that will be supported in part by the National Heritage Area.**

The Sonoran Desert Conservation Plan's studies are an extraordinary body of inventory and research work that was produced through the efforts of a wide variety of community-minded experts, many of whom are with organizations partnering with the National Heritage Area. The Santa Cruz Valley National Heritage Area supports continuing inventory and research studies as critical to its mission in working toward long-term landscape and environmental sustainability within the Santa Cruz Valley.



its mission in working toward long-term landscape and environmental sustainability within the Santa Cruz Valley.

## **Historic and Cultural Resources**

Inventories of historic and cultural resources within the National Heritage Area are reviewed in Chapter 3 of the management plan, *Living History and Cultural Traditions*. The chapter discussed inventories related to archaeological resources, built resources, and ethnic cultural landscapes.

The inventory and research of historic and cultural resources within the Santa Cruz Valley has been undertaken since the late 19<sup>th</sup> and early 20<sup>th</sup> centuries as academic archaeologists and historians began studying sites associated with the at least 12,000-year history of the region. Since the early 1960s, inventory work has intensified, with the dramatic growth of the metro Tucson area, the number of federal and state agencies undertaking projects within the region, and the increasing need to comply with federal, state, and local historic preservation requirements.

Today, an extensive inventory of historic and cultural resources exists within the Santa Cruz Valley National Heritage Area that continues to grow as additional research is undertaken and new sites continue to be investigated. This existing inventory fully meets the inventory requirements of the heritage area's designating legislation.

The inventory of archaeological resources has been a priority in Arizona and is well developed and extensive. The inventory of buildings and structures was a focus of state funded survey work in the 1980s and 90s but has not been funded in recent years and has been left to communities at the local level.

### **Inventory of Archaeological Resources**

Archaeological inventories are reviewed in section 3.3.1, *Inventory of Archeological Resources* in Chapter 3 and include density mapping of the areas where archaeological sites are located within the National Heritage Area. The Arizona State Historic Preservation Office has asked that the management plan not list or map the region's archaeological sites.

Archaeological inventories in Arizona are archived at the Arizona State Museum in Tucson, which is part of the University of Arizona, which has led development of AZSITE, a GIS system recording archaeological sites in Arizona. AZSITE is the official repository for cultural resource information for Pima and Santa Cruz Counties and their municipalities.

AZSITE documents a total of 4,566 surveys that have been undertaken within the Santa Cruz Valley National Heritage Area over the decades for which archival records are available. Survey coverage includes 769 square miles, or 23%, of the 3,300 square miles of the National Heritage Area. A total of 4,728 archaeological sites have been inventoried, including 3,096 pre-European contact sites and 760 post-European contact sites.

The Tohono O'odham Nation, Pascua Yaqui Tribe, and other regional tribes such as the Hopi and Apaches maintain their own inventories of historic and cultural resources located on tribal lands. These inventories are managed by the tribal

undertake research projects associated with tribal history and resources and undertake field investigations on tribal lands when necessary.

Inventory and survey methodologies have developed over time and become more rigorous and comprehensive, especially in the late twentieth century as the profession of cultural resource management evolved in response to federal and state compliance requirements. Despite variations in quality, however, many early inventories are invaluable because the sites they surveyed have been lost to development of the expanding Tucson metropolitan area. Today, remaining undisturbed sites within the metropolitan area are the most important to preserve because of the evidence of ancestral peoples and lifeways they retain.

### **Inventory of Built Resources**

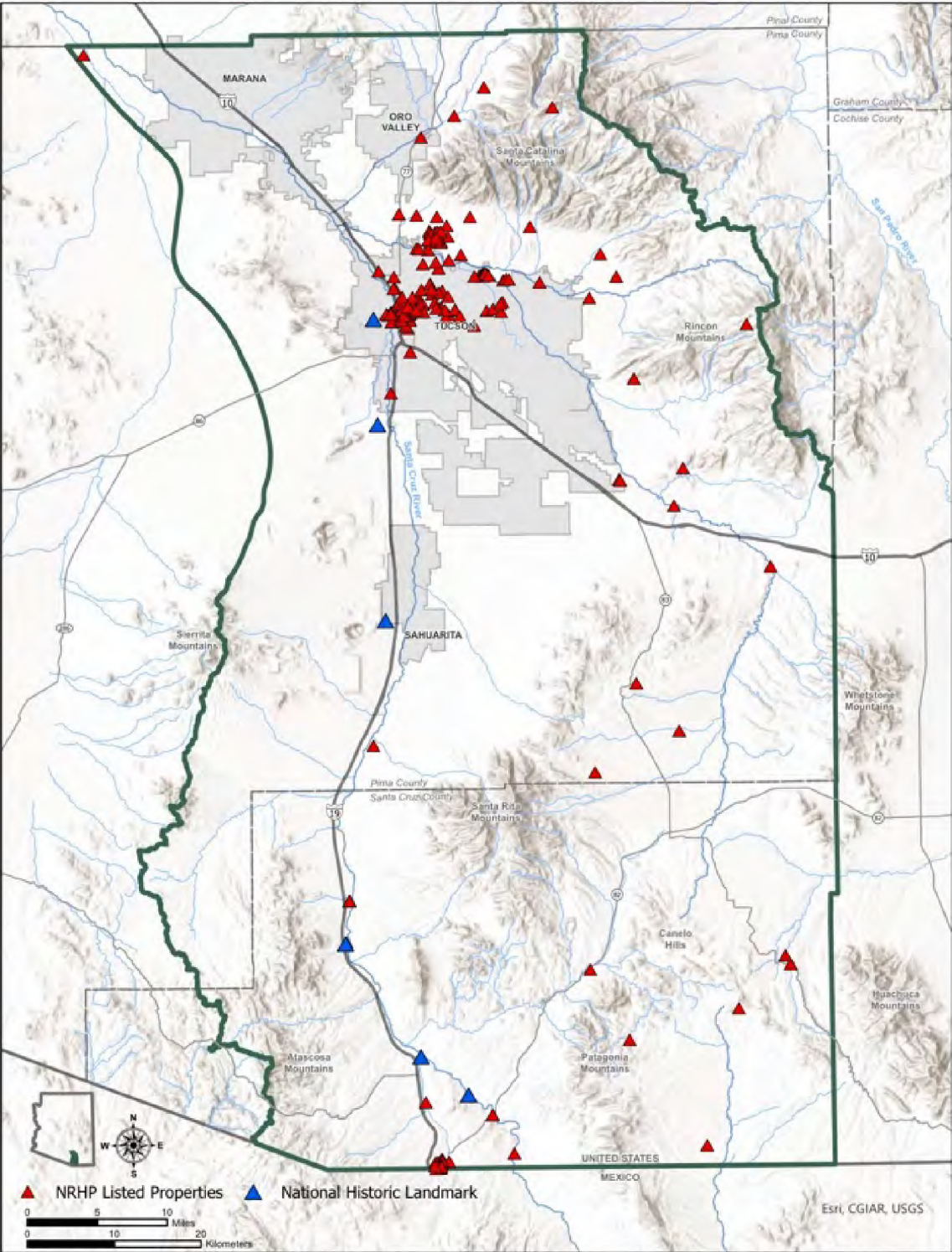
Inventories of built resources are reviewed in sections 3.3.2 through 3.3.4 of Chapter 3, including discussion of buildings and districts listed on the National Register of Historic Places and designated as National Historic Landmarks.

The inventory of buildings and structures within the National Heritage Area was a focus of state-funded survey work in the 1980s and 90s but has not been funded in recent years and has been left to communities at the local level. Unlike those for archaeological resources, inventories of built resources have not been digitized. Paper copies are archived at the AZ SHPO.

The quality and extent of inventories of buildings and structures within the National Heritage Area's communities varies according to the capacity of those communities to fund inventory projects. In some communities, such as Nogales, inventories date to the 1980s and 90s when state funding was provided and have not been updated to expanded to new areas. In other communities, inventories have not been conducted. The City of Tucson has been active in undertaking inventories of historic neighborhoods as National Register Historic Districts which are listed and shown on a map reproduced in Chapter 2.

The locations of National Register listed properties within the National Heritage Area are shown on the accompanying map. They include a total of 257 properties, including 141 individual properties and 64 districts in Pima County and 44 individual properties and eight districts in Santa Cruz County.

The large majority of National Register listings in Pima County are within the City of Tucson and its immediate vicinity. Of the county's 64 historic districts, 41 are within the city limits. Other Pima County National Register districts include archaeological, ranch, park, and landscape districts. The city's National Register historic districts include a significant number of residential neighborhoods as well as commercial corridors, university, and site-specific districts. The number of National Register listings that have been completed in Tucson in recent years is impressive—at least 96 since 2000 and 44 since 2010.



Locations of National Register listed properties and National Historic Landmarks within the Santa Cruz Valley National Heritage Area. Most are included in the list of historic properties at the end of this appendix.

Twenty-nine of the individual National Register listings located in Santa Cruz County are for buildings located in Nogales and were listed in 1985. Only five National Register listings have been completed in Santa Cruz County since 2000. The nine National Register historic districts in the county include:

- Ruby, (mining townsite) (1975)
- Tumacácori National Monument (Tumacácori National Historical Park) (1966)
- Marsh Heights Historic District (Santa Cruz County Courthouse), Nogales (1985)
- Crawford Hill Historic Residential District, Nogales (1985)
- Tubac Townsite Historic District (1994)
- Kentucky Camp Historic District, Coronado National Forest (1995)
- Pennington Rural Historic Landscape (Stone House Ranch) (2000)
- Barrio de Tubac Archeological District (2003)
- San Rafael Ranch, San Rafael Valley (2008)

Six sites within the National Heritage Area are designated as National Historic Landmarks:

- San Xavier del Bac Mission, San Xavier District (1960)
- Desert Laboratory, Tucson (Tumamoc Hill) (1965)
- Tumacácori Museum, Tumacácori National Historical Park (1987)
- Los Santos Ángeles de Guevavi, Tumacácori National Historical Park (1990)
- San Cayetano de Calabazas, Tumacácori National Historical Park (1990)
- Air Force Facility Missile Site B (Titan II ICBM Site 571-7), Green Valley (1994)

Historic resource inventories are fundamental historic preservation tools that are essential in providing the knowledge base that informs community planning and historic preservation initiatives. The National Heritage Area can play a critical role in supporting new inventory projects in communities and thereby providing a foundation for historic preservation of buildings and structures within the Santa Cruz Valley.

### **Resources Identified in the National Heritage Area's Feasibility Study**

A list of priority historic properties within the Santa Cruz Valley National Heritage Area including buildings, structures, and districts was prepared as Appendix A in the National Heritage Area's Feasibility Study in 2006. The list includes brief descriptions of each property. The properties in Pima County were identified in 2002 as Priority Historic Sites for the cultural resources element of the Sonoran Desert Conservation Plan (PIMA 2002b). The properties in Santa Cruz County were identified in a 2004 inventory conducted for the Feasibility Study by the University of Arizona Preservation Studies Program.

This list may be helpful in the assessment of inventories within the National Heritage Area and the planning of future inventories to be undertaken as described in Chapter 3.



# **APPENDIX F – ENVIRONMENTAL CONTEXT AND MANAGEMENT PLANNING**



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## ENVIRONMENTAL CONTEXT AND MANAGEMENT PLANNING

Chapter 1 of the Santa Cruz Valley National Heritage Area describes the national importance of the heritage area's ecosystems and biotic communities, which are nationally recognized for their richness and diversity. Chapter 2 of the management plan describes the six landscape character areas within the National Heritage Area and reviews the conservation initiatives being undertaken by partners and stakeholders within each area.

The Santa Cruz Valley landscape and its biotic communities are central to the National Heritage Area's character, identity, and importance. The National Heritage Area's conservation partners are working on significant conservation and research initiatives, seeking to better understand, preserve, and restore this landscape. Their work is addressing the region's serious environmental challenges, most of which are due to accumulative human impacts over the past one hundred fifty years. The scope of the conservation effort is impressive and extends across a range of interests and activities, and it has significantly increased over the years.

An overview of the environmental challenges that partners and stakeholders are addressing is provided below and is drawn from their studies and reports. Chapter 2 also includes brief references to management plans that are guiding their conservation work in the region's landscape character areas. Additional information is provided below on several of those plans.

## 1. ENVIRONMENTAL CHALLENGES

The environmental and cultural challenges for sustaining life within the Santa Cruz Valley and wider Sonoran Desert and Madrean Archipelago (Apache Highlands) Ecoregions have been present for thousands of years and remain challenges today. Biotic communities have adapted to environmental conditions in distinctive ways over very long time periods, resulting in the richness and diversity for which the Valley's ecoregions are nationally and internationally known. Successive human cultures—Native American, Spanish, Mexican, and Anglo—have each adapted to opportunities and challenges that have enabled them to survive in their respective times.

The region's challenges have compounded over the past hundred years due to unprecedented growth, environmental changes, and a variety of unintended consequences. By the mid-to-late 20<sup>th</sup> century, the severity of these challenges were widely apparent and an increasing number of public and private organizations dedicated their work to addressing them. This work has dramatically increased in the early 21<sup>st</sup> century and has included both better documentation and research as well as a wide range of creative and concrete actions.

While the issues are better understood and actions are being taken, the challenges remain daunting, and an ever increasing focus and intensification of effort is needed. The Santa Cruz Valley National Heritage Area, through the ongoing work of its many partners and stakeholders, is dedicated to addressing these challenges and to building public awareness and support for action.

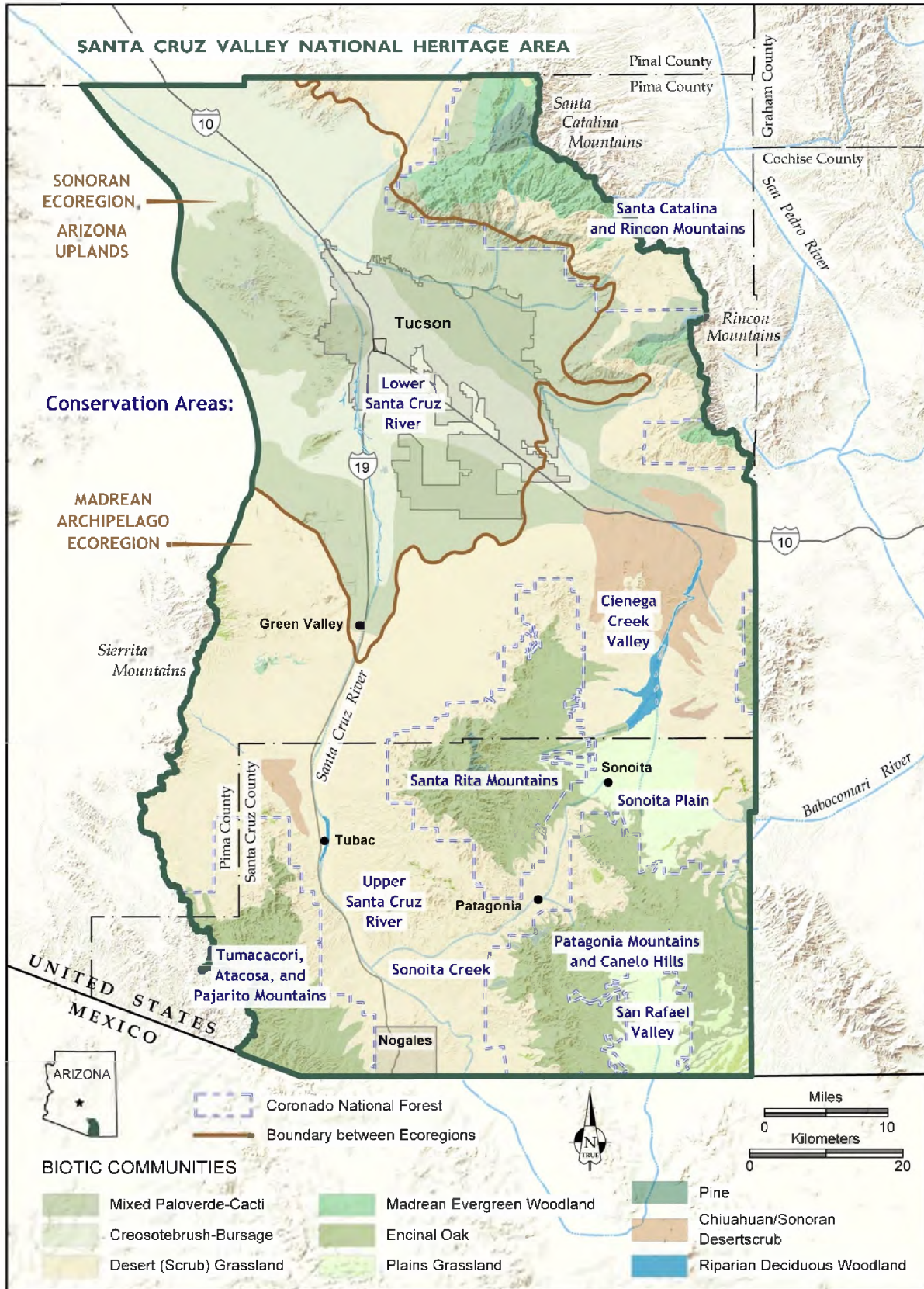
Broadly speaking, four areas of concern are at the heart of the region's environmental challenges related to water, habitat and invasive species, climate changes, and growth management.

### Water

The Santa Cruz Valley is located at the intersection of desert and semi-desert ecoregions. Water has always been the primary limiting factor for the survival of biotic communities as well as human populations. Today, less water comes into the Valley from rain or mountain snow than is used by people and plants or is lost to evaporation. Current communities are dependent upon the use of the region's groundwater aquifer, which is limited and is not being replenished as fast as it is being withdrawn.

With few exceptions, human water use has taken priority over water use for preservation of riparian areas and wildlife throughout the region. Except for limited lengths within the basins of the Madrean Archipelago Ecoregion, the surface flows of creeks and rivers are dry except during rain events, and former naturally occurring riparian areas have been lost. While exceptional efforts have been made to increase renewable water supplies and to recharge stretches of the river, overall, creek and river flow has been sacrificed to save groundwater. Pumping has depleted the aquifer such that wells must be drilled deeper and deeper to reach dependable water.





Conservation areas and biotic communities within the Santa Cruz Valley National Heritage Area.

If population growth continues as it has over the late 20<sup>th</sup> and early 21<sup>st</sup> centuries, the water supply will be inadequate for all the water demands of the region even as conservation and other creative solutions increase. Reducing per capita water use has been emphasized for many years with varying success, while the number of users has continued to increase. Eventually, the water supply may run out.

Achieving a sustainable water future through improved water technologies, aggressive demand management, increased water supplies, and guiding of future growth may prolong the water supply, but it cannot assure dependable supplies indefinitely into the future. Governmental and other entities (many key National Heritage Area partners and stakeholders) will continue to prioritize water issues intensively within the Santa Cruz Valley. Water sustainability is a primary issue for the region and for the Santa Cruz Valley National Heritage Area. (Water Report 2009; Action Plan 2010; Yearly Reports 2011-2020, Water 2001:1,26-27, 30)

### **Habitat and Invasives**

Studies undertaken in the early 2000s identified 123 species of plants and animals within the Santa Cruz Valley that were considered vulnerable for various reasons. Twenty-five plants and animals were federally recognized as threatened, endangered, or candidates for listing, and local scientists identified an additional 49 as species of concern.

The list includes plants, mammals, fish, amphibians, reptiles, and invertebrates. Some of them have very specific habitat needs, and some can survive in several different types of habitats. All, however, are in danger primarily because of human activities. Loss of habitat, loss of food supply, competition from nonnative species, disruption of breeding or nesting activities, fire in no-fire adapted areas, and loss of corridors for movement were among the leading threats. (Draft SDCP 2000: 17-18)

The introduction of nonnative species within the region primarily by human activity—intended and unintended—has severely impacted native biotic communities and has been a leading threat to native species and habitats. Invasive species thrive and multiply on their own. In the absence of the natural predators and diseases that kept them in check in their native habitats, some introduced species reproduce so aggressively that they displace native species and can alter the structure—and even cause the collapse—of the biological communities they invade.

Grasses have been among the most aggressive invaders, some of which were introduced intentionally in the mid-20<sup>th</sup> century to support cattle grazing. Introduced annual grasses grow faster and in greater abundance than native annuals and have nearly replaced the native species over vast areas of the region. Introduced perennials grow large enough to compete directly with native desert shrubs, trees, and cacti for light, water, and nutrients.

Native desert vegetation, even in wet years, is never dense enough for fires to propagate over more than a few acres. However, invasive grasses can support very hot fires that cover huge areas and kill most native plants and many

animals that are not adapted to short duration but high-intensity fires. Repeated fires have led to changes in plant community type from desert to impoverished grassland. The extent of the spread of invasive grasses has been so fast that controlling it has become nearly impossible.

Overgrazing in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries, combined with severe drought, caused the conversion of regional woodland plant communities into grassland and grasslands into desert-like scrublands. The spread of invasives from decorative landscaping in outlying developing suburban areas is impacting adjacent native plant communities in otherwise protected lands.

Without persistent and expanded conservation efforts to counter ever-increasing human impacts, the future portends increasingly impoverished habitats that do not support the broad biodiversity for which the Sonoran Desert and Madrean Archipelago Ecoregions are known. (Sonoran Desert: 114-116; SAGU Ricon: 12-13)

### **Climate Change**

The issue of climate change is widely recognized as a long-term regional challenge within the Santa Cruz Valley. Predictions for the Sonoran Desert and Madrean Archipelago Ecoregions are for higher temperatures, less precipitation, and greater weather extremes. The variability will be more noticeable than the slow upward creep in average temperatures. There will be more, longer lasting heat waves, and there will be severe freeze events that will last longer.

A 10% annual reduction in rainfall is predicted in southern Arizona. The effects on the region's two annual rainy seasons are predicted to be different. The jet stream is expected to move farther north resulting in less winter rains, as low pressure areas guided along the jet stream will miss the region entirely. Warmer winters are expected with reduced mountain snowpack and less water flowing down to the valleys during spring thaws.

The summer monsoon rains may shift to later in the season resulting in a longer, hotter dry fore-summer, increasing drought stress on desert species. Individual monsoon storms may be more severe, increasing erosion and flood hazards. There will be more extreme disturbance events, including wildfires, intense rain, flash floods, and wind.

Models predict radical changes in the locations of suitable habitat for many species. It is questionable whether plant and animal species will be able to move or adapt fast enough. Numerous species and entire biological communities may migrate out of existing protected areas. In the Sky Islands, the layering of different plant communities tied to the cooler temperature regimes at various elevations will migrate up the mountains or disappear altogether. Plant communities at the top will have nowhere to go and may disappear. Greater vulnerability to invasive species, including insects, plants, fungi, and vertebrates, is expected.

Impacts on human communities will be as dramatic as for biotic communities, with hotter, drier weather and decreased water supplies. Climate change will exacerbate the full range of issues currently of concern within the region.

Planning for the range of potential future scenarios due to climate change will continue to be a long-term priority for the region. (Sonoran Desert: 117; Coronado: 17-19; Pima 2010)

### **Growth Management and Community Design**

The Tucson/Pima County portion of the Santa Cruz Valley has grown dramatically over the past eight decades. Since 1940, the population has increased from 72,838 persons to about 1,047,279 persons today. While growth over the past decade has been the lowest of previous post-World War II decades (6.8%), the region's growth is not expected to abate.

The City of Tucson adopted its first zoning ordinance in 1930. Since then, each decade has seen increased levels of community planning with increased technical expertise. Yet while plans have demonstrated awareness of the natural and economic resource issues at stake, few plans have been implemented and few implemented plans have been effective tools for guiding population growth in a rational manner that protects the resource base. Planning has followed population growth instead of guiding it.

The critical environmental issues facing the region are largely the result of the region's dramatic growth—well beyond that of any previous culture within the Santa Cruz Valley. Over the past two decades, with increased awareness and alarm over the region's environmental challenges, intensive planning has been undertaken for sustainable growth. No options are under consideration with regard to limiting growth.

With the establishment of extensive conservation areas surrounding the region's urban core, growth boundaries will eventually be reached. New development will need to be redirected inwardly through redevelopment, intensifying densities in areas of former sprawl and addressing regional environmental issues such as water and heat through creative design solutions that can be both practical and part of a regional design aesthetic—placemaking.

Growth management and community design are well recognized as of critical concern in the Santa Cruz Valley's continued economic future. Planners have been considering a doubling of population—planning out three generations into the future. To be viable, urban forms will need to be significantly more rigorous, well beyond the extent and effectiveness of current design standards. This will be an ongoing concern of heritage area partners. (Growth Report 2009; Water 2009; Land Use 2000)

## 2. CONSERVATION MANAGEMENT PLANS

The National Heritage Area’s designating legislation specifies that the management plan shall “take into consideration Federal, State, local, and Tribal plans and treaty rights,” shall include “ a description of actions that the Federal, Government, State, Tribal, and local governments, private organizations, and individuals have agreed to take to protect natural, historical, cultural, scenic, and recreational resources,” and “recommend policies and strategies for resource management that consider and detail the application of appropriate land and water management techniques.”

The National Heritage Area’s partners and stakeholders have been active in developing management plans specific to the various landscape areas within the Santa Cruz Valley. A number of these management plans are briefly noted in Chapter 2. In addition to describing conditions, issues, and management guidelines for the landscapes they were prepared for, these management plans will be instrumental in shaping conservation projects that partners will be undertaking in coming years, many of which the National Heritage Area may be able to directly support.

Additional information on management plans noted in Chapter 2 is provided below for several plans, including:

- *Coronado National Forest Land and Resource Management Plan* in the Sky Islands;
- *Las Cienegas Resource Management Plan* for the Las Cienegas National Conservation Area in the Cienega Creek Valley;
- *Pima County Conservation Land System* in the Cienega Creek Valley;
- *Sonoita Creek Watershed Conservation Plan* in the Sonoita Creek Valley; and
- *Santa Cruz County Comprehensive Plan* in the Sonoita Creek Valley, San Rafael Valley, and Lower Santa Cruz River Valley.

References for the plans cited in this management plan are included in Appendix C.

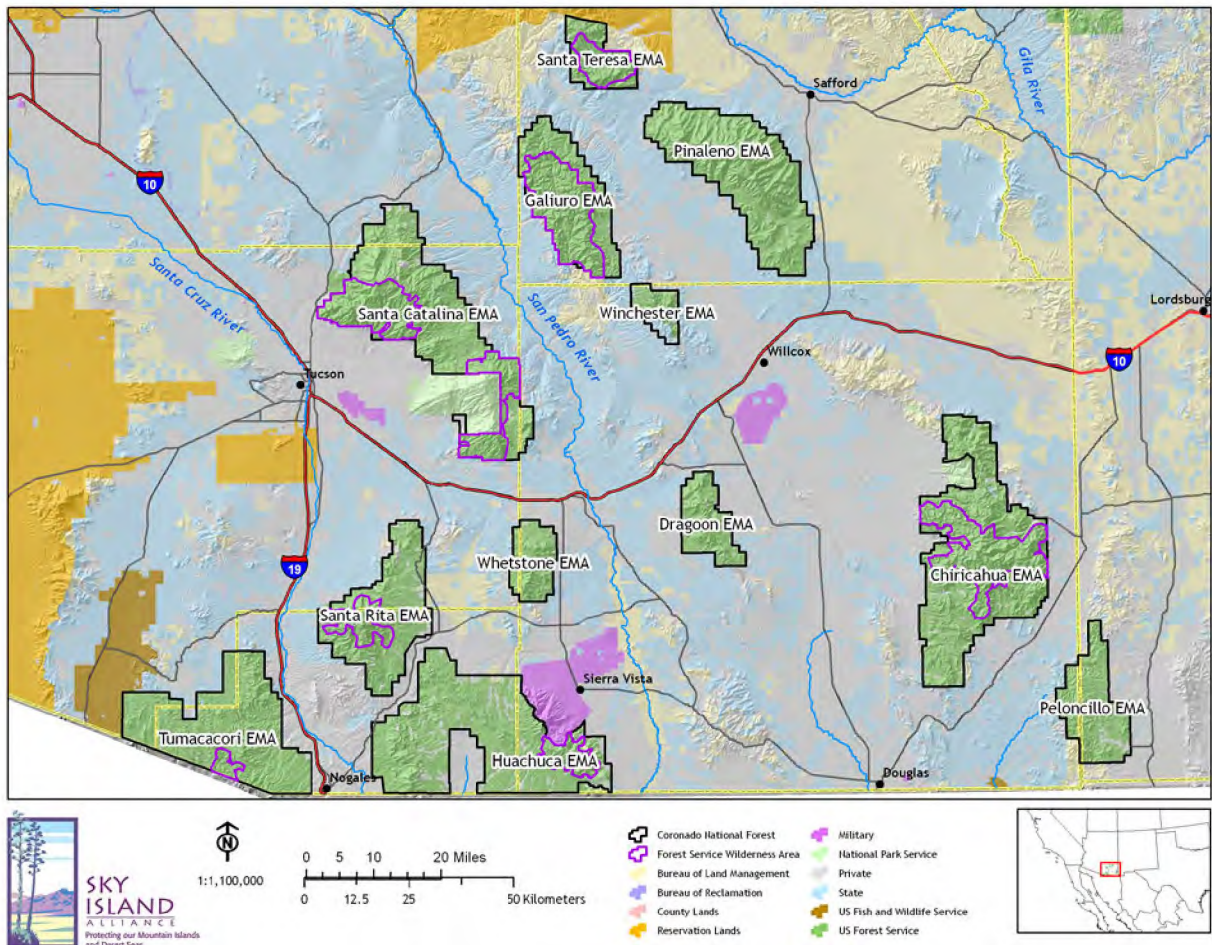
### **Coronado National Forest Land and Resource Management Plan**

In 2018, the Forest Service completed the *Coronado National Forest Land and Resource Management Plan* to provide guidance for management of the Coronado National Forest for approximately the next 15 years. The plan is referenced in Chapter 2, Section 2.3.3 and is strategic in nature. It does not include decisions on specific projects.

The Forest Management Plan is significant to the National Heritage Area and its conservation partners because it describes existing conditions, prioritizes issues, and presents guidelines for actions. The National Heritage Area’s conservation partners were instrumental in the plan’s development over many years in partnership with the Forest Service.

Conservation partners will also be instrumental in the plan’s implementation, both in providing public input on planning and actions of the Forest Service as

well as in the potential for undertaking specific actions under the oversight of and in collaboration with the Forest Service. The National Heritage Area is a stakeholder and may provide ongoing input and public comment on Forest Service actions. The National Heritage Area may also choose to be a coordinator and partial funder of forest projects, as appropriate, over time.



**Coronado National Forest showing its twelve Ecosystem Management Areas. The Santa Catalina, Santa Rita, Huachuca, and Tumacacori Ecosystem Management Area on the left side of the map are located largely within the National Heritage Area. Descriptions of their mountain ranges are included in Chapter 2. (SKY 2008:2)**

The 2018 Forest Management Plan is a comprehensive update of a previous plan prepared in 1986 and is supported by a number of interesting background and research studies. Among the studies is an *Ecological Sustainability Report*, which profiles ecosystem conditions and trends for vegetation communities, physical resources, and specific species and habitats (CNF 2009); a *Biological Assessment* for the forest that assessed the potential effects of forest management proposals on 27 plant and animal species of concern (CNF 2015); and a complete *Environmental Impact Study*.

A related study is the 2008/9 *State of the Coronado National Forest: An Assessment and Recommendations for the 21<sup>st</sup> Century* prepared by the Sky Island Alliance on behalf of the Coronado Planning Partnership. A variety of

partner collaborated in collecting, compiling, and analyzing data on Sky Island mountain ranges for the State of the Forest report. This comprehensive report provides background on each of the forest's Ecosystem Management Districts and identifies ecological values, threats, desired conditions, opportunities, and recommendations for their management. (SKY 2008)

Together, these documents provide thorough guidance for the long-term stewardship of the Sky Islands of the Coronado National Forest. They are further supported by numerous scientific inventory and monitoring studies that have been undertaken within the forest over the decades.

### ***Forest Management Plan Organization and Guidance***

The 2018 Forest Management Plan is organized into three main chapters that address different aspects of forest management. The chapter entitled *Forest Management* identifies a range of topics, resources, and subject areas that occur across the Coronado National Forest and describes management direction for each regardless of where they occur. Most important with respect to conservation and the protection of natural resources in the National Heritage Area are guidelines the various vegetation communities it addresses, including each of the Sky Island vegetation communities. They include:

Desert Communities	Grassland Communities
Interior Chaparral	Madrean Encinal Woodland
Madrean Pine-Oak Woodland	Mixed Conifer Forest
Spruce-Fir Forest	Montane Meadows

In addition, relevant subject areas include:

Climate Change	Animals and Rare Plants
Riparian Areas	Invasive Species
Natural Water Sources	Recreation
Scenery	Cultural Resources
Tribal Relations	Range Management

The chapter titled *Management Areas* addresses use areas that occur across the forest and have similar management intent and a common management strategy. Some management areas require more restrictive protections and limited human use and infrastructure, which has important stewardship implications for protection of vegetative communities and ecosystems.

Identified management areas include:

Wild Backcountry	Roaded Backcountry
Developed Recreation	Motorized Recreation
Designated Wilderness Areas	Wilderness Study Areas
Wild, Scenic, and Recreational Rivers	Research Natural Area
Arizona National Scenic Trail	

Finally, the chapter on *Geographic Areas* refers to the twelve *Ecosystem Management Areas* based on the major mountain ranges that comprise the Coronado National Forest. Organized by Ranger District, five of these Ecosystem Management Areas are located within the National Heritage Area and are described in Chapter 2. The plan provides a description of each ecosystem management area along with recommended management approaches.

Within each chapter, Forest Management Plan decisions with respect to mandatory management guidance include a:

- Statement of *Desired Conditions*,
- List of *Objectives* for management,
- List of *Standards*, where applicable, placing specific requirements or constraints upon potential decisions, and
- *Guidance* for achieving stated objectives.

Additional supporting text provides general descriptions, background material, explanations, and descriptions of management approaches for each topic.

An example of the Forest Management Plan's guidance is that provided for Madrean Pine-Oak Woodlands, which occur throughout the Sky Islands at elevations ranging from 6,600 to over 8,000 feet. These woodlands grade into Madrean encinal woodlands, plains, and savannah grasslands at the lowest elevations and ponderosa pine-evergreen shrub and dry mixed-conifer communities at the higher levels. (CNF 2018:37-38)

The Forest Management Plan provides a description of the vegetative community, including plant and animal species. Its discussion of Desired Conditions is divided into Landscape Scale, Mid-Scale, and Fine Scale and describes the desired range, distribution, and condition for species for each scale

The plan's management *Objective* is to treat at least 25,000 acres of Madrean pine-oak woodlands using wildland fire (planned and unplanned ignitions), prescribed cutting, and mastication (grinding) every ten years. Its six management *Guidelines* provide additional detail such as preference for clusters of trees, shrubs, and snags: an uneven-aged forest; and natural regeneration.

### **Las Cienegas Resource Management Plan**

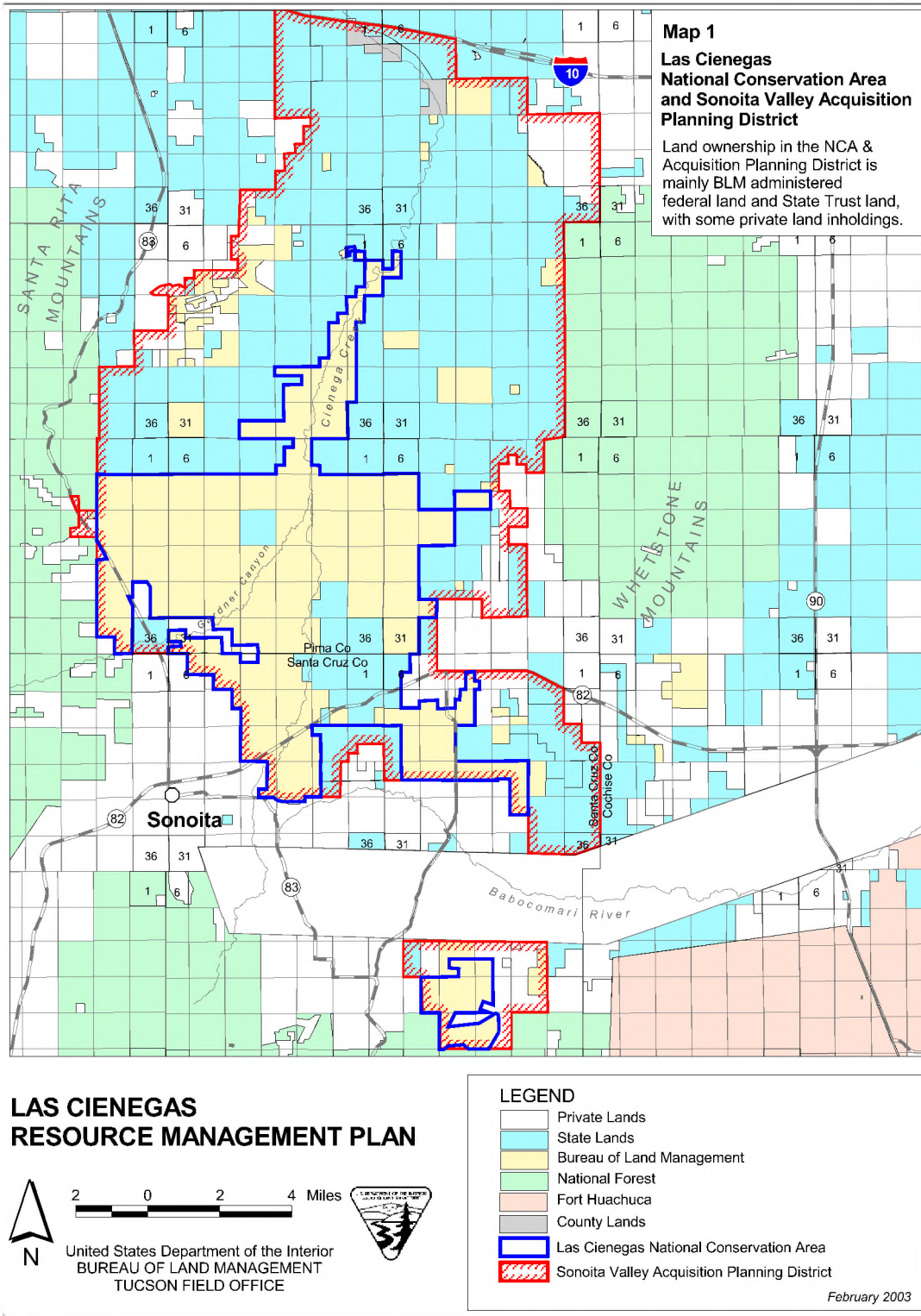
The Cienega Creek Valley is discussed in Chapter 2, Section 2.4. Much of the Cienega Creek Valley is under the management of the Department of the Interior's Bureau of Land Management (BLM) through federal ownership of the Las Cienegas National Conservation Area and through BLM's holding of grazing leases for much of the State Trust Lands surrounding it.

In the late 1960s, developers purchased the 50,000-acre Empire and Cienega Ranches, raising the alarm of local residents that the valley might become part of the expanding Tucson metro area. The proposed development did not materialize, and in the late 1980s, with the lands up for sale, Pima County approached the BLM about acquiring the holdings to protect Tucson's water supply, reduce potential flooding, and preserve the valley's open space.

In 1988, the BLM acquired 35,000 acres of the former ranches in exchange for other scattered federal lands and began developing a management plan for its holdings, named the Empire-Cienegas Resource Conservation Area. In 1995, after some difficulties in developing the plan, the BLM convened an ad hoc group of stakeholders to work on a collaborative approach to management of the Upper Cienega Creek. The ad hoc group became known as the Sonoita Valley Planning Partnership and was comprised of a wide variety of federal,



state, non-profit, and other entities representing local and regional stakeholders.

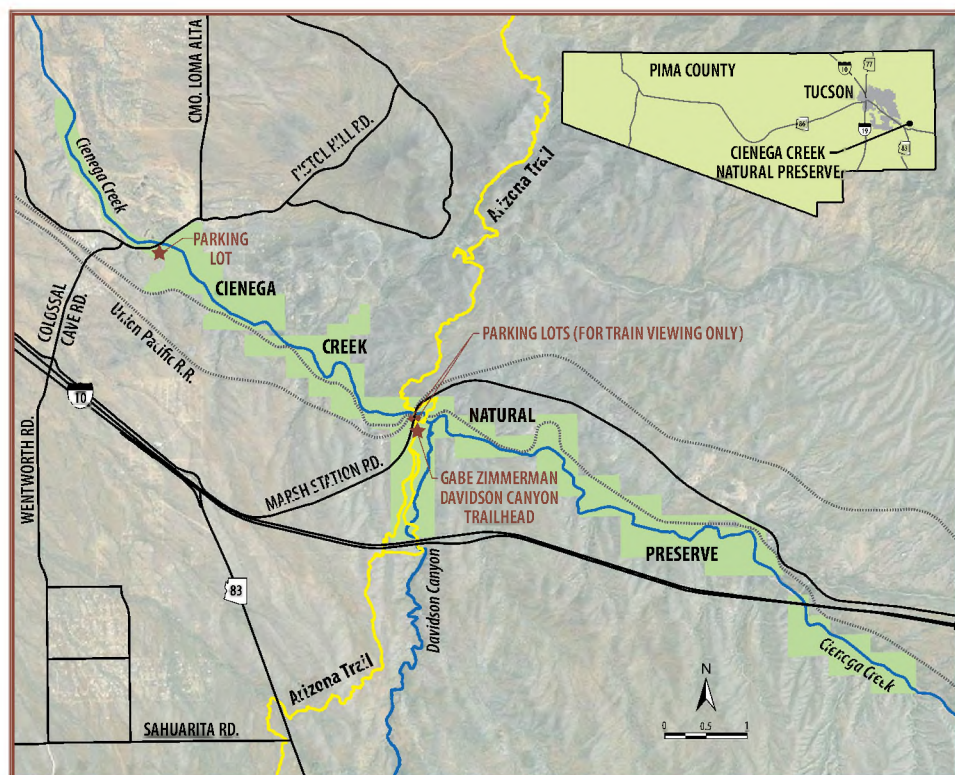


Map of land ownership from the Las Cienegas Resources Management Plan showing the boundaries of the Las Cienegas National Conservation Area and Sonoita Valley Acquisition Planning District. (BLM 2003:7)

Over a six-year period, the Sonoita Valley Planning Partnership worked on a vision, goals, and objectives for the watershed and collaborated with the BLM in developing a land use management plan based on that vision.

An initiative emerged for designation of the BLM lands as a National Conservation Area, which came to fruition in December 2000 when President Clinton signed a bill creating the 42,000-acre Las Cienegas National Conservation Area “to conserve, protect, and enhance... the unique and nationally important aquatic, wildlife, vegetative, archaeological, paleontological, scientific, cave, cultural, historical, recreational, educational, scenic, rangeland, and riparian resources and values of the public lands within the NCA, while allowing livestock grazing and recreation to continue in appropriate areas.” The bill also established a Sonoita Valley Acquisition Planning District encompassing 100,000 acres of public, private, county, and State Trust Land surrounding the National Conservation Area. (CWP 2020:website)

The management plan for the National Conservation Area and Acquisition Planning District was completed in 2003. Additional planning was undertaken for the northern portion of the Acquisition Planning District under the leadership of the Sonoran Institute. This area became known as the Cienega Corridor and is comprised of public and private lands connecting the National Conservation District with the Saguaro National Park and Coronado National Forest’s Rincon Mountain Wilderness to the north.



Map of Pima County’s Cienega Creek Natural Preserve. (PIMA 2020:2)

Within the Cienega Corridor is Pima County's Cienega Creek Natural Preserve, a 4,010-acre parcel of land located along Lower Cienega Creek. Acquired by the county in 1986, the Preserve is under the ownership of the Pima County Regional Flood Control District and is managed jointly by the Flood Control District and the Pima County Natural Resources, Parks, and Recreation Department. The Preserve is significant on a regional basis due to the presence of perennial stream flow and lush riparian vegetation. (PIMA 2020:2)

***Las Cienegas Resource Management Plan Organization and Guidance***

The 2003 Las Cienegas Resource Management Plan outlines management guidelines and requirements for the 49,000 acres of public land, resources, and uses within Las Cienegas National Conservation Area and Sonoita Valley Acquisition Planning District. As outlined above, the plan was developed with broad stakeholder participation through a six-year collaborative planning process with the Sonoita Valley Planning Partnership.

The Resource Management Plan documents land use decisions for desired resource conditions, land use allocations, special designations, and land tenure decisions within the National Conservation Area and BLM-administered grazing lands of the Acquisition Planning District. Under the plan, the public lands are open to livestock grazing and dispersed recreation. Both motorized and mechanized vehicles are limited to designated routes. Recreation is managed within three specific zones. The planning area's public lands are officially designated as an Area of Critical Environmental Concern.

The Management Plan describes a series of management actions designed to maintain and/or achieve desired resource conditions for a range of conservation topics, including riparian vegetation, upland vegetation, wildlife habitats, livestock grazing, visual resources, cultural resources, and recreation.

With respect to vegetation management, the plan outlines implementation of an integrated vegetation treatment program tailored to each different ecological zone or vegetative community. Resource goals and objectives require maintaining desired vegetation communities where they are occurring and working toward desired vegetation states where existing conditions are not satisfactory.

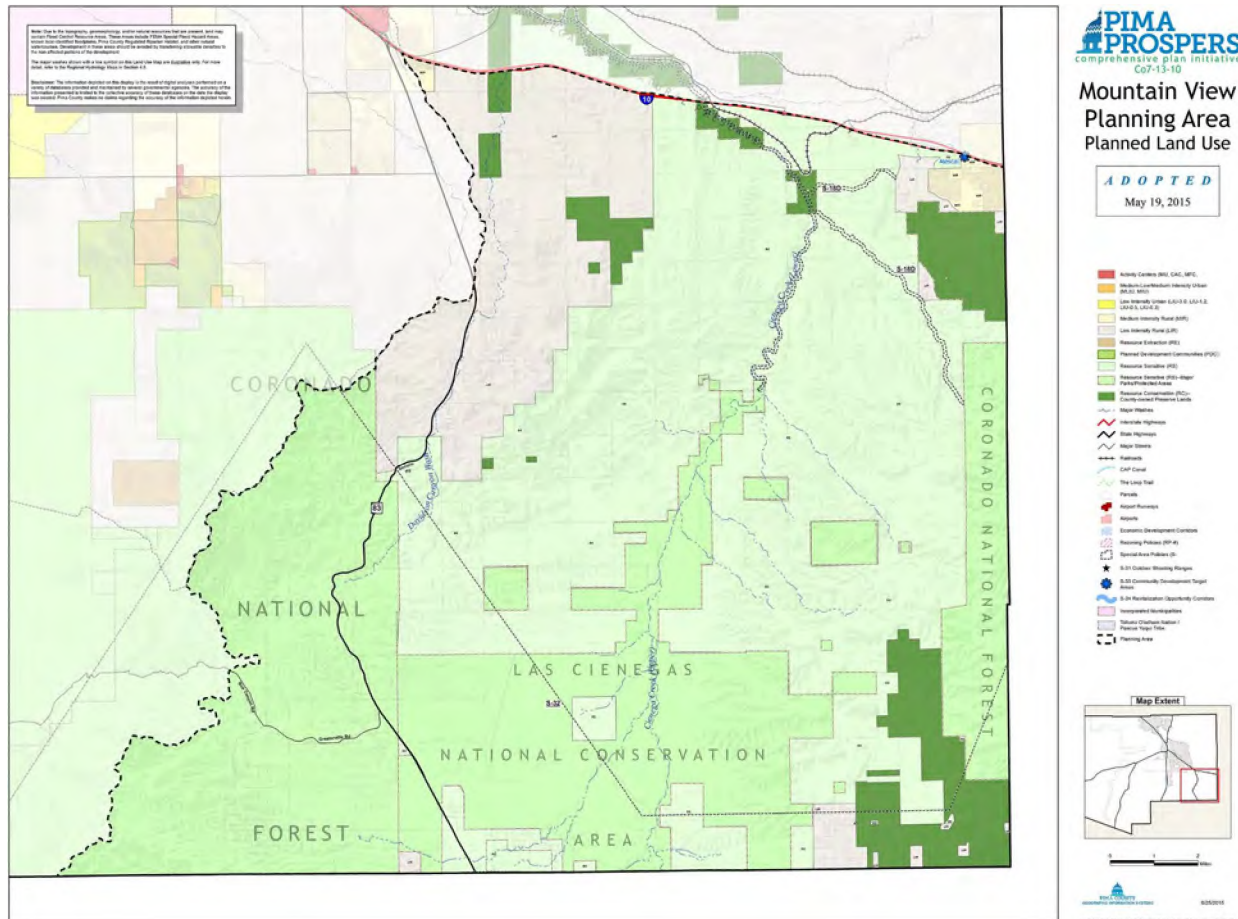
The plan's integrated vegetation management approach consists of selecting and integrating treatment methods for predicted ecological, sociological, and economic effects. It allows for the use of prescribed burning; chemical applications; and manual, mechanical, and biological treatments to remove invasive plants where appropriate. (BLM 2003:1,28)

**Pima County's Conservation Lands System in the Cienega Creek Valley**

Pima County's Conservation Lands System, a culmination of the county's Sonoran Desert Conservation Plan, identifies priority biological resources. Within the Lower Cienega Creek watershed, discussed in Chapter 2, Section 2.4.3, the Conservation Lands System identifies lands between the Coronado National Forest's Santa Rita Mountains to the southwest and Rincon Mountains

to the north as a *Biological Core Management Area*—lands that have high biological values, support large populations of vulnerable species, connect large blocks of contiguous habitat and biological reserves, and support high value potential habitat for five or more priority vulnerable wildlife species. County development policy requires that 80% of this land be preserved as undisturbed natural open space. (Pima 2011:16)

The Conservation Lands System identifies the entire Cienega Creek Valley as a conceptual reserve—the Cienega Valley-Empire Ranch Reserve—and a focus for the county’s conservation initiatives. Between 2005 and 2010, Pima County used funds from the voter-approved 2004 Conservation Acquisition Bond Program to preserve five ranches within the valley, primarily through the acquisition of State Land Trust grazing leases. Combined with the BLM’s grazing leases and the Las Cienegas National Conservation Area the vast majority of Cienega Creek Valley land is preserved.



Land use designations within the Mountain View Planning Area encompassing the Cienega Creek Valley. Dark green areas are designated Resource Conservation (RC). Medium green areas are federally owned and designated Resource Sensitive (RS) – Major Parks/Protected Areas. Light green areas are designated Resource Sensitive (RS). (Pima 2015:8-19)

*Pima Prospers*, the county's 2015 comprehensive plan, outlines policies related to the Conservation Lands System as part of its environmental component. The plan also identifies the Cienega Creek Valley as the Mountain View Planning Area with respect to planned future land use.

Lands designated as Resource Sensitive (RS) are larger parcels and land holdings with environmentally sensitive characteristics in close proximity to public preserves or other environmentally sensitive areas. Development in lands designated as Resource Sensitive is required to emphasize design that blends with the surrounding natural desert and provides connectivity to environmentally sensitive linkages in developing areas.

Lands designated as Resource Conservation (RC) are publicly owned and are public resource lands and preserves that protect sensitive and high-value biological, resource value, cultural, recreational, and other sensitive resources lands. These do not include federal, private, or State Trust lands, whether or not they are leased by the county for open space purposes. (Pima 2015:8.11)

### **Sonoita Creek Watershed Conservation Plan**

The Sonoita Creek Watershed Conservation Plan is discussed in Chapter 2, Section 2.5.2 and was prepared by The Nature Conservancy in partnership with the Borderlands Restoration Network, Tucson Audubon Society, and Circle Z Ranch. In planning for management of their Patagonia-Sonoita Creek Preserve, The Nature Conservancy realized that the planning effort needed to reach beyond the preserve's boundaries and consider the broader watershed and interests of local partners. The vision statement for the plan states: *We envision a broadly engaged community that invests in and is supported by healthy social and natural environments within the Sonoita Creek watershed, including a sustainable nature-based economy.*

The Conservation Plan addresses the Sonoita Creek watershed above Patagonia Lake, recognizing that the issues and conditions vary from those below the lake in the vicinity of the Santa Cruz River. Sonoita Creek supports some of the richest remaining riparian habitat in the region and is one of a few remaining permanent streams, providing for a wide array of diverse species from endangered fishes to butterflies and birds.

Perennial water flow is present in Sonoita Creek for approximately ten miles beginning in the town of Patagonia, along with shorter perennial reaches in some of the tributary streams. Several large springs occur in the upper valley that sustain short stretches of perennial stream flow. At the watershed's lower elevations, vegetation includes upper Sonoran semi-desert grasslands, and within the riparian zone of Sonoita Creek are found mesquite bosque, sacaton grassland, Fremont cottonwood-Goodding willow forests, and ciénegas.

The watershed includes about 366 acres of Fremont cottonwood-Goodding's willow riparian forest along Sonoita Creek between the Town of Patagonia and Patagonia Lake, and upstream from Cottonwood Spring. Many of the cottonwood-willow riparian forests in the Southwest were altered, degraded, or lost in the last century. Some of the trees are among the largest (more than 100

feet tall) and oldest (130 years old) Fremont cottonwood trees in this country. This is one of the few remaining sites in Arizona where this once-common forest type still persists.

Cienega wetlands occur downstream from Cottonwood Spring and on the Patagonia-Sonoita Creek Preserve. A once-common feature of the Sonoita Creek floodplain, cienegas are the most endangered natural community in Arizona. (TNC 2020a:1; TNC 2020c:Preserve website)

### ***Identified Threats***

Among the threats to the watershed identified in the Conservation Plan are the following:

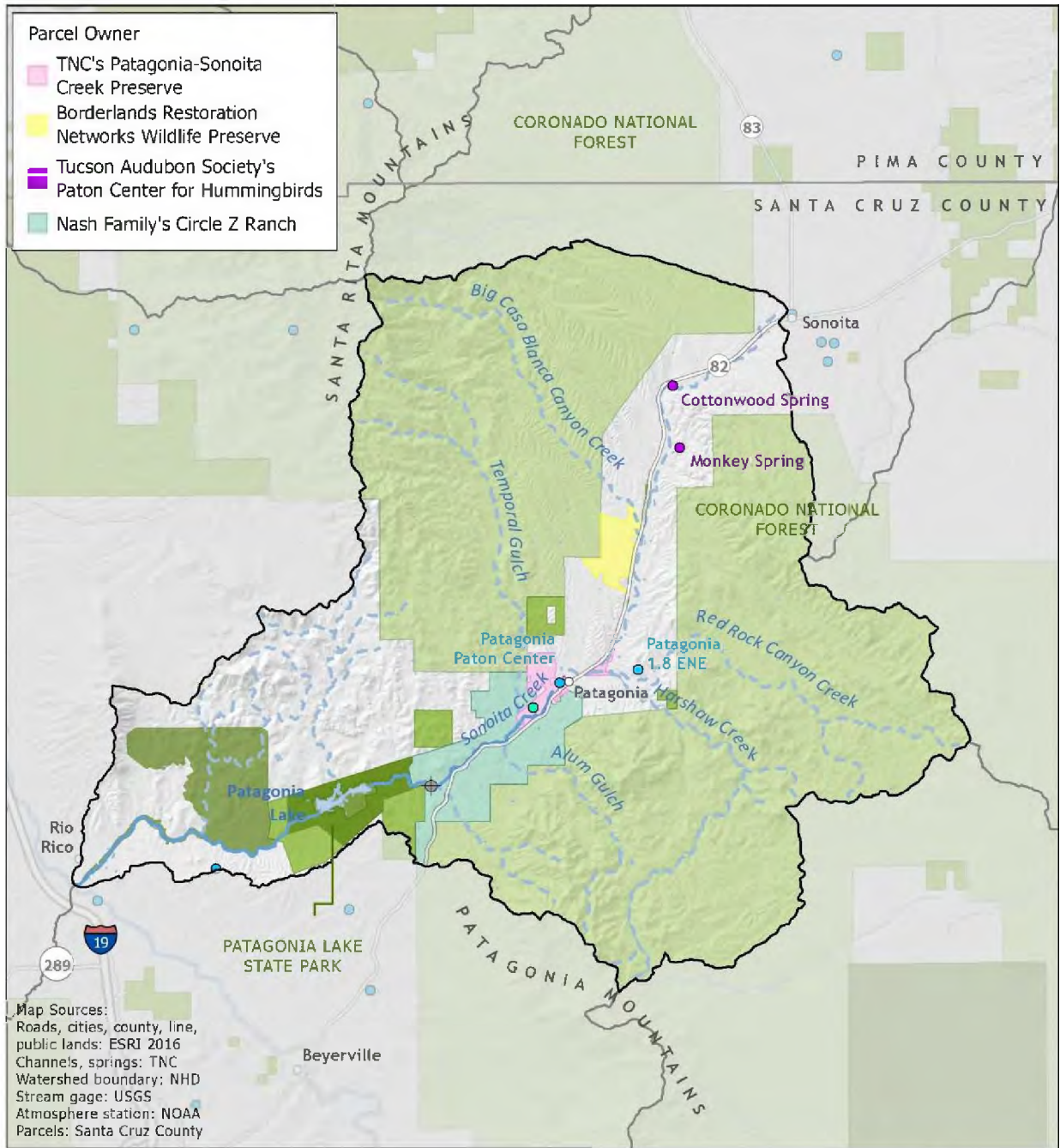
- Altered flood regimens due to past changes in grading and channelization of the creek that cause flood events to be more destructive and frequent;
- Increased erosion and sedimentation due to fire suppression and overgrazing that has altered the composition and structure of grasslands and decreased water infiltration;
- Competition from invasive plant species, especially Johnson grass in floodplains and Lehman lovegrass on grassland slopes;
- Increased predation on native fish and birds by non-native species;
- Reduced groundwater levels and possible declines in surface flows due to wells;
- Diversion of stream flows to agricultural and other uses;
- Impaired water quality due to historic mining and mine waste;
- Persistence of historic conditions continuing to cause degradation due to historic overgrazing, mining, road construction, and railroad construction.

### ***Objectives and Strategies***

The partners in the Conservation Plan collectively identified 11 objectives and related strategies to address major threats within the watershed. Some of the strategies directly focus on known threats, while others focus on gathering information and preparing conditions for future strategies. For each objective, the plan lists specific strategies for action, targets being addressed, threats being addressed, and a discussion of the theory of change. (TNC 2020a:14)

The Conservation Plan outlines an ongoing monitoring framework for gathering information on conditions related to the various threats, with each partner responsible for aspects of the program. Gaps in monitoring are identified.

The plan presents a high-level, strategic framework to guide the work and priorities for the planning partners. For preserve managers, the objectives and strategies inform annual work plans, project management plans, funding proposals, and budgets. Partners meet on a bi-annual basis to discuss the status of ongoing strategies and discuss each partner's pertinent contributions, as well as new opportunities that may present themselves where collaboration will be key in achieving positive conservation and human outcomes. (TNC 2020a:34)



**Sonoita Creek Watershed**

- Watershed boundary
- Intermittent/ephemeral stream
- Perennial study reach
- Spring fed cienega
- Spring
- Waterbody
- USGS stream gage (inactive)
- NOAA atmospheric gage
- National Forest land
- AZ State Parks Department
- AZ State Land Department

**Map Location**

0 1.5 3 6 Kilometers  
 0 1 2 4 Miles  
 Stillwater Sciences

The Sonoita Creek watershed from Sonoita (upper right) to the Santa Cruz River (lower left). (TNC 2020b:2)

## The Sonoita Plain and Sonoita Creek Watershed in the Santa Cruz County Comprehensive Plan

Chapter 2, Section 2.5.3 addresses how the Santa Cruz County Comprehensive Plan addresses the Sonoita Plain and Sonoita Creek Watershed landscape areas. The comprehensive plan is significant in describing conditions within the area and as a guide to the county's goals for its conservation.

The 2015 Santa Cruz County Comprehensive Plan identified the area of the county north of Patagonia and east of the Santa Rita Mountains as the Northeast Santa Cruz County Character Area. The plan recognizes the importance of ranching in the area's grasslands both historically and today and that in recent years vineyards, wineries, and tourism accommodations have become an important part of the local economy. Businesses serving residents and visitors remain local and small-scale. Open space, beautiful landscapes, abundant wildlife, rural, quiet, and star-filled night skies are among the richest of the area's resources.

The Northeast remains the least densely populated part of the county. Population growth is moderate but steady. Drawn by its natural wonders, people settle in the area to retire from work or to work outside the pressures of more urban areas.

The Comprehensive Plan notes that the balance between the natural resources of the area and human settlement is extremely delicate. Some strains of growth are evident: wells have had to be drilled deeper to reach reliable water sources; wild animals find their habitats reduced and compete for territory or diminish in numbers; unplanned residential building clutters open spaces and intrudes on landscape views; scenic highways are filling with increased traffic, especially large trucks of international commerce; pristine night skies have been degraded by unnecessary and intrusive lighting.

The Comprehensive Plan's goals for the Northeast County focus on preserving the natural and rural landscape character. While ranching is still the most extensive use of private lands, the Northeast County area is becoming a residential community. More land is vacant, awaiting development, than is occupied by residential and commercial uses combined. County regulations are needed to protect the rural character of the area and to make local land use better fit that character. Preserving the landscape as the area grows is a major challenge.

The plan's goals align with the priorities of the Sonoita Creek Watershed Conservation Plan and Sonoita Plain. They include conservation of wildlife habitats and movement corridors, groundwater supplies, and dark night skies.

The Comprehensive Plan shows the future land use category for private land within the Sonoita Plain and Sonoita Creek area as "Ranch (R)" within which principal land uses are to be very low-density residential (1/4 RAC or less), ranching, agriculture, viticulture, low intensity/low traffic tourism, resource conservation and accessory uses. (SCC 2016:17-20, 35; SCC 2018:9.4-9.13)



## **The San Rafael Valley in the Santa Cruz County Comprehensive Plan**

Chapter 2, Section 2.6.2 addresses how the Santa Cruz County Comprehensive Plan addresses the San Rafael Valley landscape area. The comprehensive plan is significant in describing conditions within the area and as a guide to the county's goals for its conservation.

The 2015 Santa Cruz County Comprehensive Plan identified the area in the vicinity of the San Rafael Valley as the Southeast Santa Cruz County Character Area. The plan recognizes that the San Rafael Valley has a rich and sustained ranching heritage that remains vital today.

The valley has experienced extremely low rates of growth, consistent with the available infrastructure and services and the valley's ranching character. Aside from the San Rafael State Natural Area, no non-traditional land uses have been established in the area in modern times. The Comprehensive Plan establishes that this trend should continue with the only exception being land uses that enhance and build upon the farming and ranching character, such as dude ranches.

As a planning strategy, the Comprehensive Plan states that Santa Cruz County should actively support the use of land management tools such as the establishment of conservation easements and transfer of development rights to protect valuable viewsheds within the valley. Supporting land trusts that seek to preserve open space can also further this goal. By assuming a stewardship role in protecting these invaluable resources, Santa Cruz County will be actively working to protect significant and sensitive habitats from intrusion and encroachment from incompatible uses and preserving this quality of life.

The presence of the San Rafael State Natural Area supports the valley's conservation priorities. Through promoting education and respect of the ranching heritage, the Natural Area is an integral part of the county's goal that ranching history will be preserved for the future. Supporting the State Parks' mission in the area will help achieve the overall conservation goals.

As with Sonoita Creek Valley and Sonoita Plain, the Comprehensive Plan shows the future land use category for private land within the San Rafael Valley as "Ranch (R)" within which principal land uses are to be very low-density residential (1/4 RAC or less), ranching, resource conservation, and accessory uses. (SCC 2016:17-20, 35; SCC 2018:9.4-9.13)

## The Upper Santa Cruz River in the Santa Cruz County Comprehensive Plan

Chapter 2, Section 2.7.3 addresses how the Santa Cruz County Comprehensive Plan addresses the Upper Santa Cruz River Valley landscape area. The comprehensive plan is significant in describing conditions within the area and as a guide to the county's goals for its conservation.

Recognizing historic development patterns, the 2016 Santa Cruz County Comprehensive Plan establishes the Interstate 19 corridor paralleling the Santa Cruz River from Nogales through Rio Rico as the core of the County's commercial activity.

Seven growth areas have been identified in the County, all of which are located west of the Santa Rita Mountains and all but Nogales Airport and Kino Springs are along the I-19/river corridor. The seven growth areas are all considered to have adequate access, support, and visibility to support new retail and commercial development. They include:

- Amado;
- Tubac;
- Rio Rico;
- I-19 Corridor, Rio Rico to Nogales
- Ruby Road;
- Nogales International Airport; and
- Kino Springs.

**Amado** serves as a gateway to Santa Cruz County along the I-19 corridor. The Comprehensive Plan envisions current zoning intensities to remain with appropriate new neighborhood retail and services and campus commercial development.

The **Tubac** core area is a tourist destination and also provides services for local residents. This area is home to a resort and various retail and commercial businesses. The plan states that maintaining the identity of this area is critical, so any new development should respect the current activities. There should be no intensification of existing zoning, and new development should support the existing tourism core.

The growing residential and tourism market in the **Rio Rico** area will continue to support an increasing amount of commercial development. Grocery stores, large retail and other smaller development are envisioned to be located along Rio Rico Drive east of I-19 and near the commercial plaza on Yavapai Drive. The development of high-intensity mixed use town centers may be encouraged in this area.

The **I-19 corridor** from Rio Rico to Nogales is a significant residential and commercial area for the County. Warehousing and other industrial and commercial activities occur along both sides of the highway with residential development beyond that. This growth area recognizes the desire of many businesses to be located along a highway to improve their accessibility and visibility.

**Ruby Road** is at a mid-point between the populations of Nogales and Rio Rico. As growth continues to occur in Rio Rico at a faster rate than in Nogales, the geographic center of the population in the west County will continue to move northward. The area south of Ruby Road is situated to serve both of these population centers. Retail and other commercial activities, including a regional mall or large retail development, would be appropriate uses in this area.

The **Kino Springs Village Center** is a 2,000-acre master planned development area. It will serve the growing residential and tourism activities there with commercial uses. Its development as a high-intensity mixed use town center would be encouraged.

The **Nogales International Airport** is located along SR 82, northeast of Nogales. The airport and land surrounding it are planned locations for industrial and commercial land uses. Industrial growth is limited by the lack of a major road linking SR 82 and I-19.

The Comprehensive Plan envisions that new development be designed to strengthen and enhance the character of existing communities and be appropriate to the character area descriptions outlined in the plan. New development reflecting those attributes of character further should set the tone for what is to come and should guide the design and the type of development appropriate for an area.

#### ***Environmental Element***

Santa Cruz County's Comprehensive Plan includes an environmental element that addresses the environmental significance of the Santa Cruz River, wildlife corridors and movement, and native vegetation. Most importantly, the plan prioritizes the goal that the Santa Cruz River and its watershed are conserved and managed as a "living river" ecosystem. The plan notes that the river, its tributaries, and its watershed are at risk unless strong protective measures are implemented and rigorously enforced.

The Comprehensive Plan mandates that ecologically significant areas within the County be identified and preserved. It states that the county will seek to develop an inventory of ecologically significant areas and will work together with conservation organizations, private individuals, landowners, and other entities on their conservation and protection.

The plan recognizes that protected wildlife habitat and movement corridors are essential to preserving wildlife populations. Encroachment by development can undermine both reproduction and recruitment of wildlife populations. The plan states that the county will develop and implement a wildlife habitat and corridor plan to protect critical habitat and corridors from development. Where impacts are likely, mitigation measures will be identified and adopted. Protective measures to preserve habitat will assist at-risk wildlife populations and ensure other populations do not decline.

Development adjacent to the Santa Cruz River and its tributaries should be compatible with and support its function as a "living river" system.

Development patterns that safeguard habitat resources and natural movement of native wildlife while accommodating growth will be encouraged. Stormwater

management, the use of native species, and other conservation design measures should be implemented in new development.



**APPENDIX G – HERITAGE ALLIANCE BYLAWS AND  
ARTICLES OF INCORPORATION**



\_\_\_\_\_

\_\_\_\_\_

RESTATED ARTICLES OF INCORPORATION  
OF  
SANTA CRUZ VALLEY HERITAGE ALLIANCE, INC.

I.

The name of the Corporation is Santa Cruz Valley Heritage Alliance, Inc.

II.

The corporation shall have perpetual existence.

III.

The effective date of incorporation shall be: upon filing by the Secretary of State.

IV.

The corporation will not have members

V.

The corporation is not for profit

VI.

The street address of the known place of business of the Corporation is:  
300 N Ash Alley, Tucson, AZ 85701

VII.

The name and address of the Corporation's initial statutory agent is:  
Vanessa Bechtol  
115 N Church Ave #200, Tucson, AZ 85701

VIII.

The corporation's initial directors are as follows:

Vanessa Bechtol, 115 N. Church Ave., #200, Tucson, AZ 85701  
Linda Mayro, 201 N Stone Ave., Tucson, AZ 85701  
William Doelle, 300 N Ash Alley, Tucson, AZ 85701  
Jonathan Mabry, PO Box 2263, Tucson, AZ 85702

IX.

Indemnification

The corporation does indemnify any directors, officers, employees, incorporators, and members of the corporation from any liability regarding the corporation and the affairs of the corporation, unless the person fraudulently and intentionally violated the law and/or maliciously conducted acts to damage and/or defraud the corporation, or as otherwise provided under applicable statute.

X.

Purpose

The purpose of the corporation is exclusively for charitable, educational, and scientific purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501(c)(3) of the internal revenue code, or the corresponding section of any future federal tax code and herein stated as follows:

The Corporation initially intends to engage in the following activities related to the Santa Cruz Valley National Heritage Area within the State of Arizona:

- 1). Serve as the local coordinating entity of the Santa Cruz Valley National Heritage Area – a designation existing under federal legislation and associated with the National Parks Service.
- 2). Provide educational programs and opportunities to the general public as part of the operations and activities of the National Heritage Area, with a goal of connecting people to the cultural, historic and natural treasures of the Santa Cruz Valley National Heritage Area.

XI.

Prohibited Activities

No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article X. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these articles, this corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of the purposes of this corporation.

XII.

Distributions Upon Dissolution

Upon the dissolution of the corporation, after paying or making provisions for the payment of all the legal liabilities of the corporation, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine which are organized and operated exclusively for such purposes.

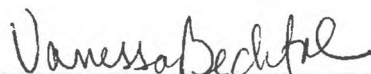
XIII.

Initial Incorporator

The name and address of the Initial Incorporator is:

Vanessa Bechtol

115 N. Church Ave., #200, Tucson, AZ 85701



01-03-2020

Vanessa Bechtol, President of the Board of Directors



**BYLAWS**

**OF**

**SANTA CRUZ VALLEY HERITAGE ALLIANCE, INC.**

May 2, 2019

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**EXHIBIT A - CATEGORIES REPRESENTED ON THE BOARD OF DIRECTORS**

BYLAWS OF  
SANTA CRUZ VALLEY HERITAGE ALLIANCE, INC.

ARTICLE I OFFICES AND CORPORATE SEAL

SECTION 1. Principal Office. The corporation shall maintain an office in Pima or Santa Cruz County, Arizona.

SECTION 2. Other Offices. The corporation may also maintain office at such other place or places, within the State of Arizona, as the Board of Directors (the "Board") may designate from time to time, and the corporation may transact its business at such other offices with the same effect as that conducted at the principal office.

SECTION 3. Corporate Seal. A corporate seal shall not be requisite to the validity of any instrument executed by or on behalf of the corporation, but nevertheless if in any instance a corporate seal be used, the same shall be either (i) a circle having on the circumference thereof the name of the corporation and in the center the words "corporate seal," the year incorporated, and the state where incorporated or (ii) a circle containing the words "corporate seal."

ARTICLE II PURPOSE

The organization is organized exclusively for charitable, religious, educational, or scientific purposes under Section 501(c)3 of the Internal Revenue Code, or corresponding section of any future federal tax code.

ARTICLE III BOARD OF DIRECTORS

SECTION 1. Powers. Subject to any limitations set forth in the articles of incorporation, these bylaws, or applicable laws, the Board shall manage and control the assets and affairs of the corporation.

SECTION 2. President. The Board may, by a unanimous resolution, appoint from among its members a President of the Board (the "President") to serve, as long as he or she remains on the Board, until the appointment of a successor. The President shall preside at all meetings of the Board and shall exercise such other duties, not inconsistent with these bylaws, as the Board may from time to time prescribe.

SECTION 3. Number, Election and Term of Directors. The whole Board shall comprise the number of directors determined by the Board from time to time, which number shall be not fewer than three (3) nor more than twenty-three (23). The four (4) individuals named as directors in the Articles of Incorporation shall serve as the corporation's directors until the next annual meeting of the Board or until their successors are elected. Commencing with the first regular board meeting, following designation as a National Heritage Area by the U.S. Congress, and thereafter, the incumbent directors shall elect new directors for two-year (2) terms at each annual meeting of the Board for which there is a vacancy on the Board. In order to assure that the varying interests within the Santa Cruz Valley National Heritage Area are equitably represented on the Board, the categories noted on Exhibit A, attached hereto, may be represented, as closely as possible, in selection of Board directors. The directors so elected shall hold office until the expiration of their terms and until their successors are elected, or until their death, resignation or removal. Directors may serve up to three (3) successive terms.

SECTION 4. Voting Rights. All directors shall have equal voting rights on all matters to come before the Board. Directors eligible to vote, but unable to attend a meeting in person, may attend the meeting telephonically or via Facetime, Skype or

similar computer connection and submit a vote by telephone or Facetime, Skype or similar computer connection.

SECTION 5. Vacancies. Vacancies may be filled by the affirmative vote of a majority of the remaining directors then in office, though less than a quorum, or by a sole remaining director. The directors so chosen shall hold office until the next annual meeting of the Board or until their successors are elected. The board may, in its discretion, remove from its membership any director whose attendance is poor (e.g., a director misses three consecutive meetings with an unexcused absence) or whose participation in board meetings is deemed counterproductive.

SECTION 6. Annual Meetings. The Board shall meet at least annually for the purpose of organization, the election of directors and officers, and the transaction of other business, and if a quorum of the directors be then present, prior notice of such meeting shall be unnecessary. The directors, by unanimous consent, may change the place and time of such meeting. For clarification of terms of Directors and officers, a year of service shall begin on January 1 and conclude on the following December 31. Elections for the next year will be held at the last board meeting of the current year.

SECTION 7. Special Meetings. The president or the secretary may call special meetings of the Board and must do so on the written request of any director.

SECTION 8. Notice of Meetings. Notice of all Board meetings, except as herein otherwise provided, shall be given by mailing the same at least ten (10) days or by telephoning or electronically mailing the same at least two (2) days before the meeting to the usual business or residence address of each of the directors. The Board may hold regular meetings with notice at such time and place as the Board may determine.

Any business may be transacted at any Board meeting. At any meeting that every director attends, even though without any notice or waiver thereof, any business may be transacted.

SECTION 9. Waiver of Notice. A director's attendance at a meeting shall constitute waiver of notice of such meeting, except when the director attends the meeting for the express purpose of objecting to the transaction of any business because the meeting was not lawfully called or convened. Any director may waive notice of any annual, regular, or special meeting of the Board by executing a written waiver of notice either before or after the time of the meeting.

SECTION 10. Quorum. At all meetings of the Board, fifty-one percent (51%) becomes a majority of the directors and shall be necessary and sufficient to constitute a quorum for the transaction of business, and the act of a majority of the directors present at any meeting at which there is a quorum shall be the act of the Board, except as may be otherwise specifically provided by Arizona statute, the articles of incorporation, or these bylaws. If at any meeting, less than a quorum attends, a majority of those present may adjourn the meeting without further notice to any absent director. Board meetings may be held by telephone, Facetime, Skype, email, or similar communications equipment, which allows all persons involved in a meeting to participate.

SECTION 11. Action Without a Meeting. Unless otherwise restricted by the articles of incorporation or these bylaws, any action required or permitted to be taken at any meeting of the Board or of any committee thereof may be taken without a meeting, if all members of the Board or committee, as the case may be, consent to the action in

writing, and the writing or writings are filed with the minutes of proceedings of the Board or committee.

SECTION 12. Place of Meetings. The Board may hold meetings, annual, regular, and special, within the State of Arizona. It may hold such meetings by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other. Participation in a meeting pursuant to this section shall constitute presence in person at such meeting.

SECTION 13. Committees of the Board. The Board, by resolution adopted by a majority of the full board, may designate from among the members of the Board one or more committees each of which, to the extent provided in such resolution and permitted by law, shall have and may exercise all the authority of the Board, except that no such committee may exercise the Board's authority to (1) fill vacancies on the Board or any committee thereof; (2) adopt, amend, or repeal the bylaws; or (3) fix the compensation of directors. At its discretion, the Board may appoint associates of the Alliance or other qualified individuals to serve on committees of the Board. The Board, with or without cause, may dissolve any such committee or remove any member thereof at any time. The designation of any such committee and the delegation thereto of authority shall not operate to relieve the Board, or any member thereof, of any responsibility imposed by law.

SECTION 14. Executive Committee. In order to conduct the business of the corporation between regular Board meetings, an Executive Committee is formed under the provisions of these bylaws. The Executive Committee shall include at minimum three (3) directors. 51% members shall constitute a quorum. The Executive Committee



shall perform any functions and have any such powers as so designated in resolution by the whole Board of Directors.

SECTION 15. Removal. Any director may be removed by the affirmative vote of a majority of the directors then in office.

#### ARTICLE IV MEMBERS AND ASSOCIATES

SECTION 1. Members. The corporation shall have no members, as that term is defined in Section 10-3140 of the Arizona Revised Statutes.

SECTION 2. Associates. Any individual or entity who subscribes to the purposes and basic policies of the corporation may become, by designation of the Board, an "associate" of the corporation, with such rights, privileges, and qualifications as the Board may establish by resolution and subject to the provisions of these bylaws. Associates shall not be, nor have the rights and privileges of, "members" as that term is defined and used in the Arizona Nonprofit Corporation Act, section 10-3101 et seq. of the Arizona Revised Statutes.

#### ARTICLE V OFFICERS

SECTION 1. Designation of Titles. The officers of the corporation shall be a president, a vice-president, a secretary, and a treasurer. Unless the articles of incorporation or these bylaws otherwise provide, the same person may hold any number of offices. The Board may require any such officer, agent, or employee to give security for the faithful performance of his duties.

SECTION 2. Election, Term of Office, Qualification. The Board shall elect the officers of the corporation annually. Each officer shall hold office for one year or until his

or her successor shall have been duly chosen, until his or her death, or until he or she resigns or is removed in the manner hereinafter provided.

SECTION 3. Subordinate Officers. The Board may appoint such subordinate officers, agents, or employees as the Board may deem necessary or advisable, including one or more additional vice-presidents, one or more assistant treasurers, and one or more assistant secretaries, each of whom shall hold office for such period and have such authority and perform such duties as are provided in these bylaws or as the Board may from time to time determine. The Board may delegate to any officer or to any committee the power to appoint any such additional officers, agents, or employees. Notwithstanding the foregoing, no assistant treasurer shall have power or authority to collect, account for, or pay over any tax imposed by any federal, state, or city government.

SECTION 4. Removal. The Board may remove any officer or agent whenever in its judgment the best interests of the corporation will be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person removed. Election or appointment of an officer or agent shall not of itself create any contract rights.

SECTION 5. Vacancies. A vacancy in any office, because of death, resignation, removal, or any other cause, shall be filled for the unexpired portion of the term in the manner prescribed in Sections 2 and 3 of this Article V for election or appointment to such office.

SECTION 6. President. The president shall be the principal executive officer of the corporation and, subject to the control of the Board, shall in general supervise and

control all of the business and affairs of the corporation. In particular, he or she shall preside at all meetings of the Board if no chairman has been appointed, represent the corporation at official functions, initiate contact with other professional organizations, coordinate and delegate responsibility for fund raising efforts, and delegate and coordinate duties to individual Board members and officers, as necessary. He or she may sign, with the secretary or any other proper officer of the corporation authorized by the Board, deeds, mortgages, bonds, contracts, or other instruments which the Board has authorized to be executed, except in cases where the Board or these bylaws shall expressly delegate the signing and execution thereof to some other officer or agent of the corporation or where the law requires such deeds, mortgages, bonds, contracts, or other instruments to be otherwise signed or executed. Finally, the president shall in general perform all duties incident to the office of president and such other duties, not inconsistent with these bylaws, as the Board may from time to time prescribe.

SECTION 7. Vice-President or Vice-Presidents. The vice president or vice presidents shall have such powers and perform such duties, not inconsistent with these bylaws, as the Board or the president may from time to time prescribe. At the request of the president, or in case of his or her absence or inability to act, the vice-president(s) shall perform the duties of the president and when so acting shall have all powers of, and be subject to all the restrictions upon, the president.

SECTION 8. Treasurer. The treasurer shall have charge and custody of, and be responsible for, all the funds and securities of the corporation and all monies collected, shall keep full and accurate accounts of receipts and disbursements in books belonging to the corporation, and shall deposit all monies and other valuable effects in the name of

and to the credit of the corporation in such banks and other depositories as may be designated by the Board. The treasurer shall render to the president and to the directors at regular meeting of the Board, or whenever the directors may require it, statements of all the corporation's transactions and accounts of the financial condition of the corporation. And in general, he or she shall perform all the duties incident to the office of treasurer and such other duties, not inconsistent with these bylaws, as the Board may from time to time assign to him/her.

SECTION 9. The Secretary. The secretary shall act as secretary of the Board and shall keep the minutes of all meetings of the Board. He or she, or a designated person, shall keep an accurate list of Board members and their attendance, give notice of all Board meetings, and distribute minutes to all Board members. He or she, or a designated person, shall have charge of the books, records, and papers of the corporation relating to its organization as a corporation, shall maintain all historical records of the corporation's activities, shall have responsibility for authenticating records of the corporation, and shall see that the reports, statements, and other documents required by law are properly kept or filed. And he or she shall in general perform all the duties incident to the office of secretary and such other duties, not inconsistent with these bylaws, as the Board may from time to time prescribe.

## ARTICLE VI COMPENSATION AND RESIGNATIONS

SECTION 1. Fees and Compensation. No director, officer, or committee member shall receive any compensation for his or her services in that capacity, except for compensation in a reasonable amount for services rendered as determined by the Board and reimbursement for necessary and reasonable out-of-pocket expenses.

SECTION 2. Loans. The corporation shall not lend money to or use its credit to assist its directors, whether or not employees, or officers. Any director or officer who assents to or participates in the making of any such loan shall be liable to the corporation for the amount of such loan until repaid.

SECTION 3. Resignations. Any director or officer may resign his or her office at any time by giving notice of his or her resignation to the president or the secretary of the corporation. Such resignation shall take effect at the time specified therein or, if no time be specified therein, at the time of the receipt thereof, and the acceptance thereof shall not be necessary to make it effective.

#### ARTICLE VII FISCAL YEAR

The fiscal year of the corporation shall be as determined by the Board.

#### ARTICLE VIII CONTRACTS, LOANS, CHECKS, AND DEPOSITS

SECTION 1. Contracts. The Board may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances.

SECTION 2. Loans. No loans shall be contracted on behalf of the corporation and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the Board.

SECTION 3. Checks and Drafts. All checks, drafts, or other orders for the payment of money, or notes or other evidences of indebtedness issued in the name of the corporation shall be signed by such officer or officers, agent or agents, of the

corporation and in such manner as the Board shall, by resolution, from time to time determine.

SECTION 4. Deposits. All funds of the corporation not otherwise employed shall be deposited from time to time to the credit of the corporation in such banks, trust companies, or other depositories as the Board may select.

#### ARTICLE IX VOTING UPON SHARES OF OTHER CORPORATIONS

Unless otherwise ordered by the Board, the president shall have full power and authority on behalf of the corporation to vote either in person or by proxy at any meeting of shareholders of any corporation in which the corporation may hold shares, and at any such meeting, he or she may possess and exercise all of the rights and powers incident to the ownership of such shares which, as the owner thereof, the corporation might have possessed and exercised if present. The Board may confer like powers upon any other person and may revoke any such powers as granted at its pleasure.

#### ARTICLE X PROHIBITION AGAINST SHARING IN CORPORATE EARNINGS

No director, officer, employee, member of a committee of or person connected with the corporation, or any other private individual shall receive at any time any of the net earning or pecuniary profit from the operations of the corporation, provided that this shall not prevent the payment to any such person of such reasonable compensation for services rendered to or for the corporation in effecting any of its purposes or reimbursement for necessary and reasonable out-of-pocket expenses as shall be fixed by the Board. No such person or persons shall be entitled to share in the distribution of

any of the corporation's assets upon the dissolution of the corporation. Upon such dissolution or winding up of the affairs of the corporation, the Board shall, after paying or making provision for the payment of all of the liabilities of the corporation, either dispose of all of the assets of the corporation exclusively for one or more exempt purposes, within the meaning of section 501(c)(3) of the Internal Revenue Code of 1986 or the corresponding provision of any future United States Internal Revenue law (the "Code"), or distribute the assets to one or more organizations that shall then qualify as exempt organizations under section 501(c)(3) of the Code. Any such assets not so disposed of or distributed shall be disposed of by a court of competent jurisdiction of the county in which the principle office of the corporation is then located, exclusively for charitable, scientific, or educational purposes within the meaning of section 501(c)(3) of the Code or to such organizations as said court shall determine are organized and operated exclusively for such purposes.

#### ARTICLE XI EXEMPT ACTIVITIES

Notwithstanding any other provision of these bylaws, no director, officer, employee, or representative of the corporation shall take any action or carry on any activity by or on behalf of the corporation not permitted to be taken or carried on by an organization described in section 170(c)(3) of the Code or an organization contributions to which are deductible under section 170(c)(2) of the Code. In no event shall the corporation, as any substantial part of its activities, carry on propaganda or otherwise attempt to influence legislation, except as is otherwise provided in section 501(h) of the Code. Nor shall the corporation participate in or intervene in (including the publishing or

distributing of statement) any political campaign on behalf of any candidate for public office.

## ARTICLE XII CONFLICTS OF INTEREST

SECTION 1. Conflict-of-Interest Transactions. No contract or other transaction between the corporation and its directors, officers or persons related to them, or between the corporation and any other person or entity in which its directors or officers are financially interested or employed, shall be either void or voidable because of the relationship or interest, or because the director or officer is present or votes at the meeting of the Board that authorizes, approves or ratifies such contract or transaction, if either of the following apply:

- (a) The nature of such relationship or interest and all material facts known by the director or officer concerning the contract or transaction are disclosed or known to the Board that authorizes, approves or ratifies the contract or transaction by a majority (or greater if more than a majority is required by these bylaws) vote or consent of the directors who are not so affected and who do not have a close relationship with a director who is so affected.
- (b) The contract or transaction is fair and reasonable to the corporation at the time the contract or transaction is authorized, approved or ratified in the light of circumstances known to those entitled to vote on the matter at that time.

A director or officer who is unable to disclose all material facts concerning a contract or transaction between the corporation and with a person or in which he or she is financially interested or employed, because of a duty of confidentiality, may meet the



requirements of paragraph (a) by disclosing the nature of the relationship or interest and of the duty of confidentiality and by not voting or participating in deliberations of the Board.

SECTION 2. Quorum. A majority of the directors who are not affected under Section 1 and who do not have a close relationship with a director who is so affected shall constitute a quorum at a meeting of the Board that authorizes, approves or ratifies a contract or transaction.

SECTION 3. Conformity with the Act. This Article XII is intended to be in conformity with applicable provisions of the Arizona Nonprofit Corporation Act and shall be no more restrictively applied than those provisions.

### ARTICLE XIII INDEMNIFICATION

SECTION 1. Indemnification. The corporation shall indemnify its directors, officers, employees, and agents against expenses incurred in actions by third parties or by or in right of the corporation to the full extent permitted by and as provided in Section 10-3850 et seq. of the Arizona Revised Statutes.

SECTION 2. Insurance. The corporation may purchase and maintain insurance on behalf of any person who is or was a director, officer, employee, or agent of the corporation or is or was serving at the request of the corporation as a director, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise against any liability asserted against him or her and incurred by him or her, in any such capacity or arising out of his or her, status as such, whether or not the

corporation would have the power to indemnify him or her against such liability under this Article XIII of these bylaws.

ARTICLE XIV REPEAL, ALTERATION OR AMENDMENT

The Board, by the affirmative vote of a majority of the directors then in office, may repeal, alter, or amend these bylaws or adopt substitute bylaws at any time.

The Board of Directors of Santa Cruz Valley Heritage Alliance duly and lawfully adopted these bylaws as of June 6, 2019.

 Secretary

EXHIBIT A – Categories that may be represented on the Board of Directors.

Agriculture (farming and ranching)

Business (chambers of commerce and such)

City and County Government

Citizens at large

Cultural & Heritage organizations

Food Service (restaurants, caterers, etc.)

Hotels/Motels/B&B/Resorts

Natural Sites (parks, trails, etc.)

Tourism Entities (bureaus, councils, etc.)

Transportation (airports, limo services, etc.)

Tribal Nations (Tohono O'odham, Pascua Yaqui)

Ex officio - National Park Service

\_\_\_\_\_

\_\_\_\_\_



## **APPENDIX H – LETTERS OF SUPPORT**



\_\_\_\_\_

\_\_\_\_\_



**SAN XAVIER DISTRICT  
OF THE  
TOHONO O'ODHAM NATION**

**2018 WEST SAN XAVIER ROAD • TUCSON, ARIZONA 85746  
TELEPHONE: (520) 573-4000 • FAX: (520) 573-4089**

May 27, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa:

As Chairman of the San Xavier District of the Tohono O'odham Nation, I would like to offer the District's support for the Santa Cruz Valley National Heritage Area Management Plan. I appreciate your efforts to include the Tohono O'odham Nation and San Xavier District in the development of the management plan, and am pleased that you included me in your Steering Committee discussions.

As an indigenous tribal nation that has had an ancestral presence in the Santa Cruz Valley for millennia, we are very pleased to be part of the National Heritage Area, which honors all the diverse cultural traditions and people who call this region home. The intersection of people and the natural environment is fundamental to our cultural identity and our respect for the entire natural world.

We are pleased to support the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance its partners and stakeholders to implement the plan that honors our region's diverse people, natural environment, and living cultural traditions.

Sincerely,

Austin Nunez, Chairman  
San Xavier District, Tohono O'odham Nation

# PASCUA YAQUI TRIBE

## OFFICE OF THE CHAIRMAN



May 10, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa:

On behalf of the Pascua Yaqui Tribe, I would like to offer our support for the Santa Cruz Valley National Heritage Area Management Plan. I appreciate your efforts to include the Pascua Yaqui Tribe in the development of the management plan, which outlines a clear vision and goals for the National Heritage Area.

The Pascua Yaqui Tribe is committed to collaborating with the Heritage Alliance to implement the management plan's recommendations related to cultural and historic resources, in particular those described in Chapter 3 related to cultural resources. We look forward to participating as a member of your Partnership Council and/or Preservation Committee that will be developed as part of the implementation of this management plan.

As an indigenous tribe that has had a long-term presence in the Santa Cruz Valley, we are very pleased to be part of the National Heritage Area, which honors all the diverse cultural traditions and people who call this area home. Our Yaqui faith and way of life is central to our communities and shapes who we are as Yaqui people. As we work to perpetuate and celebrate our language and culture we welcome all who wish to know more about our unique story and place in the Santa Cruz Valley.

We are pleased to support the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter Yucupicio', written over a horizontal line.

Peter Yucupicio, Chairman  
Pascua Yaqui Tribe





Doug Ducey  
Governor

# ARIZONA STATE PARKS & TRAILS

Bob Broscheid  
Executive Director



May 23, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

**Re.: Santa Cruz Valley National Heritage Area Management Plan.**

Dear Ms. Bechtol:

The Arizona State Historic Preservation Office (SHPO) is pleased to offer our enthusiastic support and congratulations on the development of the Santa Cruz Valley National Heritage Area Management Plan.

The plan outlines a clear vision and goals for the National Heritage Area. The projects and programs suggested in the plan will enhance the Santa Cruz Valley region by celebrating its unique cultural diversity and living traditions, preserving southern Arizona's shared heritage and providing high-quality experiences for residents and visitors alike. Of particular benefit are the Heritage Alliance's efforts to foster partnerships among the many jurisdictions, tribal nations, nonprofit organizations, business leaders, ranchers, and other stakeholders in the region.

The SHPO is proud to have two very different National Heritage Areas in Arizona - the Santa Cruz Valley National Heritage Area and the Yuma Crossing National Heritage Area that showcase the natural and cultural diversity of Arizona and the State's contributions to the history of the United States.

We very much look forward to working with the Heritage Alliance to implement the goals set forth in the Santa Cruz Valley National Heritage Area Management Plan.

Sincerely,

A handwritten signature in black ink that reads "Kathryn Leonard".

Kathryn Leonard  
State Historic Preservation Officer



## PIMA COUNTY BOARD OF SUPERVISORS

### DISTRICT 3

33 N. STONE AVENUE, 11<sup>TH</sup> FLOOR

TUCSON, ARIZONA 85701

(520) 724-8051

[district3@pima.gov](mailto:district3@pima.gov)

[www.district3.pima.gov](http://www.district3.pima.gov)

**SHARON BRONSON**

**CHAIR**

January 5, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702  
Email to: [VBechtol@visittucson.org](mailto:VBechtol@visittucson.org)

**Re: Support for the Santa Cruz Valley National Heritage Area Management Plan**

Dear Ms. Bechtol:

Since 2003, the Pima County Board of Supervisors has been a long-term supporter of the Santa Cruz Valley National Heritage Area. With Congressional designation successfully signed into law in 2019, Pima County is now pleased to offer our support for the Santa Cruz Valley National Heritage Area Management Plan prepared in response to the enabling legislation creating the Heritage Area.

The Santa Cruz Valley National Heritage Area Management Plan acknowledges the region's unique natural and cultural heritage, and provides a framework for heritage-based economic development. The projects and programs suggested in the plan will enhance the Tucson and the Santa Cruz Valley by celebrating our shared heritage and providing high-quality experiences for residents and visitors alike.

We are very pleased to support the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

A handwritten signature in cursive script that reads "Sharon Bronson".

Sharon Bronson  
Chair, Pima County Board of Supervisors

- c: The Honorable Members, Pima County Board of Supervisors  
Jan Leshar, Acting County Administrator  
Carmine DeBonis, Jr., Deputy County Administrator for Public Works  
Francisco Garcia, MD, MPH, Deputy County Administrator & Chief Medical Officer,  
Health and Community Services  
Yves Khawam, PhD, Assistant County Administrator for Public Works  
Mark Napier, Assistant County Administrator

**RELATING TO SUPPORT FOR THE APPLICATION AND DESIGNATION OF THE SANTA CRUZ VALLEY NATIONAL HERITAGE AREA, AND TO SUPPORT THE PROCUREMENT OF GRANT FUNDS FOR THE PREPARATION OF A FEASIBILITY STUDY AND APPLICATION TO THE NATIONAL PARK SERVICE FOR THE DESIGNATION OF THE SANTA CRUZ VALLEY NATIONAL HERITAGE AREA BY THE UNITED STATES CONGRESS.**

**WHEREAS, the Pima County Board of Supervisors recognizes the importance of acknowledging our rich cultural heritage and the events and places that have shaped the history of Pima County and southern Arizona; and**

**WHEREAS, the Pima County Board of Supervisors has reaffirmed the planning and the implementation of actions that celebrate our cultural heritage and preserve important cultural and natural sites and landscapes; and**

**WHEREAS, the Santa Cruz Valley forms a unique and diverse region in the southwestern United States and encompasses a mosaic of cultures and history as well as spectacular natural, scenic, and recreational resources that reflect a unique contribution to the collective American identity; and**

**WHEREAS, the Congress of the United States has the authority to designate National Heritage Areas that encompass a region where natural, cultural, historic, and recreational resources combine to form a cohesive, nationally distinctive landscape shaped by geography and cultural traditions; and**

**WHEREAS, the National Park Service has been the lead Federal agency since 1916 that is responsible for preserving nationally significant natural and cultural resources for present and future generations; and**

**WHEREAS, the National Park Service is the lead federal agency for the application and approval for designation of National Heritage Areas; and**

**WHEREAS, the National Park Service is designated to assist local governments and the management entity in planning and implementing projects that further the goals of the National Heritage Area;**

NOW, THEREFORE, BE IT RESOLVED that the Pima County Board of Supervisors hereby;

1. Supports the future designation of the Santa Cruz Valley National Heritage Area, and
2. Supports the procurement of grant funds from potential grant funding sources such as the Tucson Rotary Club and others to develop a feasibility study and management plan for the proposed Heritage Area, and
3. Directs the County Administrator and staff to work with regional and area civic organizations such as the Rotary Club, community groups, the Arizona State Museum, the Arizona Historical Society, and other agencies and local jurisdictions in the planning and development of a feasibility study, management plan, and application to the National Park Service for the proposed Santa Cruz Valley Heritage Area, and
4. Directs the County Administrator to contact Santa Cruz and Cochise counties to invite their participation in the Santa Cruz Valley National Heritage Area planning, and
5. Directs the County Administrator to contact our Congressional delegation for their support and sponsorship of legislation for the designation of the Santa Cruz Valley National Heritage Area.

PASSED AND ADOPTED ON May 13, 2003

PIMA COUNTY

Shawn Brozger  
Chair, Board of Supervisors **MAY 13 2003**

ATTEST:

Robert Briggode  
Clerk of the Board  
**MAY 13 2003**

APPROVED AS TO FORM:

Thomas C. Dugal  
Deputy County Attorney



# Board of Supervisors

## Santa Cruz County

Vanessa Bechtol, President  
Santa Cruz Valley Heritage Alliance, Inc.  
115 North Church Avenue, #200  
Tucson, AZ 85701

Dear Ms. Bechtol:

The Board of Supervisors of Santa Cruz County extends its greetings to all partners and collaborators within the Santa Cruz Valley National Heritage Area family. We have been active supporters of this effort for many years and are gratified to see the labors of so many come to fruition.

In particular, we wish to express our support for the Management Plan prepared in response to the enabling legislation creating the Heritage Area. This carefully prepared document reflects our values, cultural and natural, and puts in place a roadmap for the future that emphasizes our commitment to conserving all our resources.

The County reaffirms its commitment to the goals of the Heritage Area and calls on all organizations in the region to support this effort through partnerships and collaboration. Together we will succeed.

Best regards,

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Manuel Ruiz, Chairman

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Bruce Bracker, Vice-Chairman

---

Rudy Molera, Member



Anza Trail Coalition of Arizona, Inc.  
POB 4711, Tubac, Arizona 85646  
520-841-6944

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January 14, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa,

The Anza Trail Coalition of Arizona would like to offer our support and congratulations on the development of the Santa Cruz Valley National Heritage Area Management Plan. The plan outlines a clear vision and goals for the National Heritage Area. The projects and programs suggested in the plan will definitely enhance the Santa Cruz Valley by preserving our shared heritage and providing high-quality experiences for residents and visitors alike.

Of particular benefit are the Heritage Alliance's efforts to foster partnerships among the many nonprofit organizations, business leaders, and other stakeholders in the region. We are aligned with the SCVNHA as we are an organization whose purpose is to educate the public about the historical significance of the Juan Bautista de Anza National Historic Trail and to provide support services for the Arizona section of the trail in Santa Cruz County.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Best regards,

Karol Stubbs, President



ARIZONA-SONORA  
DESERT  
MUSEUM

April 7, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa,

Thank you for providing the Arizona-Sonora Desert Museum with the opportunity to be included in the development of the Santa Cruz Valley National Heritage Area Management Plan. With its clear vision for the goals and future of the National Heritage Area, we offer our support and congratulations on the development of the management plan.

The Santa Cruz Valley National Heritage Area's goals and approach to community-based preservation of the natural landscape and its inhabitants, including past and present peoples, mesh well with the Desert Museum's mission of inspiring people to live in harmony with the natural world.

The Desert Museum is committed to partnering with the Heritage Alliance to implement the management plan's recommendations related to interpretation and community education. Specifically, we look forward to collaborating with the Heritage Alliance to develop an interpretive plan for the National Heritage Area and to participate on the Interpretive Committee to guide and support partner sites in interpretation of the heritage area's living landscape.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

Craig Ivanyi  
Executive Director  
Arizona-Sonora Desert Museum



REBUILD. RESTORE. RECONNECT.

PO Box 121  
Patagonia, AZ 85624  
p: (520) 216-4148  
e: [info@borderlandsrestoration.org](mailto:info@borderlandsrestoration.org)  
[www.borderlandsrestoration.org](http://www.borderlandsrestoration.org)

March 14, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa:

Borderlands Restoration Network would like to offer our support and congratulations on the development of the Santa Cruz Valley National Heritage Area Management Plan. The projects and programs suggested in the plan will enhance the Santa Cruz Valley by preserving natural resources and wildlife habitat, while also providing high-quality experiences for residents and visitors.

Collaboration with the SCVNHA directly advances our mission as we work to build connected borderlands where rivers flow, plants, wildlife and cultures thrive, and communities develop an inclusive restorative economy where a sense of place inspires a sense of purpose.

Borderlands Restoration Network is committed to partnering with the Heritage Alliance to implement the management plan's recommendations related to habitat conservation in the upper Santa Cruz Valley and is willing to participate on the Conservation Committee when it is established.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

Kurt Vaughn  
Executive Director  
Borderlands Restoration Network





January 19, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa,

The City of Nogales whole-heartedly offers our support of the Santa Cruz Valley National Heritage Area Management Plan. The plan outlines a clear vision and goals for the National Heritage Area. The projects and programs suggested in the plan will enhance The City of Nogales and the Santa Cruz Valley by preserving our shared heritage and providing high-quality experiences for residents and visitors alike.

Of particular benefit are the Heritage Alliance's efforts to foster partnerships among the many nonprofit organizations, business leaders, jurisdictions, and other stakeholders in the region. The City of Nogales is able to provide support for the goals and aspirations of the Santa Cruz Valley National Heritage Area. As the southern terminus of the Heritage Area, we are uniquely situated to offer gateway attractions highlighting our culture, heritage and abundant history for visitors from both north and south.

Nogales is, indeed, a great little place to be and we are proud to be a part of the Santa Cruz Valley National Heritage Area collaboration, and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

A handwritten signature in black ink, appearing to read "Arturo R. Garino".

Arturo R. Garino  
Mayor, City of Nogales



**File Code:** 2360  
**Date:** April 8, 2022

Board of Directors  
Santa Cruz Valley National Heritage Area

Dear Partners:

Thank you for the opportunity to review the Santa Cruz Valley National Heritage Area (NHA) Draft Management Plan. The mission and goals of the USDA Forest Service align well with the mission and goals of the NHA. As the largest single land manager within NHA boundaries, our aim is that the Coronado National Forest (CNF) plays a constructive, creative, and important role in advancing NHA goals.

We commend those who have worked on the management plan presenting robust and thorough recommendations. The following areas are of particular interest to the Coronado National Forest based on regional and forest-level priorities.

### **Partner Collaboration**

Collaboration between land managers, recreation providers, and other organizations in the region occurs regularly. We welcome any additional support NHA staff or partners can offer in organizing, facilitating, or funding collaborative work. We have a shared vision of a more interconnected system of land stewardship and visitor experiences.

### **Natural Resource Management and Restoration**

Management of the CNF is directed by our 2018 Forest Plan. One of our major focus areas is to implement an active fuels and restoration program including the use of prescribed fire, natural ignitions, and mechanical treatments. The concept of FireScape was developed as a planning process to analyze entire ecosystems and plan for appropriate treatments to restore ecosystem health across multiple land ownerships. The overall goal is to increase the health and resilience of ecosystems, protect communities and high-value resources, enhance public enjoyment and stewardship, promote education, and strengthen partnerships for more supportive and engaged stakeholders, partners, and communities. These principles are closely aligned with many actions in the NHA management plan. The support of multiple partners within the NHA will be needed to fully realize our five-year restoration plan.

### **Recreation Planning and Trail Connectivity**

The focus in the management plan on collaborative, regional recreation planning is worthwhile. We appreciate the NHAs recognition of our 2021 to 2025 sustainable recreation action plan and feel our efforts are complimentary. Several of the actions identified related to experiences that visitors have in our region have been advanced through partnership-based efforts, with opportunities remaining for additional progress. Currently, we are developing a recreation and trail plan for the Santa Catalina Mountains that may be of interested to the NHA board, its staff,



and its partners. More information is available on our website (<https://www.fs.usda.gov/detail/coronado/home/?cid=FSEPRD974570>). Similarly, in coming years, we intend to plan and implement improvements at three of our most popular developed recreation areas - Madera Canyon, Parker Canyon Lake, and Peña Blanca Lake.

One other area of pressing need is legal access to public lands. Many portions of the CNF and surrounding federal lands do not have legal, permanent access for visitors into the future. Focused collaboration between local, state, federal, and nonprofit organizations is often needed to resolve these complex issues.

### **Interpretation of Regional Natural and Cultural History Themes**

We see opportunities to collaborate on interpretive and visitor information materials, including printed, video, and digital products. Several of our partners including the Public Lands Interpretive Association, Friends of Madera Canyon, and Sabino Canyon Volunteer Naturalists bring considerable skills and experience to interpretive efforts.

We also see a supporting role for many of the actions identified in the plan related to improving recognition of traditional and tribal uses, natural resource conservation, nature-based tourism planning, cultural experiences, place-based planning placemaking and several others. Please do not hesitate to engage us as future initiatives are launched.

The NHA spans three ranger districts within the Forest: Nogales, Santa Catalina, and Sierra Vista. As such, staff in the Supervisors Office will serve as your primary point of contact. Please direct future communication to Adam Milnor, Recreation Heritage and Lands Staff Officer at [adam.milnor@usda.gov](mailto:adam.milnor@usda.gov).

Sincerely,

KURT DAVIS  
Acting Forest Supervisor



# Friends of the Presidio

1 Burruel St, Box 4162 • Tubac, AZ 85646 • [www.tubacpresidio.org](http://www.tubacpresidio.org)  
520.398.2252 • Fax 520.398.2685

January 12, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa:

The Friends of the Tubac Presidio and Museum, Inc., would like to offer our support and congratulations on the development of the Santa Cruz Valley National Heritage Area Management Plan. The plan outlines a clear vision and goals for the National Heritage Area. The projects and programs suggested in the plan will definitely enhance the Santa Cruz Valley by preserving our shared heritage and providing high-quality experiences for residents and visitors alike.

Of particular benefit are the Heritage Alliance's efforts to foster partnerships among the many nonprofit organizations, business leaders, and other stakeholders in the region. As the first Spanish settlement in what is today Arizona, the Tubac Presidio State Park and Museum helps present the beginnings of the European cultural experience in the Santa Cruz Valley. The Friend's mission is "to engage and educate the public by providing culturally enriching experiences that make the past more meaningful while also preserving history and our collection for future generations of visitors." We see this as a complement to that of the Santa Cruz Valley National Heritage Area's goals. The Friends consider our site and our engagement of visitors as offering an integral part of the history and cultural experience of the area.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

Thomas Walsh  
President



**PO Box 4334, Tubac AZ 85646**

April 4, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

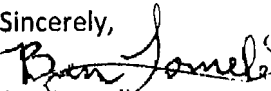
Dear Vanessa:

Friends of the Santa Cruz River (FOSCR) would like to offer our continued support and our congratulations on the development of the Santa Cruz Valley National Heritage Area Management Plan. The plan outlines a clear vision and goals for the National Heritage Area. The projects and programs suggested in the plan will definitely enhance the Santa Cruz Valley by preserving our shared cultural and natural resource heritage and provide high-quality experiences for residents and visitors alike.

Of particular benefit are the Heritage Alliance's efforts to foster partnerships among the many nonprofit organizations, business leaders, and other stakeholders in the region. The Santa Cruz Valley National Heritage Area Management Plan supports, perfectly fits and aligns with FOSCR's mission of "*ensuring the continued flow of the Santa Cruz River, the life-sustaining quality of its waters, and the protection of the riparian biological community it supports*".

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to continuing working with the Heritage Alliance to implement the goals set forth in the management plan.

Thank you so much for all the dedicated work towards this National Heritage Area and the management plan.

Sincerely,  
  
Ben Lomell,  
President



## MISSION GARDEN

Growing Tucson's  
Agricultural Heritage

Board of Directors  
**Bill DuPont**  
**Robert Fleming, Co-Chair**  
**Jesus Garcia, Co-Chair**  
**Chuck Graf**  
**Diana Hadley, Secretary**  
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Distinguished Friends  
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**Gary Paul Nabhan, PhD**  
**Linda Ronstadt**  
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**Janos Wilder**

Legal Counsel  
**Douglas Friman**

Staff  
**Julie Robinson, PhD,**  
Executive Director  
**Dena Cowan,**  
Curator of Collections  
**Emily Rockey,**  
Garden Supervisor  
**Kendall Kroesen, PhD,**  
Community Outreach  
**Monica Z. Young,**  
Outreach Support  
**Lynette Denise**  
**Maegan Lopez**  
**Jackson Veneklasen,**  
Assistant Gardeners

P.O. Box 1228,  
Tucson, AZ 85702

April 5, 2022

Ms. Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley National Heritage Alliance

Dear Vanessa:

It is with great pleasure that I write a letter of support for the final draft of the Santa Cruz Valley National Heritage Area Management Plan. I thank you for including us in its development. The process has resulted in a wonderful document that serves not only to guide the management of this new National Heritage Area but also puts in place a valuable description of its many assets and points of interest with Mission Garden being one of them.

Friends of Tucson's Birthplace (FOTB) is a non-profit organization established in 2009 to preserve, honor, protect, restore, re-create and promote the cultural heritages and historic landscapes of Tucson's Birthplace at the foot of Sentinel Peak.

FOTB operates Mission Garden, a living agricultural heritage museum interpreting over 4,100 years of agricultural history in the Tucson Basin and celebrating the region's wealth of cultural diversity through its agricultural, ethno-botanical and culinary traditions. The Garden features Sonoran Desert-adapted heritage fruit-trees, traditional local heirloom crops and edible native plants. The Garden provides a singular outdoor learning experience for all who enter—students, residents, and tourists from around the world.

Mission Garden has rapidly become a jewel in the necklace of historic sites surrounding Tucson's downtown. As a truly extraordinary educational and tourism facility, the Garden is an increasingly significant local and regional amenity, an important outside education destination for pre-K-16 regional students, an important contributor to Tucson's designation as a UNESCO World City of Gastronomy, and a significant player in Tucson's economic development.

We look forward to partnering with The Santa Cruz Valley National Heritage Alliance to implement this Management Plan once approved, to work to develop an Interpretive Plan and to help support Partner sites to make the historical and cultural landscapes and stories the reason people visit the Sonoran Desert.

Sincerely,

Julie Robinson, PhD  
Executive Director



February 23, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa:

Thank you for providing Ironwood Tree Experience (ITE) with the opportunity to be included in the development of the Santa Cruz Valley National Heritage Area Management Plan. We offer our support and congratulations on the development of the management plan, which outlines a clear vision and goals for the National Heritage Area.

Ironwood Tree Experience youth internship programs, Desert Youth Heritage Project and Youth Ambassadors for SW Cultures are both in partnership with the Santa Cruz Valley National Heritage Area. This partnership supports youth programs that are designed to integrate community based stewardship experiences, from urban neighborhoods to remote desert canyons, into the past, present and future of the NHA. These storied relationships foster identity, rootedness, and pride for today's youth who are prepared to take on the responsibilities of stewarding the NHA into the future.

ITE is committed to partnering with the Heritage Alliance to implement the management plan's recommendations related to interpretation and community education. Specifically, we look forward to partnering with the Heritage Alliance to develop an interpretive plan for the National Heritage Area and to participate on the Interpretive Committee to guide and support partner sites in interpretation of the heritage area's living landscape.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric Rajen Dhruv".

Eric Rajen Dhruv  
Ironwood Tree Experience, Executive Director



# United States Department of the Interior



Juan Bautista de Anza National Historic Trail  
440 Civic Center Plaza, Suite 300 | Richmond, CA 94804  
[www.nps.gov/juba](http://www.nps.gov/juba)

IN REPLY REFER TO:

March 11, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa:

We, the National Park Service administrators of the Juan Bautista de Anza National Historic Trail (Anza Trail), are pleased to offer our support of the Santa Cruz Valley National Heritage Area (SCVNHA) Management Plan. The plan outlines a clear vision and successfully communicates the goals for the National Heritage Area. The projects and programs suggested in the plan align well with the strategic goals of the Anza Trail and aim to preserve our shared heritage and provide high-quality experiences for all Santa Cruz Valley residents and visitors alike.

Of particular benefit are the Heritage Alliance's efforts to foster partnerships among the many nonprofit organizations, business leaders, jurisdictions, land managers, and other stakeholders in the region. The Anza Trail follows the Santa Cruz River from Nogales, AZ to its historic confluence at the Gila River, traversing through the very heart of the NHA. In many places throughout the SCVNHA the Anza Trail is a physical space in which the programs and dialogues outlined in the management plan can take place. We are excited to articulate the projects and programs outlined in the SCVNHA Management Plan with our organization and agency goals. We also look forward to leveraging our shared partnerships in the region.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

Naomi Torres  
Superintendent

Christopher Bentley  
Acting Superintendent / Interpretation and Volunteer Program Manager





123 W. Kino Park | Nogales, Arizona 85621  
Phone Number: (520) 287-3685 | Fax Number: (520) 287-3687  
Email: [info@thenogaleschamber.org](mailto:info@thenogaleschamber.org)  
Website: [www.thenogaleschamber.org](http://www.thenogaleschamber.org)

March 14th, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa:

The Nogales-Santa Cruz County Chamber of Commerce would like to offer our support and congratulations on the development of the Santa Cruz Valley National Heritage Area Management Plan. The plan outlines a clear vision and goals for the National Heritage Area. The projects and programs suggested in the plan will definitely enhance the Santa Cruz Valley by preserving our shared heritage and providing high-quality experiences for residents and visitors alike.

Of particular benefit are the Heritage Alliance's efforts to foster partnerships among the many nonprofit organizations, business leaders, and other stakeholders in the region. The mission of the Nogales-Santa Cruz County Chamber of Commerce is to enhance economic growth of the Santa Cruz County area by focusing on education, promotion and development of the business community, and to foster friendship, cultural and economic ties with Ambos Nogales & Mexico.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

Olivia Ainza-Kramer  
President/CEO

Cc: Board of Directors  
File



P.O. Box 522

Tucson, Arizona 85702

520.407.6130

[www.PatronatoSanXavier.org](http://www.PatronatoSanXavier.org)

March 21, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa:

Thank you for providing the Patronato San Xavier with the opportunity to be included in the development of the Santa Cruz Valley National Heritage Area Management Plan. We offer our support and congratulations on the development of the management plan, which outlines a clear vision and goals for the National Heritage Area.

Patronato San Xavier funds and directs ethical conservation, conducts scientific research, and interprets the significance of Mission San Xavier del Bac, a National Historic Landmark, in the community of Wa:k, part of the Tohono O'odham Nation. As the mission is an architecturally and culturally complex site, we are committed to using our ongoing conservation and preservation projects as an opportunity to generate and share information among similar sites, engage the local community and the wider public, provide opportunities for learning and on-the-job training, and enrich interpretation of the Mission within the broader cultural landscape.

The Patronato San Xavier is committed to partnering with the Heritage Alliance to implement the management plan's recommendations related to interpretation and community education. Specifically, we look forward to partnering with the Heritage Alliance to develop an interpretive plan for the National Heritage Area and to participate on the Interpretive Committee to guide and support partner sites in interpretation of the heritage area's living landscape.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

Miles Green  
Executive Director

Patronato San Xavier is a 501(c)(3), not-for-profit, non-sectarian organization. Mission San Xavier del Bac is a National Historic Landmark named to the 2015 World Monuments Fund Watch List as one of the most significant at-risk cultural sites in the world.

Patronato san Xavier is a 501(C)(3) non profit corporation: Tax ID 74-2354509

# Pimeria Alta Historical Society



January 28, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa:

We of the Pimeria Alta Historical Society would like to offer our support and congratulations on the development of the Santa Cruz Valley National Heritage Area Management Plan. The plan outlines a clear vision and goals for the National Heritage Area. The projects and programs suggested in the plan will definitely enhance the Santa Cruz Valley by preserving our shared heritage and providing high-quality experiences for residents and visitors alike.

Of particular benefit are the Heritage Alliance's efforts to foster partnerships among the many nonprofit organizations, business leaders, and other stakeholders in the region. Collaboration with your alliance on a regular basis is paramount to success for both of our groups. Our mission, to preserve and share our resources of significance in the Pimeria Alta, aligns with the goals and objectives of Santa Cruz Valley Heritage Alliance. We look forward to moving forward as we develop a close relationship with this and with other organizations in our area.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

Christine Courtland  
President of the Board of Trustees



## TUCSON PRESIDIO TRUST FOR HISTORIC PRESERVATION

196 N. Court Avenue, Tucson, Arizona 85701

March 11, 2022

**President**  
W. Mark Clark

**Vice President**  
Homer Thiel

**Secretary**  
Erica Rankin

**Treasurer**  
John Bird

**Trustees**  
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Jean Baxter  
Yvonne Carrasco Clay  
Rick Collins  
Larry Lucero  
Mauro Trejo IV

**Executive Director**  
Amy Hartmann-  
Gordon

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa:

On behalf of the Presidio San Agustín del Tucson Museum, I would like to offer our support and congratulations on the development of the Santa Cruz Valley National Heritage Area Management Plan.

We appreciate being invited to participate in the review of this management plan, which outlines a clear vision and goals for the National Heritage Area. The projects and programs suggested in the plan will enhance the Santa Cruz Valley by preserving and celebrating our shared heritage, including the region's rich Chinese-American, Mexican-American and Native-American history and culture

The Presidio San Agustín del Tucson Museum is committed to partnering with the Heritage Alliance to implement the management plan's recommendations discussed in Chapter 4 and Chapter 5. These ideas complement the mission of the Presidio Museum which is to promote, preserve, and interpret the origins, history and natural environment of Tucson and to celebrate its multi-cultural community. The Museum carries that out through its wide variety of public programs from historic neighborhood walks to living history and cultural programming, to children's field trips and summer camps. The shared theme of all these programs is to raise awareness and knowledge of the complicated and complex culture which resulted from the collision of old and new world cultures over the last several centuries, and is still seen today in its gastronomy, architecture, multi-cultural history and local tradition.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

Amy Hartmann-Gordon  
Executive Director  
Presidio San Agustín del Tucson Museum

SANTA CRUZ VALLEY CITIZENS COUNCIL  
PO BOX 1501  
TUBAC, AZ 85646  
APRIL 27, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

**RE:** Letter of Support for Santa Cruz Valley National Heritage Area Management Plan

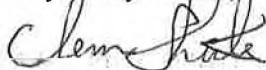
Dear Vanessa:

The Santa Cruz Valley Citizens Council, Inc. ("SCVCC") is pleased to offer our support of the Santa Cruz Valley National Heritage Area Management Plan (the "Management Plan"). The SCVCC is a 501(C)(4) non-profit organization whose purposes are to inform and educate our Members as to local and regional issues affecting the community interests of our Members and to advocate for the views of our Members regarding such issues. The community interests of our members clearly involves the conservation of our regions natural resources as well as the cultural heritage of our unique region. In that we are closely aligned with the goals of the Santa Cruz Valley Heritage Alliance.

We are pleased to see that the Management Plan outlines a clear vision and goals for our regions distinctive natural and cultural character, which has been thoroughly addressed within its various chapters and topics. We are also particularly pleased that the Management Plan sets forth a future road map emphasizing a commitment to conserve our regions natural resources and heritage for residents and visitors alike.

The Management Plan also sets forth the efforts of the Santa Cruz Valley Heritage Alliance to include a network of partners and stakeholders working together in a collaborative manner towards a common vision of our region. This integration of partners and stakeholders will prove to be of long lasting benefit to our region and to the attainment of the goals set forth within the Management Plan. We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance, its partners and stakeholders.

Very Truly Yours,



E Clement Shute Jr  
President  
Santa Cruz Valley citizens Council



March 1, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa:

Sonoran Institute would like to offer our support and congratulations on the development of the Santa Cruz Valley National Heritage Area Management Plan. Thank you for inviting our Associate Director, Santa Cruz River Program, Luke Cole, Ph.D., to participate in your Steering Committee to develop this management plan, which outlines a clear vision and goals for the National Heritage Area.

Sonoran Institute partners with individuals and organizations in the San Rafael Valley, Nogales, the Tohono O'odham Nation, Tucson, and Marana on the continued restoration of the Santa Cruz River, our jewel in the desert. While many of the recommendations in the management plan align closely with our goals, we are particularly pleased to see the emphasis on the Santa Cruz River as a living river. We are committed to partnering with the Heritage Alliance to implement the management plan's recommendations related to all reaches of the Santa Cruz River.

In particular, we look forward to partnering with you to increase public awareness of the *Living River* report and to identify new opportunities to enhance riparian habitats as outlined in Chapter 2. Furthermore, Sonoran Institute is willing and eager to participate on the Conservation Committee when it is established.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

Michael Zellner  
Chief Executive Officer  
tel 520-834-4420 | email [mzellner@sonoraninstitute.org](mailto:mzellner@sonoraninstitute.org)



## TOWN OF PATAGONIA TOWN COUNCIL

P.O. BOX 767  
PATAGONIA, AZ 85624

MAYOR WOOD, VICE-MAYOR STABILE,  
COUNCIL MEMBERS REIBSLAGER, FINCH AND CLAVERIE

December 15, 2021

To: The Santa Cruz Valley Heritage Alliance  
Attention: Mary Dahl

Ms. Dahl,

The Town of Patagonia wishes to express our wholehearted support for the Santa Cruz Valley Heritage Alliance, as the local coordinating entity of the Santa Cruz Valley National Heritage Area.

Our Town has a great reverence and respect for the heritage and culture of our region and the natural resources that are enjoyed.

The Management Plan prepared by the Alliance used in implementing the goals of the National Heritage Area reflects our appreciation and values of our area. We look forward to future collaboration with all our partners and friends to make sure those attributes that make our area unique and special are conserved, celebrated, and cherished.

Sincerely,

The Patagonia Town Council

Mayor Wood, Vice-Mayor Stabile, Council Members Reibslager, Finch and Claverie



[www.TubacArts.org](http://www.TubacArts.org)

March 25, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa:

Tubac Center of the Arts would like to offer our support and congratulations on the development of the Santa Cruz Valley National Heritage Area Management Plan. The plan outlines a clear vision and goals for the National Heritage Area. The projects and programs suggested in the plan will definitely enhance the Santa Cruz Valley by preserving our shared heritage and providing high-quality experiences for residents and visitors alike.

Of particular benefit are the Heritage Alliance's efforts to foster partnerships among the many nonprofit organizations, business leaders, and other stakeholders in the region. Tubac Center of the Arts has been in existence for over 50 years. Our mission is to represent Tubac's artistic heritage and identify. WE pursue excellence in serving as a venue for artistic expression, appreciation and earning for those who create and enjoy art in southern Arizona. We serve the entire Santa Cruz Valley and see that the Santa Cruz Valley Heritage Alliance will be a major factor in bringing more visitors here to the Santa Cruz Valley to experience all that this region has to offer.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

A handwritten signature in black ink, appearing to read "Karin Topping", written in a cursive style.

Karin Topping  
Executive Director





# The Tubac Historical Society

---

P.O. Box 3261 Tubac, AZ 85646-3261 520-398-2020  
Founded in 1967

Ms. Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
P.O. Box 2602  
Tucson, AZ 85702

January 24, 2022

Dear Ms. Bechtol,

On behalf of the Board of Directors of The Tubac Historical Society, I would like to express our support for the Santa Cruz Valley National Heritage Alliance Management Plan that has been developed by the Board of the SCVNHA.

The Tubac Historical Society has been researching, preserving, and sharing the rich history of Tubac and the Santa Cruz River Valley for over fifty years. We are excited that, as a result of your efforts and commitment, the Santa Cruz River Valley will be getting the recognition and support as a National Heritage Area that it truly deserves.

We are proud to be a Santa Cruz Valley National Heritage Area Alliance Partner, and look forward to working with the network of all Alliance Partners to make this plan a success.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrea M. Miritello". The signature is written in a cursive, flowing style.

Andrea M. Miritello  
President of the Board  
The Tubac Historical Society

TUBAC NATURE CENTER  
50 Bridge Road  
Tubac, AZ 8646

January 19, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tuscon, AZ 85702

Dear Vanessa:

Tubac Nature Center, Inc., a 501(c)(3) organization, would like to offer our support and congratulations on the development of the Santa Cruz Valley National Heritage Area Management Plan. The plan outlines a clear vision and goals for the National Heritage Area. The projects and programs suggested in the plan will definitely enhance the Santa Cruz Valley by preserving our shared heritage and providing high quality experiences for residents and visitors alike.

Of particular benefit are the Heritage Alliance's efforts to foster partnerships among the many nonprofit organizations, business leaders, and other stakeholders in the region. Our mission is to provide nature education in general, with a focus on the Santa Cruz River corridor in Santa Cruz County. In pursuit of that mission we have developed a small nature center in a County Community Center, and we offer many activities, such as bird walks, hikes, nature walks, dark skies outings, lectures, nature journaling classes, bird counts, and nature science classes for school kids. Our activities fit neatly into several of the Alliance's objectives.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set for the in the management plan.

Sincerely,  
Jim Karp  
President, Tubac Nature Center

# 祖筭華人文化中心



1288 West River Road  
Tucson, Arizona 85704  
PHONE: (520) 292-6900 FAX: (520) 292-6908

Vanessa Bechtol, President  
Santa Cruz Valley Heritage Alliance, Inc.  
100 N Stone Ave. #604  
Tucson, AZ 85701

April 3, 2022

RE: Letter of Support

Dear Ms. Bechtol,

Tucson Chinese Cultural Center (TCCC) supports the Management Plan for the Santa Cruz Valley National Heritage Area "to reinforce regional identity, enhance quality of life, and for support for the stewardship of natural and cultural resources".

TCCC represents one of the immigrant communities of the area who maintain distinctive identities but also influence and help create the enduring and unique mix of cultures found in the National Heritage Area. (Paraphrasing the Management Plan).

As Stakeholders, we look forward to participating in the framework elements in Chapter 4.3.7 (Programs and Events) and 4.3.8 (Community Interpretation). We also see ourselves as active participants in the development of Storylines 7 and 11 of the Management Plan.

TCCC looks forward to the opportunity to continue and expand its already-ongoing efforts to educate the public about the considerable contributions of the Chinese community to the unique regional identity of the Santa Cruz Valley National Heritage Area.

Sincerely,

Susan Chan  
Executive Director"



TUCSON  
HISTORIC PRESERVATION  
FOUNDATION

February 15, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602, Tucson, AZ 85702

Dear President Bechtol:

On behalf of the Tucson Historic Preservation Foundation (THPF), I would like to offer our support and congratulations on the development of the Santa Cruz Valley National Heritage Area Management Plan, which outlines a clear vision and goals for the National Heritage Area.

For more than 30 years, THPF has been working to save Tucson's heritage and cultural resources. We have been a strong partner and advocate for the Santa Cruz Valley National Heritage Area since its inception and are pleased to see the management plan's emphasis on federal and state historic preservation programs and the need for ongoing inventory of historic resources. We are committed to partnering with the Heritage Alliance to implement the management plan's recommendations related to historic preservation described in Chapter 3. THPF is also willing and excited to participate on the Preservation Committee when it is established.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

Demion Clinco, Chief Executive Officer  
Tucson Historic Preservation Foundation



February 15, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa:

Visit Tucson is pleased to offer our support and congratulations on the development of the Santa Cruz Valley National Heritage Area Management Plan. I appreciate being interviewed last year to provide feedback to help develop this management plan, which outlines a clear vision and goals for the National Heritage Area. The projects and programs suggested in the plan will enhance the Santa Cruz Valley by preserving and celebrating our shared heritage and providing high-quality experiences for residents and visitors alike.

Visit Tucson has been a strong partner and advocate for the Santa Cruz Valley National Heritage Area since its inception and is pleased to see the management plan's emphasis on heritage experiences for residents and visitors. We are committed to partnering with the Heritage Alliance to implement the management plan's recommendations related heritage experiences in Chapter 3, including developing and promoting heritage food initiatives and promoting outdoor recreational experiences. Visit Tucson is also willing and excited to participate on the Partnership Council when it is established.

Pending annual board approval of our operating budget, Visit Tucson has committed \$15,000 in matching funds in support for the Santa Cruz Valley National Heritage Area.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Felipe Garcia".

J. Felipe Garcia  
President & Chief Executive Officer

FREE YOURSELF.

12880 N. Vistoso Village Drive  
Tucson, AZ 85755

Phone 520 622 1999  
Fax 520 623 9519  
wnpa.org

# Experience the American West

**Western**  
National Parks  
Association

March 24, 2022

Vanessa Bechtol  
President, Board of Directors  
Santa Cruz Valley Heritage Alliance  
PO Box 2602  
Tucson, AZ 85702

Dear Vanessa:

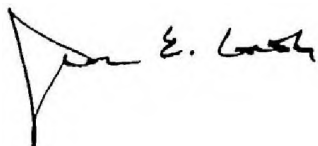
Thank you for providing the Western National Parks Association with the opportunity to be included in the development of the Santa Cruz Valley National Heritage Area Management Plan. We offer our support and congratulations on the development of the management plan, which outlines a clear vision and goals for the National Heritage Area.

In partnership with the National Park Service since 1938, WNPA advances education, interpretation, research, and community engagement to ensure national parks are increasingly valued by all. WNPA's mission and its products, programs, and services align very well with the mission and goals of the National Heritage Area.

WNPA is committed to partnering with the Heritage Alliance to implement the management plan's recommendations related to interpretation and community education. We are eager to collaborate with the Heritage Alliance on a heritage area-focused lecture series and exhibit at our facilities in Oro Valley. WNPA also looks forward to participating on the Interpretive Committee to guide and support partner sites in interpretation of the heritage area's living landscape. We are eager to explore other areas to support the goals outlined in the management plan.

We are pleased to be part of the Santa Cruz Valley National Heritage Area and look forward to working with the Heritage Alliance to implement the goals set forth in the management plan.

Sincerely,



James E. Cook  
Chief Executive Officer





**SANTA CRUZ VALLEY**  
NATIONAL HERITAGE AREA