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# MEMORANDUM

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Date: December 9, 2013

To: The Honorable Chairman and Members  
Pima County Board of Supervisors

From: C.H. Huckelberry  
County Administrator 

Re: **Canoa Ranch Community Trust and Oversight Committee Reorganization**

The Canoa Ranch Community Trust and Oversight Committee (CRCTOC), has completed its original charge and should be re-formed. The CRCTOC has accomplished a number of significant actions, most importantly, Master Plan formulation and approval; but we must now redirect our focus toward effective and efficient Master Plan implementation to meet the community's expectations. It is also critical that collaborative community-based funding efforts be initiated, in partnership with Pima County, to effectively execute the adopted Master Plan.

While bond funding will be necessary in the future, it is important to embed a significant public/private partnership component in the conservation, education, and rehabilitation-related activities to preserve, protect and interpret Canoa Ranch for the future. Today, we have two competing foundations that do not effectively communicate with each other and view each other as having opposing goals and interests. This does not result in effective oversight or collaboration.

I had hoped the two nonprofit foundations would merge and cooperatively move forward, but it does not appear there is any hope of such in the future. Given completion of the Master Plan and the expenditure of authorized bonds, the primary mission of the CRCTOC has been accomplished. The 15-member committee is too large to move to the next objective of fostering public/private partnerships.

Furthermore, factions on the CRCTOC make reconciliation and moving forward extremely difficult. Given these conditions, it is appropriate to reformulate the CRCTOC into a more conventional advisory committee structure under the designation of the Canoa Ranch Conservation Committee (CRCC) with seven members; five appointed by the Board of Supervisors, one by the County Administrator and one from the Tohono O'odham Nation. Each member shall have a term of four years and shall not serve more than two successive terms. I also suggest that a County management team be formed with representatives from Natural Resources, Parks and Recreation; the Regional Flood Control District; Facilities Management; and Sustainability and Conservation to ensure the open space, watershed and cultural resource values are protected, interpreted and appropriately managed in the

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implementation of the Master Plan. This team is effectively formed today, but it needs to be formalized. The purpose of the team will be to provide technical, management and administrative support for the new CRCC.

The County has invested over \$14.8 million in Canoa Ranch, including \$10.8 million for land acquisition and \$4 million for infrastructure improvements. We cannot and will not allow organizational competitiveness to impede further progress in securing, preserving and conserving Canoa Ranch.

I will be asking the Board of Supervisors to consider formalizing this new CRCC on or before January 1, 2014. I will also be recommending the following mission for the new committee:

*To assist the Pima County Natural Resources, Parks and Recreation Department in reviewing and making recommendations to the County Administrator and the Board of Supervisors regarding all public/private partnership proposals for the conservation, restoration, expansion and development of Canoa Ranch put forward by foundations and other organizations. In addition, the Canoa Ranch Conservation Committee will work collaboratively to acquire funds and promote future bond funding for the implementation of the Canoa Ranch Master Plan.*

I would like to thank the CRCTOC for their invaluable assistance in completing the Master Plan and oversight of the first bond expenditures for Canoa Ranch.

CHH/mjk

c: John Bernal, Deputy County Administrator for Public Works  
Linda Mayro, Director, Sustainability and Conservation  
Chris Cawein, Director, Natural Resources, Parks and Recreation  
Robert Vaughn, Special Projects and Trades Division Manager, Natural Resources,  
Parks and Recreation