

## Chapter 1

# INTRODUCTION AND BACKGROUND

---

The Santa Cruz Valley is a unique and diverse watershed in the southwestern United States that encompasses a mosaic of cultures and history. Living together in this region are a Native American tribe with roots back to prehistoric times, the descendants of Spanish ancestors who colonized the valley in the late 1600s, Mexican families who settled the area before the 1854 Gadsden Purchase made it part of the United States, and current generations of late nineteenth century American pioneers who ventured into this borderland seeking new beginnings. The abundance of well-preserved historic and archaeological resources associated with this rich multicultural history – in conjunction with spectacular natural, scenic, and outdoor recreational resources – make this region well-suited for designation as a National Heritage Area.

## WHAT IS A NATIONAL HERITAGE AREA?

*National Heritage Area* is a new federal designation that recognizes the defining landscapes and regional cultural traditions of the United States, and helps preserve nationally important resources through the creation of partnerships among federal, state, and local entities.

A National Heritage Area is a place designated by the United States Congress 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. These patterns make the regions representative of the national experience through the physical features that remain and the cultural traditions that have evolved in the areas (National Park Service 2004).

National Heritage Areas are different from national parks and other types of federal designations because federal zoning and regulations on land use are not imposed, nor is land acquired. Because a National Heritage Area is locally initiated and managed, it is a community-based conservation strategy that recognizes that the people who live in that area are uniquely qualified to preserve its resources.

Local entities representing multiple stakeholders manage National Heritage Areas, with planning and interpretation assistance and expertise from the National Park Service. Through annual Congressional appropriations administered by local national park unit partners, up to \$10 million in 50-percent match funding is available to each National Heritage Area over a period of 15 years. This seed money helps cover basic expenses such as staffing, and also leverages money from state, local, and private sources to implement locally selected projects.

A broad spectrum of local stakeholders seeks the designation of a Santa Cruz Valley National Heritage Area based on the resulting long-term benefits to the region. Through voluntary participation and local management, and without affecting property rights, some major benefits to residents, visitors, and existing national park units will include the following.



© Bob Sharp

*National Heritage Areas are a relatively new kind of national designation that seeks to preserve and celebrate America's defining landscapes and diverse cultural traditions, and to stimulate economic growth in designated regions.*

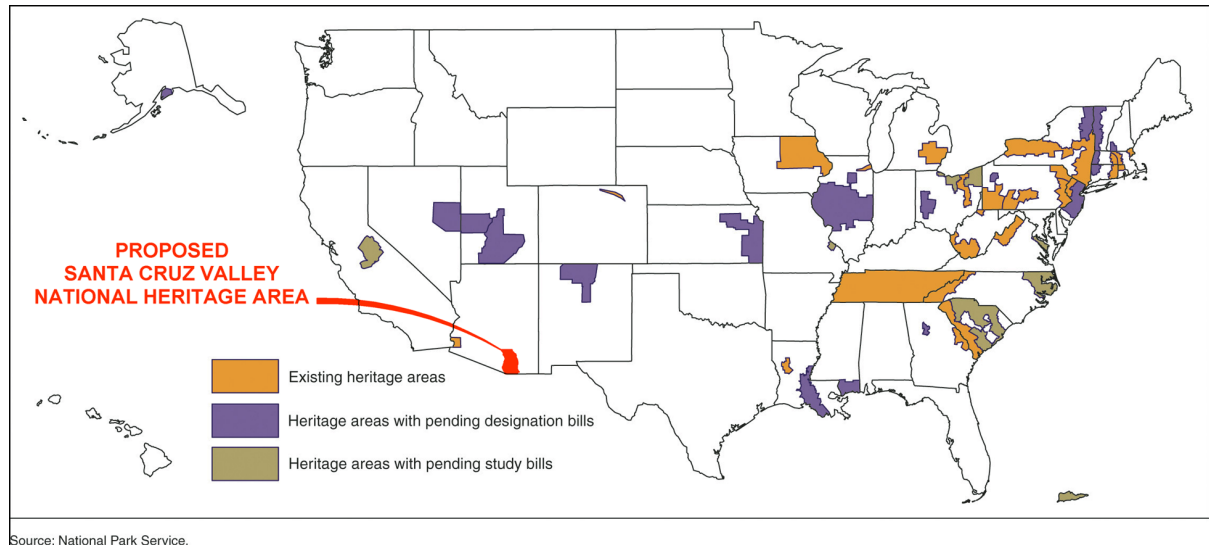
### **Major Benefits of a National Heritage Area Designation**

- ◆ More funding and other assistance for voluntary preservation of heritage, nature, open-space, and outdoor recreational resources
- ◆ Expanded opportunities to protect and interpret resources over a larger landscape
- ◆ New sources of support for education about local cultural traditions and environments
- ◆ Stimulation of public and private partnerships for preservation and related investment opportunities
- ◆ Increased heritage tourism and nature tourism, and the resulting economic boost to the region
- ◆ Job creation in tourism, preservation, restoration, and education

An introduction to the nationally distinctive Santa Cruz Valley is provided in the rest of this section. The history of, and breadth of support for, the local effort to obtain a National Heritage Area designation for this region is also summarized. The section concludes with a description of the planning and preparation of this Feasibility Study.

### **THE SANTA CRUZ VALLEY: A UNIQUE NATURAL REGION AND MIX OF CULTURES**

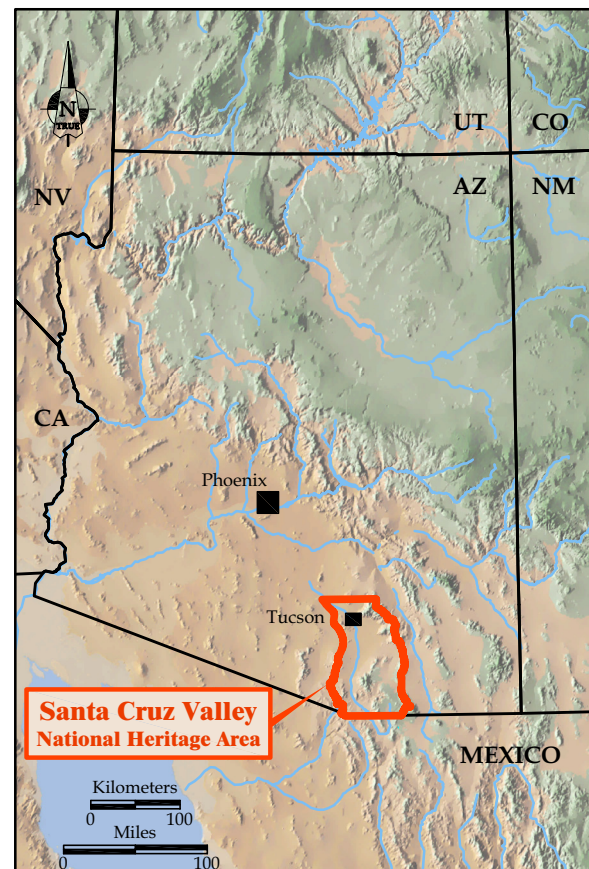
The landscape of the Santa Cruz Valley, stretching across southern Arizona into northern Mexico, ranges from cactus-covered slopes to open grasslands, rugged canyons, forested mountain ranges over 9,000 ft in elevation, and lush oases created by rare desert streams. The valley is named after the Santa Cruz River, which rises in the grassland of the San Rafael Valley, flows southward into northern Mexico, loops northward back into Arizona, and eventually sinks into the desert north of Tucson. While the flow of the Santa Cruz River has



diminished in modern times, some 90 miles of watercourses with year-round flow in the main river channel and its tributaries remain.

The varied landscape within the middle and upper watershed of the river – encompassing more than 3,000 mi<sup>2</sup> in Santa Cruz County and eastern Pima County – has many distinct life zones that host an uncommon diversity of plant and animal life. These include tropical species at the northern end of their ranges, unique desert species, and mountaintop survivors from the last glacial period. The valley is particularly well known for its variety of birds, butterflies, lizards, and other watchable wildlife, and it is an important bird migration corridor, with many popular bird-watching spots. The Santa Cruz Valley is one of the few places in the United States where the stately saguaro cactus grows, and it is one of the last North American refuges for the Mexican gray wolf and the jaguar.

This is one of America's longest-inhabited regions, with traces of human occupation extending back more than 12,000 years, and remains of continuous farming and settlement over the last 4,000 years. A series of prehistoric cultures flourished in this valley. The people who live here today represent several cultures, both native and immigrant, who maintain distinctive identities but also influence each other and create a unique mix of cultures. It is the homeland of the Tohono O'odham (the Desert People), a Native American tribe who has



lived here since very ancient times. It is also the adopted home of the Yaqui Indians, who fled early twentieth century warfare in western Mexico. Descendents of Spanish and Mexican settlers of the eighteenth and early nineteenth centuries still live in the region, and Mexican culture and traditions strongly connect both sides of the border. Americans have also called this place home since they began arriving 150 years ago, bringing their own cultural traditions from the eastern United States and from many other parts of the world.

Signs of a rich and unique cultural heritage are everywhere. A chain of well-preserved historic missions, presidio fortresses, and ranches throughout the Santa Cruz Valley are evidence of the legacy of Spanish exploration, mission-building, and colonization that began in the late 1600s. Streets lined with Sonoran-style adobe houses recall when this region was part of Mexico after it won independence from Spain in 1821. Ghost towns, old mines, and Territorial-style ranch houses are visible reminders of a series of gold and silver rushes and the rise of a cattle industry after the region became part of the United States in 1854, and when, in 1880, it became linked with the rest of the nation by railroad. Several inner-city neighborhoods and rural communities are characterized by Territorial-style architecture from the period before Arizona achieved statehood in 1912.

Today, Pima and Santa Cruz counties, the cities of Tucson, Nogales, Marana, Oro Valley, and Sahuarita, and many unincorporated communities are actively preserving and restoring their architectural heritages. They are also celebrating the deep and diverse cultural traditions of the region with many nature and heritage museums, parks, and annual festivals. A number of historic rural communities still thrive, and cattle ranches, cotton farms, pecan orchards, vineyards, and copper mines continue to make the valley a working landscape. Extensive open spaces and a wide range of wildlife habitats are conserved in parks, natural preserves, and public lands. Both residents and visitors enjoy exploring parks, public lands, trails, museums, and cultural festivals to experience and learn about the rich natural and cultural history of the Santa Cruz Valley.

## **A TWO-YEAR GRASS-ROOTS EFFORT**

The local, grass-roots effort seeking a National Heritage Area designation has taken shape over the last two years. Beginning in the spring of 2003, Center for Desert Archaeology staff began to plan and organize the effort. An informal working group, with approximately 50 participants representing a wide cross section of stakeholders, has met monthly since April 2003, to monitor and plan progress. Members of this working group are listed in Appendix C of this study. The designation effort has been managed by the Center for Desert Archaeology, a nonprofit, 501(c)(3) corporation in Tucson. The basic tasks involved in this effort have included:

- ◆ conceptualization,
- ◆ coalition building,
- ◆ obtaining local political support,
- ◆ conducting public outreach,
- ◆ fundraising,
- ◆ preparing this Feasibility Study, and
- ◆ coordination with legislation sponsors.

©Adriel Heisey



*This Feasibility Study identifies the significant nature and heritage resources in the region, and the themes that link them.*



©Bob Sharp

## COALITION BUILDING

After the basic concept of the Santa Cruz Valley National Heritage Area was developed (see Chapter 2, "Proposed Concept"), the next task was to build a broad coalition of local leaders and stakeholder groups that support the concept. A range of key local leaders, organizations, agencies, and interest groups were identified. Center for Desert Archaeology staff and members of the working group met with individual leaders and the leaders or staffs of local groups, and asked for agenda space during upcoming board and membership meetings. These presentations included explanations about what a National Heritage Area is, as well as discussions about the potentials of a National Heritage Area for achieving common goals and bringing long-term benefits to the region. As appropriate, individuals, group leaders, boards of directors, or memberships were shown the growing and diverse list of supporters, and they were invited to join the coalition. In most cases, these individuals or groups were asked to formalize their support with resolutions or with letters of support. To date, letters of support have been received from a large number of local stakeholder groups and organizations involved in tourism promotion, regional economic development, historic preservation, nature conservation, and environmental education.

### Presentations to Local Leaders and Stakeholder Groups

- ◆ INAH Sonora Director, Hermosillo, Mexico, 22-23 April 2003
- ◆ Santa Cruz County Rotary Clubs, 9 May 2003

- ◆ Nogales Rotary Club, 29 May 2003
- ◆ Pimería Alta Historical Society, 29 May 2003
- ◆ Community Foundation of Southern Arizona, 5 June 2003
- ◆ Tucson-Pima County Historical Commission, 11 June 2003
- ◆ Arizona Archaeological Council, 20 September 2003
- ◆ Natural and Cultural Heritage Alliance of Pima County, 22 September 2003
- ◆ Arizona Archaeological and Historical Society, 8 October 2003
- ◆ Arizona Open Land Trust, 9 October 2003
- ◆ St. Phillips Academics, 17 October 2003
- ◆ Metropolitan Tucson Convention and Visitors Bureau, 11 February 2004
- ◆ Preservation Studies Program, University of Arizona, 13 February 2004
- ◆ Marana Rotary Club, February 2004
- ◆ The Nature Conservancy, Arizona, 10 March 2004
- ◆ Senior Leadership Program, 23 March 2004
- ◆ State Historic Preservation Office, 24 March 2004
- ◆ Nogales-Santa Cruz Chamber of Commerce, 25 March 2004
- ◆ Sonoran Institute, 9 April 2004
- ◆ Sonoran Joint Venture Program, 16 April 2004
- ◆ Borderlands Institute, 27 April 2004
- ◆ Santa Cruz Tourism Council, 26 May 2004
- ◆ Menlo Park Neighborhood Association, 8 June 2004
- ◆ Anza Trail Coalition of Arizona, 16 June 2004
- ◆ Town of Marana Administrative Staff, 22 June 2004
- ◆ Pima County Administrative Staff, 30 June 2004
- ◆ Rotary Club of Tucson, 28 July 2004
- ◆ Arizona Statewide Historic Preservation Conference, 31 July 2004
- ◆ Tubac-Amado Chapter of the Santa Cruz County Cowbells, 3 August 2004
- ◆ Tucson Airport Authority, 3 August 2004
- ◆ Southern Arizona Home Builders Association, 6 August 2004
- ◆ Sonoita Valley Planning Group, 7 August 2004
- ◆ Bureau of Land Management, Tucson Sector staff, 17 August 2004
- ◆ City of Tucson Planning Department staff, 1 September 2004
- ◆ Arizona Planning Association, 23 September 2004
- ◆ Green Valley Chamber of Commerce, Executive Director, 12 October 2004
- ◆ Coronado National Forest Leadership Team, 22 March 2005

### **Letters of Support from Local Business and Tourism Organizations**

- ◆ Metropolitan Tucson Convention and Visitors Bureau
- ◆ Nogales-Santa Cruz County Chamber of Commerce
- ◆ Patagonia Area Business Association
- ◆ Santa Cruz Tourism Council
- ◆ Southern Arizona Homebuilders Association
- ◆ Tubac Chamber of Commerce
- ◆ Tucson Airport Authority
- ◆ Tucson Hispanic Chamber of Commerce
- ◆ Tucson Metropolitan Chamber of Commerce

## **Letters of Support from Organizations and Nonprofits Involved in Historic Preservation, Nature Conservation, and Environmental Education**

- ◆ Anza Trail Coalition of Arizona
- ◆ Arizona Archaeological and Historical Society
- ◆ Arizona Archaeological Council
- ◆ Arizona Historical Society
- ◆ Arizona-Sonora Desert Museum
- ◆ Arizona State Museum
- ◆ Center for Desert Archaeology
- ◆ Empire Ranch Foundation
- ◆ Friends of the Santa Cruz River
- ◆ Menlo Park Neighborhood Association
- ◆ Pimería Alta Historical Society
- ◆ Santa Cruz River Alliance
- ◆ The Nature Conservancy in Arizona
- ◆ Tubac Arts Council
- ◆ Tubac Historical Society
- ◆ Tucson Audubon Society
- ◆ Tucson-Pima County Historical Commission
- ◆ Tucson Presidio Trust for Historic Preservation
- ◆ University of Arizona Preservation Studies Program
- ◆ University of Arizona Southwest Center
- ◆ WestWordVision, Patagonia

## **Letters of Support from Ranch and Farm Businesses**

- ◆ J. Anthony Sedgwick, Santa Fe Ranch, Santa Cruz County
- ◆ David Parsons, Lazy RR Ranch, Santa Cruz County
- ◆ Mac Donaldson, Empire Ranch, Pima County
- ◆ Dick and Nan Walden, Farmers Investment Company, Pima County

## **Obtaining Local Political Support**

Gaining formal support from local governments and tribes, as well as from local state and federal land managers, has been critical to the progress of the designation effort. The initial step was development of a large color map showing the proposed boundaries of the National Heritage Area. This allowed officials to see how their respective jurisdictions fall within the boundaries, and what other jurisdictions are included.

Formal resolutions or letters of support were requested from all local governments, tribes, and federal and state parks and lands within the proposed boundaries. Letters of support were also requested from certain state officials, including the Governor of Arizona. To date, resolutions and letters of support have been received from every local government and tribe within the proposed National Heritage Area, as well as from every federal and state agency or official that was asked.

### **Presentations to Local Governments, Tribes, and State Officials**

- ◆ Chairman of Santa Cruz County Board of Supervisors, 25 April 2003
- ◆ Basin Managers (land managers of state and federal agencies), 21 May 2003
- ◆ Mayor of Nogales, 27 May 2003
- ◆ Santa Cruz County Board of Supervisors, 27 May 2003
- ◆ Nogales City Council, 4 June 2003
- ◆ San Xavier District Council, 1 July 2003
- ◆ Town of Marana staff, 14 August 2003
- ◆ Town of Oro Valley staff, 19 August 2003
- ◆ Marana Town Council, 21 October 2003
- ◆ Jan Leshner, Aide to Governor Napolitano, 3 November 2003
- ◆ Pima Association of Governments, 7 November 2003
- ◆ Pascua Yaqui Tribe staff, 2 December 2003
- ◆ Arizona Office of Tourism, 12 April 2004
- ◆ Jean Emery, Arizona State Parks and Pima Air and Space Museum, 28 April 2004
- ◆ Pima County staff, 30 June 2004
- ◆ Marana Town Council, 20 July 2004
- ◆ San Xavier District Council, 13 September 2004
- ◆ City of South Tucson, City Manager, 5 October 2004
- ◆ Pascua Yaqui Tribe staff, 5 October 2004
- ◆ Pascua Yaqui Tribal Council, 12 January 2005
- ◆ Santa Cruz County Board of Supervisors, 23 February 2005

### **Resolutions of Support from Local Governments**

- ◆ Pima County Board of Supervisors, Resolution No. 2003-88, 13 May 2003
- ◆ Santa Cruz County Board of Supervisors, Resolution No. 2003-18, 27 May 2003
- ◆ City of Nogales, Resolution No. R2003-05-007, 4 June 2003
- ◆ Town of Sahuarita, Resolution No. 2003-57, 8 September 2003
- ◆ Town of Oro Valley, Resolution No. (R)03-81, 17 September 2003
- ◆ Town of Marana, 27 October 2003
- ◆ Town of Patagonia, Resolution No. 03-21, 12 November 2003
- ◆ City of Tucson, Resolution No. 19726, 24 November 2003
- ◆ Pima Association of Governments Regional Council, 17 December 2003
- ◆ City of South Tucson, Resolution No. 04-39, 18 October 2004

### **Resolutions and Letters of Support from Local Tribes**

- ◆ Dallas Massey, Tribal Chairman, White Mountain Apache Tribe, 10 August 2004
- ◆ San Xavier District Council, Tohono O'odham Nation, 21 September 2004
- ◆ Vivian Juan-Saunders, Chairwoman, Tohono O'odham Nation, 30 November 2004
- ◆ Herminia Frias, Chairwoman, Pascua Yaqui Tribe, 2 February 2005



### **Letters of Support from Local Federal and State Land Managers**

- ◆ Ann Rasor, Superintendent, Tumacácori National Historical Park, 13 May 2003
- ◆ Joe Martinez, Acting Manager, Tubac Presidio State Historic Park, 22 May 2003
- ◆ Neil Donkersley, Park Manager, Catalina State Park, 22 May 2003
- ◆ John McGee, Forest Supervisor, Coronado National Forest, 2 June 2003
- ◆ Sarah Craighead, Superintendent, Saguaro National Park, 24 September 2004
- ◆ Shela McFarlin, Tucson Field Manager, Bureau of Land Management, 30 September 2004

### **Letters of Support from State Officials**

- ◆ Governor Janet Napolitano, 6 July 2004
- ◆ Margie Emmermann, Director, Arizona Office of Tourism

### **PUBLIC OUTREACH**

Since the designation effort began, a top priority has been education of local residents and stakeholder groups about National Heritage Areas, and collecting their input on the concept of the proposed Santa Cruz Valley National Heritage Area. The first steps included development of a color brochure and a website. A run of 5,000 brochures was donated by a local printer. On its existing website, the Center for Desert Archaeology created a new section with information about the National Heritage Area concept and the designation effort. These web pages were updated as necessary, and the web address is included on the brochure and all other printed materials. E-mail and phone inquiries were answered promptly, and informational materials were mailed upon request. Information tables were set up at several popular local events. At these events, Center for Desert Archaeology staff and/or members of the working group answered questions, displayed the map of the proposed boundaries, and handed out brochures and other informational materials.

A series of town meetings were held across the region between May and September of 2004. Press releases and interviews with reporters resulted in several articles explaining the concept and potential benefits of the proposed National Heritage Area, and several editorial columns came out in support of it.

### **Town Meetings**

- ◆ Nogales, 26 May 2004
- ◆ Patagonia, 30 June 2004
- ◆ Tucson, 7 July 2004
- ◆ Tucson, 21 July 2004
- ◆ Oro Valley, 25 August 2004
- ◆ Marana, 1 September 2004

*Public input  
has been  
obtained  
for this  
Feasibility  
Study.*



### **Information Tables at Local Events**

- ◆ Anza Days, Tubac State Park, 18-19 October 2003
- ◆ Arizona Archaeology Awareness Month Fair, Tempe, 20-21 March 2004
- ◆ Cienega Pioneer Day, Colossal Cave Mountain Park, 27 March 2004
- ◆ Tumacácori Information Exchange, 7 April 2004
- ◆ Governor's Tourism Conference, Tucson, 7-9 July 2004
- ◆ Empire Ranch Roundup, 11 September 2004
- ◆ Fiesta Sahuarita, 18 September 2004
- ◆ Fiesta Tumacácori, 4-5 December 2004

### **Articles in Local Newspapers**

- ◆ Nonprofit Seeks Heritage Area, *Arizona Daily Star*, 13 October 2003
- ◆ Connecting the Dots, *Arizona Daily Star*, 14 October 2003
- ◆ Supporters Working to Create Vast National Heritage Area for Watershed, *Green Valley News & Sun*, 9 January 2004
- ◆ National Heritage Area Explanation, *Nogales International*, 25 May 2004
- ◆ National Heritage Area Would Benefit Everyone, *Nogales International*, 22 June 2004
- ◆ Town Seeking Input from Citizens for a National Heritage Area, *The Bulletin*, 23 June 2004

- ◆ Heritage Could be Tourism Draw, *Arizona Daily Star, Northwest Edition*, 12 August 2004
- ◆ Santa Cruz: Stories in a Sandy Riverbed, *Arizona Daily Star, Northwest Edition*, 19 August 2004
- ◆ Q & A (with Jonathan Mabry), *Tucson Citizen*, 14 September 2004
- ◆ Make Valley a Heritage Area? *Tucson Citizen*, 26 October 2004
- ◆ Sups Support Heritage Tourism, *Nogales International*, 7 March 2005

## LOCAL FUNDRAISING

Necessary funding for the designation effort was sought from local governments, business organizations, state agencies, businesses, and civic leaders. A special fund was established by the Center for Desert Archaeology, a nonprofit 501(c)(3) corporation that has managed the fundraising and accounting. A detailed budget covering all tasks was developed for the designation effort. Appropriate potential donors were identified for specific budget categories. One of the fundraising goals was to obtain donations from a broad spectrum of public and private sources, thereby demonstrating the breadth of local support. Each formal request for a donation showed how the money would be spent and how it would be matched by other donors. To date, contributions have been received from several local governments, local and state tourism agencies, several private resorts, and a number of individuals convinced that a National Heritage Area will be good for communities in the region, will boost the local economy, and will improve the quality of life for residents.

### Major Contributions (≥\$1,000) for Designation Effort

Arizona Office of Tourism	\$10,000
Pima County	10,000
Santa Cruz County	10,000
Metropolitan Tucson Convention and Visitors Bureau	9,000
City of Tucson	5,000
Town of Oro Valley	5,000
Town of Marana	5,000
City of Nogales	5,000
Tucson-Pima County Historical Commission	3,000
Tubac Golf Resort	1,000
Esplendor Resort at Rio Rico	1,000

### Contact with Legislators

Since its inception, the designation effort has involved communication with federal legislators who represent this region. Meetings, phone calls, letters, and e-mails with legislators or their staffs have kept them informed about the development of the concept and the growing local support. Congressman Raul Grijalva declared his support from the beginning of the effort.

The chairs of the Boards of Supervisors of Pima County and Santa Cruz County wrote formal letters asking Senator John McCain, Senator Jon Kyl, Congressman Jim Kolbe, and Congressman Raul Grijalva to sponsor designation bills in the Senate and in the House of Representatives. Contact and coordination with the bill sponsors will continue during the legislative process.

- ◆ Meeting with Congressman Raul Grijalva, 15 April 2003; letter and copy of draft feasibility study, 2 November 2004
- ◆ Phone calls and/or e-mails with Rebecca Jenson, Aide to Congressman Jim Kolbe, 2 October 2003 and 10 August; letter and copy of draft feasibility study, 1 November 2004
- ◆ Letters to Congressman Grijalva, Congressman Kolbe, Senator McCain, and Senator Kyl from the chairs of the Pima County and Santa Cruz County Boards of Supervisors, 27 October 2003
- ◆ Phone calls and/or e-mails with Rachel Kondor, Aide to Congressman Grijalva, 16 September, 1 October, 22 January 2003; 1 November 2004
- ◆ Letter to Senator McCain, 14 June 2004
- ◆ Meeting with Gloria Stevens, Aide to Senator McCain, Tucson Office, 15 June 2004; letter and copy of draft feasibility study, 1 November 2004
- ◆ Meeting with Nick Matiella, Aide to Senator McCain, Phoenix Office, 29 July 2004; letter 9 August 2004; letter and copy of draft feasibility study, 1 November 2004
- ◆ Meeting with Tiana Smith, Constituent Service Representative for Senator Kyl, 21 September 2004; letter and copy of draft feasibility study, 1 November 2004
- ◆ Letter to Senator Kyl, 24 September 2004.
- ◆ Meetings in Washington, D.C. with Congressman Grijalva and staffs of Congressman Kolbe and Senators McCain and Kyl, 1 March 2005

## **LOCAL ENTITIES INVOLVED IN THE DESIGNATION EFFORT**

Four different entities have been involved with the local effort seeking a National Heritage Area designation for the Santa Cruz Valley.

The Center for Desert Archaeology has managed the designation effort, with input from the volunteer members of the Santa Cruz Valley National Heritage Area Working Group. A new nonprofit corporation, the Santa Cruz Valley Heritage Alliance, Inc., was recently created as the first step in developing a local entity that will: (1) manage the designation effort after the completion of this Feasibility Study; (2) prepare the Management Plan after designation; and (3) manage the National Heritage Area after approval of the Management Plan. The Alliance has elected interim board members and officers and has adopted interim bylaws. An expanded

board of directors and permanent bylaws will be developed following designation (see Chapter 2).

Through the entire designation effort, Tumacácori National Historical Park has served as the National Park Service partner and advisor. Those roles will continue after designation. The roles of these various entities in the designation effort are summarized below.

### **Santa Cruz Valley National Heritage Area Working Group**

- ◆ Has met monthly since April 2003, to share information regarding progress on the Feasibility Study; most meetings have been at Tubac Presidio State Historic Park, which serves as a midpoint between group members who come from both Pima and Santa Cruz counties
- ◆ Informal group open to all interested parties
- ◆ Number of participants: 10 to 25 at individual meetings; consists of some 50 persons in aggregate over time (see Appendix D)
- ◆ Many participants will likely be integrated in some fashion into the identified management entity (the Santa Cruz Valley Heritage Alliance, Inc.; see below) as board members, members of the Partnership Council, volunteers, and so forth

### **Center for Desert Archaeology**

- ◆ Arizona nonprofit corporation founded in 1989; the Center received its 501(c)(3) tax-exempt letter from the Internal Revenue Service in 1991
- ◆ Served as coordinator and financial administrator of the effort to develop this Feasibility Study
- ◆ Obtained funds for preparation of the Feasibility Study, supporting materials, and public outreach from individuals, municipalities, counties, corporations, the Tucson-Pima County Historical Commission, the Metropolitan Tucson Convention and Visitors Bureau, and the Arizona Office of Tourism
- ◆ To obtain necessary technical input for the Feasibility Study, the Center subcontracted with several individuals or groups who prepared sections of the Feasibility Study
- ◆ Works throughout the Greater Southwest to conduct community-based, preservation archaeology; Heritage Areas are a mechanism to facilitate the goals of the Center
- ◆ The Center will relegate coordination and financial management roles to the Santa Cruz Valley Heritage Alliance, Inc., upon completion of this Feasibility Study
- ◆ The Center may participate as a member of the Partnership Council in the future

- ◆ The Center is likely to contribute information to the National Heritage Area and work as a partner

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

- ◆ Created to fulfill requirement in pending legislation (“National Heritage Partnership Act”) for identification of entity that will prepare a Management Plan after designation
- ◆ Incorporated as an Arizona private nonprofit in July 2004
- ◆ Purpose of incorporation is to begin building an institution that can serve as the local managing entity of the Santa Cruz Valley National Heritage Area after designation
- ◆ Currently governed by a 24-person board
- ◆ Has adopted bylaws
- ◆ Has no paid staff or subcontracts
- ◆ Has submitted application for tax-exempt status with the Internal Revenue Service
- ◆ New board members will be named in accordance with the specific formula identified in Chapter 6, “Plan for Management Entity”
- ◆ The Alliance will prepare the Management Plan, develop a Cooperative Agreement with the National Park Service, and will manage the National Heritage Area (see Chapters 2 and 6)

### **Tumacácori National Historical Park**

- ◆ Created through executive order by Theodore Roosevelt in 1908, as Tumacácori National Monument (9 acres); boundary changes in 1958 and 1978 enlarged the park to 15 acres; expanded by Congress into a National Historical Park including Guevavi (8 acres) and Calabazas (21 acres) in 1990; expanded by Congress to a total of 355 acres in 2004
- ◆ Serves as required National Park Service partner in development of Feasibility Study and Management Plan
- ◆ Will provide comments and input to National Park Service testimony on the Feasibility Study and the Management Plan
- ◆ Will have additional roles in the management of the National Heritage Area after designation (see Chapter 2)

## PREPARATION OF THIS FEASIBILITY STUDY

The National Heritage Partnership Act that is currently working its way through the legislative process will, among other things, standardize the criteria for National Heritage Area designations and also requirements for feasibility studies. While this legislation is pending, the National Park Service has no formal guidelines for evaluating the potential of a region for National Heritage Area designation or the required contents of feasibility studies. However, most feasibility studies, whether prepared by the National Park Service or by local stakeholder groups, generally address the same central questions. These are as follows.

1. What are the nationally distinctive landscapes and stories of this region, and how are they related?
2. What significant and representative resources of these landscapes and stories are preserved?
3. What are the potentials of a National Heritage Area designation for helping preserve, enhance, and interpret these resources?
4. How will the majority of the region's stakeholders benefit from a National Heritage Area designation?
5. How broad is local support for a National Heritage Area designation?

This Feasibility Study fully addresses all of these questions. The "Proposed Concept" of the Santa Cruz Valley National Heritage Area is presented in the next chapter, followed by an inventory of the "Supporting Resources" within the proposed boundaries. The "Interpretive Themes and Related Resources" that integrate the region are summarized in Chapter 4, while Chapter 5 evaluates the "Potentials for Developing Heritage and Nature Tourism." In addition



*The nonprofit Center for Desert Archaeology has managed the initial designation effort. For more information, visit the Center's website: [www.cdarc.org](http://www.cdarc.org).*

to these elements common to other feasibility studies, included here are descriptions of a “Plan for Management Entity” (Chapter 6) and a “Conceptual Financial Plan” (Chapter 7), which are required components in the pending National Heritage Partnership Act. The National Park Service’s currently informal eligibility requirements for National Heritage Areas are addressed in Chapter 8, an “Evaluation According to Feasibility Criteria.” A comparison of “Conceptual Alternatives” is offered in Chapter 9, weighing the relative advantages of a National Heritage Area versus other approaches. This Feasibility Study concludes with a “Vision Statement” (Chapter 10). The appendices include summaries of the most important historic properties and archaeological sites within the proposed boundaries, a list of the members of the working group that has guided this designation effort, copies of resolutions and letters of support, and a draft of the designation bill.