

A large green industrial machine, possibly a press or mill, is the central focus in a factory setting. A man stands at a podium with a microphone, addressing a seated audience. The machine has the number '35' on its side and 'LSS 12 72' on its upper part. The background shows the industrial structure of the factory with wooden beams and windows.

2014

# ANNUAL REPORT



ecotrust

Ecotrust is working to  
build a new economy  
that restores nature  
and invests in people.

Dear Friends,

The myth that matters most today is planet Earth, our relationship to it and to each other.

Such an expansive worldview requires that we embrace the whole life system and address the health of both human and nonhuman conditions in everything we do. Every action, every project, every business, every policy, every initiative worthy of our wholehearted support must target the intersection of social, economic, and environmental wellbeing. Every transaction should strive to enhance both people and place.

This doesn't mean our work need be complicated or difficult. It is a simple test: Does our work improve the environment? Not just do less harm, but does it actually restore and improve water, soil, air, climate, biodiversity? Does it create and improve job opportunities across a wide spectrum of society and make economic common sense? Are we giving to get or just getting?

For twenty-four years, Ecotrust has been working to leave this place we call home better than we found it. We can't do it without you.

Together we restored forests, streams, farmlands, and fisheries across our bioregion while investing in local communities—from protecting one of the last intact coastal estuaries in Oregon, to managing over 30,000 acres of forestland to provide clean water, wildlife habitat, carbon sequestration, and jobs for local communities, to helping provide hundreds of our youngest and most vulnerable preschoolers with access to healthy, local food in their classrooms. We are only just beginning; there is much to do to inspire people around the world to imagine a more reliable prosperity for both people and planet.

*Spencer B. Beebe*

Spencer B. Beebe  
Founder, Executive Chair



# SALMON NATION

Twenty million people share our home in this place we call Salmon Nation. It spans 100 million acres between San Francisco and Anchorage and generates over \$500 billion in economic activity each year, yet is only a sliver of the range that Pacific salmon once ran. The historic salmon runs remind us of our heritage—what is, was, and, maybe, could be again.

Salmon Nation offers a framework for our thinking—a nature state, not a nation state—based on interconnection and the broad distribution of wealth between marine and terrestrial, freshwater and saltwater, urban and rural. Our work is to figure out how to organize our communities and economies to sustain, or even restore, that wealth into the future.

Salmon Nation is about the connection between people and place—loving where you live and leaving it better than you found it.



**CURRENT EXTENT OF SALMON  
IN NORTH AMERICA**

**HISTORIC EXTENT**



58

TRIBAL LEADERS  
HONORED

14

YEARS

*Indigenous Leadership Award*  
**CELEBRATING CULTURAL  
REVITALIZATION**

In 2014, we celebrated our 12th Indigenous Leadership Awards, in which we honored five more outstanding native leaders from our region for their dedication to their culture and work to improve economic and environmental conditions of their homelands and people.

We honored Annita McPhee (Tahltn), Arthur Williams Sterritt (Gitga'at), Eric J. Quaempts (Yakama), Roy Sampsel (Choctaw/Wyandotte), and the awardee, Roberta Reyes Cordero (Coastal Band of the Chumash Nation). These five honorees bring the number recognized since 2001 to 58 through a generous endowment to support our native communities.



*Natural Capital Center*  
**NURTURING COMMUNITY**

Ecotrust’s home in the Jean Vollum Natural Capital Center has become a hub for a new economy in which natural capital—the flow of goods and services from nature—is our measure of prosperity and resilience.

Every day, the building comes alive with people who come to work at one of over a dozen diverse organizations and social enterprises, to grab a quick Oregon-grown lunch, or to learn and celebrate at one of our engaging events. This year we held over 500 events, including the sold-out Local Hero Awards where our board member Nell Newman joined us in honoring five outstanding local food change-makers.

*Attendees at the Local Hero Awards on June 12 at the Natural Capital Center, Shawn Linehan for Ecotrust*



# FOOD

Food is at the heart of every community. It brings families and neighbors together, defines and blends culture, nourishes health, and fuels life. But in the face of resource scarcity, unequal distribution, and growing global demand, we need a new regional model for our food system capable of building community resilience.

We are helping entities that spend millions on food—including school cafeterias, university dining halls, corporate cafes, and regional restaurant chains—buy local. We coordinate the development of scale-appropriate aggregation, processing, and distribution infrastructure to move food within regions. And we support family-scale farmers, ranchers, fishermen, and food processors to feed their communities and steward their land.



**“For really new ideas of any kind ... there is no leeway for such chancy trial, error, and experimentation in the high-overhead economy of new construction. Old ideas can sometimes use new buildings. New ideas must use old buildings.”**

**—JANE JACOBS, *THE DEATH AND LIFE OF GREAT AMERICAN CITIES***

*The Redd on Salmon Street*

## **BUILDING A HUB FOR THE NEW FOOD ECONOMY**

The Redd on Salmon Street is two full city blocks—a 1918 industrial ironworks and adjacent contemporary warehouse, office, and showroom—that we are transforming into a working urban ecosystem for the local food economy.

Located in Portland’s Central Eastside—a vibrant and emerging district full of iconic industrial spaces and entrepreneurial spirit—the Redd on Salmon Street will spawn authentic local food-related enterprises in Portland, connect them

to the rich producers in surrounding farmlands, and provide the infrastructure and last-mile logistics to begin scaling a robust regional food economy across the Pacific Northwest.

In its most physical form, the project means rejuvenating two warehouses and repurposing them to meet the needs of today’s entrepreneurs—combining warehousing, production, and education spaces. In economic terms, affordable rent—designed to release the energy of young food businesses—will continue to support the growth of a diverse food economy. In cultural terms, the Redd

will be authentic: it will be modeled on the original machinery, foundry, metal stamping and manufacturing buildings of 1918. It will emphasize the software of community building and the hardware of traditional barn-like structures.

And in environmental terms, it will not just be “certified” by leading green building standards but will use local materials, capture and reuse water, minimize energy use, and provide the infrastructure to enforce the mutually reinforcing web of farm to table that creates jobs, restores land, water, and habitat, while mitigating climate change.

# 800+

OREGON PRESCHOOLERS  
EATING HEALTHY, LOCAL FOOD

# 13

FARM TO PRESCHOOL  
LEADERS IN OREGON



*New Day School,  
Shawn Linehan for Ecotrust*



## *Farm to School*

## **GROWING A BRIGHTER FUTURE**

**“If we’re not feeding brains  
and bellies at the same time,  
we’re not doing our jobs.”**

—KRINA LEE, EXECUTIVE DIRECTOR  
SALEM-KEIZER EDUCATION FOUNDATION

In 2014, we launched a mini-grant program to boost the Farm to Preschool movement in Oregon, which connects young children (ages 0 to 6) with healthy, local foods at a point in their development when their reception to flavor is still open to formation. Through the program, Ecotrust is prioritizing some of the most vulnerable children and families in Oregon, including Head Start, child care centers, relief nurseries and emergency shelters, and family child care sites.

This program builds on our extensive work in Farm to School across the region, helping school districts build partnerships with small and midsize food producers to transform their menus.

We see school lunch as a gateway to critical changes in our food system. Because public schools serve all students, no matter their family income, and collectively have enormous purchasing power, schools can lead a sea change away from business as usual and towards a new economy: one that offers fresh, healthy food to all residents, living wages

and expanded opportunities for farmers, producers and food workers, and methods of food production that renew our resources.

**“We see school lunch as a  
gateway to critical changes in  
our food system.”**

—STACEY SOBELL, DIRECTOR  
ECOTRUST FOOD & FARMS  
AND WESTERN REGIONAL LEAD,  
NATIONAL FARM TO SCHOOL NETWORK

A photograph of a dense forest of tall evergreen trees, likely Douglas firs, situated along a shoreline. The trees are reflected in the calm, turquoise water in the foreground. A misty or foggy atmosphere hangs over the forest, obscuring the upper parts of the trees and the sky. The shoreline is composed of light-colored gravel and some low-lying vegetation. The overall scene is serene and natural.

# FORESTS

Here in the Pacific Northwest, forests are fundamental to our way of life, providing immeasurable social, economic, and environmental benefits to local communities. But too often, our forests are managed only for the timber they produce.

Ecotrust's Forests and Ecosystems Services program aims to transform the way we manage our forests to one that more closely mimics natural forest processes. We are demonstrating that our forests can store more carbon, provide high-quality native fish and wildlife habitat, offer recreational and economic development opportunities, and produce clean and abundant water, all while supporting a robust and reliable forest products industry.



### *Forest Planner*

## **MAPPING OUR FUTURE FORESTS**

**“We need to invest more in collecting and using information about how to live in harmony with the land. Forest Planner is an important part of doing that.”**

—PETER HAYES, OWNER  
HYLA WOODS

Practicing good forest management to filter air and water and shelter wildlife while providing timber and reliable jobs and incomes is complicated—especially for private landowners with limited resources.

This past year, Ecotrust launched Forest Planner, an easy-to-use online tool that helps landowners map their properties, build customized management plans, and model sustainable forest practices or harvesting techniques before cutting a tree and building a road. Take a look at



**64**  
JOBS CREATED

**92**  
YEAR-OLD FAMILY-RUN  
COMPANY SAVED

[www.forestplanner.ecotrust.org](http://www.forestplanner.ecotrust.org). They now have access to the latest digital tools to make better management decisions that benefit people and nature.

### *Rough & Ready*

## **REBUILDING VITAL MILLS**

In March 2014, Ecotrust announced a \$4 million federal New Markets Tax Credit investment to help upgrade and reopen Rough & Ready’s small-diameter mill. The mill is being redesigned to process small logs harvested from forest thinning projects on public lands—a management plan designed to improve forest health and

reduce the increasing risk of forest fires. This investment in Rough & Ready gets the people and the forests of Southwest Oregon back to work. The reopened mill creates 64 jobs and strengthens the surrounding economy in Josephine County, which holds one of the highest unemployment and poverty rates in Oregon.

**“Everything is dependent on the success of how we use our resources.”**

—LINK PHILIPPI, OWNER  
ROUGH & READY LUMBER



# ECOTRUST FOREST MANAGEMENT

Ecotrust Forest Management (EFM), a forestland management and advisory services company, celebrated its 10th anniversary in 2014. With 30,000 acres of forestland now under management, EFM works on behalf of investors across the region to enhance forest health and productivity and produce a diverse array of forest products and services including timber, biomass, carbon, and improved habitat and water quality.

EFM closed its second fund, the \$60 million Ecotrust Forests II, this year. The fund will acquire regional forestland with unique cultural and environmental value for restoration and eventual transfer to long-term, conservation-oriented landowners, such as tribal entities or state agencies.

# 13,000+

ACRES OF DRY FORESTLAND  
UNDER EFM MANAGEMENT



*Youth crews at Desolation Creek,  
Marty Eisenbraun*

## *Desolation Creek*

### **RESTORING DRYLANDS**

**EFM was once again named among the “Best for the World” for overall social and environmental impact by the nonprofit group B Lab, and a top 50 global impact investment manager by Impact Assets.**

Over 13,000 acres of dry forestland, grazing lands, and salmon habitat in the North Fork of the John Day Watershed in Eastern Oregon are now under management by EFM. The Desolation Creek property, overharvested for decades, will now be managed to restore forest health and fish habitat, low-impact grazing on surrounding grasslands, and recreation for local communities and visitors. Our work at Desolation Creek will create jobs, improve forest health, and restore habitat for Chinook, steelhead, and the endangered bull trout.



*Moss Creek, Garibaldi Property,  
Carla Hudson*

## *Moss Creek*

### **BATTLING CLIMATE CHANGE BY IMPROVING FORESTS**

EFM and Chevrolet recently registered the Northwest’s first verified forest carbon project on the Moss Creek watershed portion of the EFM’s Garibaldi property, located on the Oregon Coast. Chevrolet has signed on with EFM to reduce timber harvests, expand old-growth tree reserves and manage land for wildlife habitat in order to capture more carbon than typical industrial forestry on 980 acres of the Garibaldi property.

The actions will protect habitat for the endangered marbled murrelet seabird and improve the quality of drinking water for the nearby town of Garibaldi.

**“What stands out with Moss Creek is how its production of offsets directly benefits private commercial landowners, local rural communities, and threatened, endangered species that are dependent on intact forest habitat.”**

**—PATRICK NYE, SENIOR CONSULTANT  
BONNEVILLE ENVIRONMENTAL FOUNDATION**



# OCEANS AND FISHERIES

Our oceans and watersheds host a dazzling array of life, while contributing 2.3 million jobs and \$138 billion annually through the fishing industry to the U.S. economy alone. By 2025, an estimated 6 billion people will live within 50 miles of the sea around the world. How will all these people live and eat, while protecting ocean ecosystems for future generations? Well-managed fisheries will play a huge role.

We invest in fisheries networks and local organizations that actively pursue innovation in the stewardship of fisheries, marine ecosystems, and watersheds.



*Sarah Bates (in background) captains one of the few woman-owned commercial fishing boats in California  
Jason Houston for Ecotrust*



*California sea urchins,  
Jason Houston for Ecotrust*



*Fish from the Piky, a hook and line tuna boat,  
Jason Houston for Ecotrust*



*Packing and delivering the weekly fish share  
Jason Houston for Ecotrust*

## Community Fisheries Network **UNITING FISHERMEN TO PROTECT OCEAN HEALTH**

**“My children are a part of our family’s business; they get to see what we do, understand the challenges, the fish, the ocean, so there’s a future for them.”**

**—LINDA BEHNKEN, EXECUTIVE DIRECTOR  
ALASKA LONGLINE FISHERMENS’S ASSOCIATION**

The Community Fisheries Network (CFN) is comprised of fifteen community-based fishing organizations from across the United States that have joined together to protect ocean health and increase the long-term sustainability of commercial fishing.

Members from Alaska to Maine participate in the CFN and are pioneering new techniques of direct sales, fisheries conservation, and access to traditional, cultural uses of coastal resources. We help

the CFN share sustainability standards, technology tools for accountability, business methods, and collaborative branding and marketing to answer consumer’s demand to know who caught their fish and how it was harvested.

These cooperative efforts amplify the voice of local fishing communities to further regional and national policies that protect the health of our oceans and the livelihoods of the communities that depend on them.

**“We all need to do our part to protect the environment as it is ultimately the source of the food we eat and the air we breathe. If you eat, you need to support the people who provide you with food and recognize their efforts to do it right.”**

**—AMY GRONDIN, CFN MEMBER AND  
FISHERMAN, PORT TOWNSEND, WA**

# 1195

ACRES OF ESTUARY SECURED

# 6

MILES OF STREAM HABITAT FOR  
SALMON RESTORED



## *Sand Lake & Waite Ranch* **RESTORING CRITICAL COASTAL ESTUARIES**

**“The Sand Lake estuary is one of the most pristine, intact areas on the coast. These kinds of opportunities are rare, and directly contribute to the physical and economic health of the community.”**

—JAY GRAVES, COMMISSION CHAIR  
OREGON STATE PARKS

In 2014, Ecotrust and partners secured 350 acres of Sand Lake, one of the last unprotected estuaries on the Oregon coast. This beautiful and ecologically important property is now permanently protected within the Oregon State Parks system. The Sand Lake property includes ocean beaches, wetlands, and forests that are important habitat for birds, mammals, and salmon.

The property connects the ocean and estuary to the Siuslaw National Forest to the North. Recent surveys identified more than 43 species of birds at Sand Lake, including the bald eagle, dunlin, rufous hummingbird, and willow flycatcher, which are all North Coast basin priority species. Bear and cougar have been sighted on the property, and it provides important habitat for coho and chum salmon and steelhead.

Further down the Oregon Coast, over the past five years, Ecotrust has directed more than \$700,000 toward restoring the former Waite Ranch on the lower Siuslaw

River as a tidally-influenced wetland, re-establishing high-quality habitat for many species of native fish, waterfowl, and shorebirds.

Formerly a 216-acre dairy farm, Waite Ranch contributes to what is now a 1,195-acre mosaic of Siuslaw estuary conservation properties. In partnership with The Siuslaw Watershed Council and McKenzie River Trust, we plan to restore approximately 200 acres of tidal wetland and six miles of high-quality feeding and rearing habitat for salmon, waterfowl, and other aquatic species.

A photograph of a sandy dune with beach grasses and a wooden boardwalk at sunset. The boardwalk is made of weathered wooden planks and runs along the edge of the dune. The sand is light-colored and the grass is green with some yellowing tips. The sky is a mix of orange and blue, suggesting the time is either dawn or dusk. The overall scene is peaceful and natural.

# POINT 97

After a decade of developing innovative ocean planning tools, Ecotrust's Marine Consulting Initiative launched Point 97, a for-profit, for-purpose technology company, to achieve greater impact and scale new solutions to balance ocean health, food security, and economic opportunity. Our mobile data collection apps, dashboards, and databases for managing marine resources are used by private businesses, state and federal agencies, regional ocean planning bodies, and private organizations like the Surfrider Foundation, The Nature Conservancy, World Wildlife Federation (WWF), and USAID.



## Solomon Islands

### MOBILIZING SMARTER RESOURCE MANAGEMENT

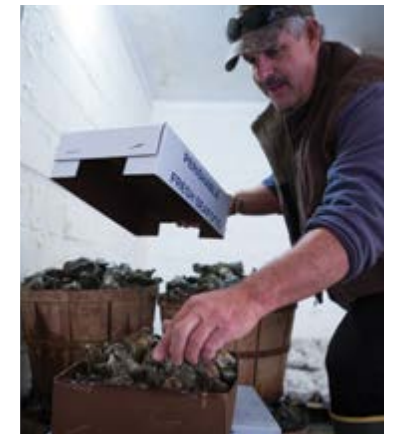
**“In the Caribbean our ocean connects us all, and this partnership formally recognizes the linkage between us.”**

—JEAN-PIERRE ORIOL, COMMISSIONER  
U.S. VIRGIN ISLANDS DEPARTMENT OF  
PLANNING AND NATURAL RESOURCES

In islands throughout the Coral Triangle, countries like the Solomon Islands are beginning to see demand for seafood outstrip supply and threaten an important food source and economic driver. Using our data management platform to collect, store, and visualize data collected from fish vendors, the Solomon Islands Ministry of Fisheries is now able to track harvest trends over time and assess the socio-economic and biological impacts of changes or fluctuations in fish populations.



Commercial fishing of clams, oysters, crabs, and lobster,  
Jason Houston for Ecotrust



Winning the USAID Pioneers Prize in Science and Technology for design and application of the mobile data management platform, the Hapi Fis Hapi Pipol project in the Solomon Islands is leading to 2015 projects with the U.S. State Department, USAID, and Ecotrust Canada to build more sustainable fisheries in Asia Pacific, Gulf of Mexico, and African coastal regions.

## Ocean Data Portals

### COLLABORATING ACROSS REGIONS

Supported by National Ocean Policy, five of the nine U.S. coastal regions have identified a need for a central technology

solution to easily share and access data, visualize marine and coastal planning priorities, and drive greater collaboration among diverse stakeholders.

With Point 97 Ocean Data Portals, the Mid-Atlantic Regional Ocean Council (MARCO), Southeast Governors Alliance, Caribbean Regional Ocean Partnership (CROP), and West Coast Governor's Alliance are informing and inspiring decision-makers on a wide variety of coastal issues through the use of data catalogs and interactive marine spatial planning tools. In 2014 the West Coast Ocean Data Portal was recognized by ESRI with a Special Achievement in GIS award.

# OUR TEAM

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Sam Beebe  
Spencer Beebe  
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Cheryl Chen  
Ronan Cranley  
Daniel Crowther  
Stacey Gerritse  
Seth Hill  
Drew Seminara  
Charles Steinback  
Jennifer Walsh

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Juliana Baseman  
Kala Biittner  
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Chad Derosier  
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Tim Glaser  
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<i>Michael Scott Burrelle</i>	Lindsay Mangan	Edward Norton, Sr.	Anna-Lisa Robbins	Ofelia and Larry Svart	Cheryl Winget
Nancy Khuu	Joelle and Crockett Marr	Susan O'Connor	<i>On behalf of</i>	Bianca Swartz	<i>In honor of</i>
Amy Kimmick	Christine Marshall	Benjamin Olds and	<i>Tom and Julie Kearney</i>	Virginia Sybert	<i>Heather McPhee's</i>
TJ King	Mike Messier	Nadine Gartner	James Rohan	Rachel Tallent	<i>Birthday</i>
Joan Kirsch	Roger Meyer	Michael Olds and	Joel Rotert	Victor Telesino	Edward Wolf and Karen
Amy Klatzkin and	Sheila Meyer	Gloria Borg Olds	Lois and Arthur Roth	Tatiana Terkulova	McKay
Terry Fry	Rodney Miceli	Matt Olmon	Jon Roush	Karie and David Thomson	<i>In memory of</i>
Michael T. Kovacs and	B. Jenkins Middleton	Mary O'Malley	Katie Russell	Elizabeth Tonsmeire	<i>Jack Hood Vaughn</i>
Mariko Ominami-Kovacs	Thomas and	Gilman and Marge	David and Deborah	David and Enid Traisman	Erskine and Sandy Wood
Kari-Ann Aga Kvestad	Louise Middleton	Ordway	Rutherford	Michael Traylor	Anita and Craig Woods
E. Randolph Labbe	Linda Miller	Rika Otake	Paula Ryan	Robert and Pamela Turner	Robert Woolley
Adam Lane	Kate Mills	Catherine T. Palmieri	Carol Sanford	Heitor Valadao	Richard and Mary Worrell
James and Luise Lane	Paul and Laura Milne	William G. Percy	Jennifer Schimmel	Rian vanden Hooff	Kyle Wright
Brian Leitner	Martin Mondello	Tom and Marie Penchoen	Robert Schutt	James Vannurden	Josette Yolo
Elizabeth Lembke	Ray Monnat	Mandy Pershing	F. Jason Scott		Paul Yunker

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Kate Tisdale

Spencer Utz

Kasi Warren

Thank you to all of our supporters. We simply can't do this without you.

FINANCIAL STATEMENTS

Assets

	2013	2014
Cash	\$4,687,038	\$4,738,689
Grants & Accounts Receivable	1,423,101	2,421,936
Notes Receivable (net)	99,122,131	127,372,990
Investments	6,448,470	6,965,638
Investment in Ecotrust Forests LLC	4,807,553	3,809,415
Prepaid Expenses & Other Assets	717,265	568,588
Property & Equipment (net)	9,819,347	12,257,603
<b>Total Assets</b>	<b>\$127,024,905</b>	<b>\$158,134,859</b>

Liabilities

Accounts Payable	\$335,299	\$245,902
Accrued Liabilities	803,092	1,160,761
Deferred Revenue	137,994	517,846
Notes Payable	3,784,131	4,893,858
<b>Total Liabilities</b>	<b>\$5,060,516</b>	<b>\$6,818,367</b>

Net Assets

Unrestricted Net Assets	\$13,398,674	\$ 12,159,931
Temporarily Restricted Net Assets	2,577,842	2,653,867
Permanently Restricted Net Assets	4,342,759	4,542,759
<b>Total Net Assets</b>	<b>\$20,319,275</b>	<b>\$19,356,557</b>
Investor Member Interest	\$101,645,114	\$131,959,935
<b>Total Liabilites, Net Assets &amp; Member Interest</b>	<b>\$127,024,905</b>	<b>\$ 158,134,859</b>

FINANCIAL STATEMENTS

Revenues, Gains,  
& Other Support

	2013	2014
Grants & Contributions	\$5,969,899	\$5,496,024
Contracts, Services, & Special Events	3,742,356	5,347,304
Investment Return	2,080,927	1,625,856
<b>Total Revenues</b>	<b>\$11,793,182</b>	<b>\$12,469,184</b>

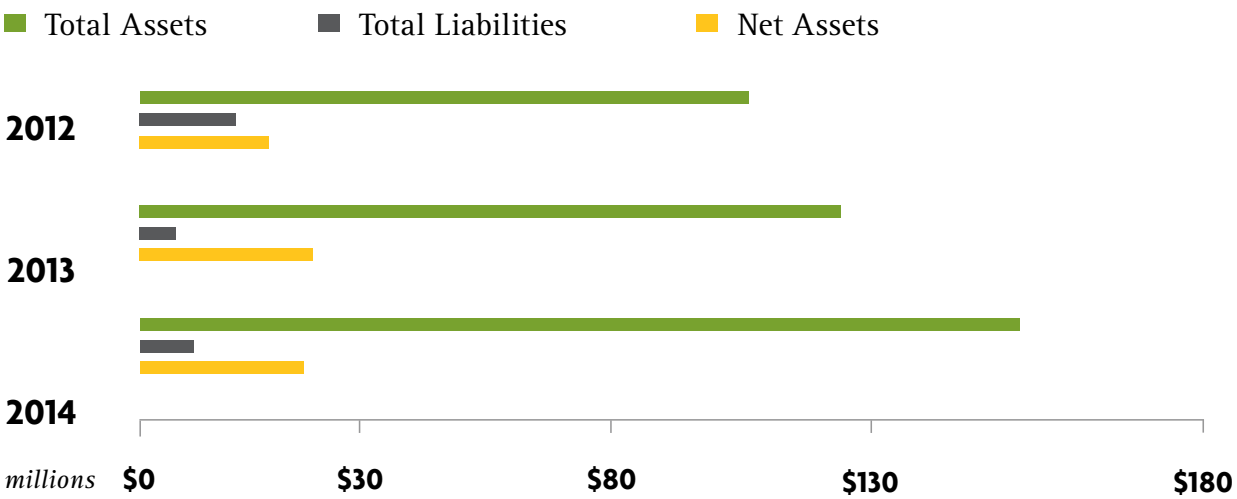
Expenses

Fisheries	\$771,833	\$178,712
Forests & Ecosystem Services	1,862,838	1,566,299
Food & Farms	357,404	413,908
Indigenous Leadership	134,274	295,116
Knowledge Systems	2,670,280	2,836,411
Natural Capital Holdings	3,268,815	5,362,698
Supporting Services		
Development	387,001	361,607
Management & General	839,314	794,727
<b>Total Expenses</b>	<b>\$10,291,759</b>	<b>\$11,809,478</b>

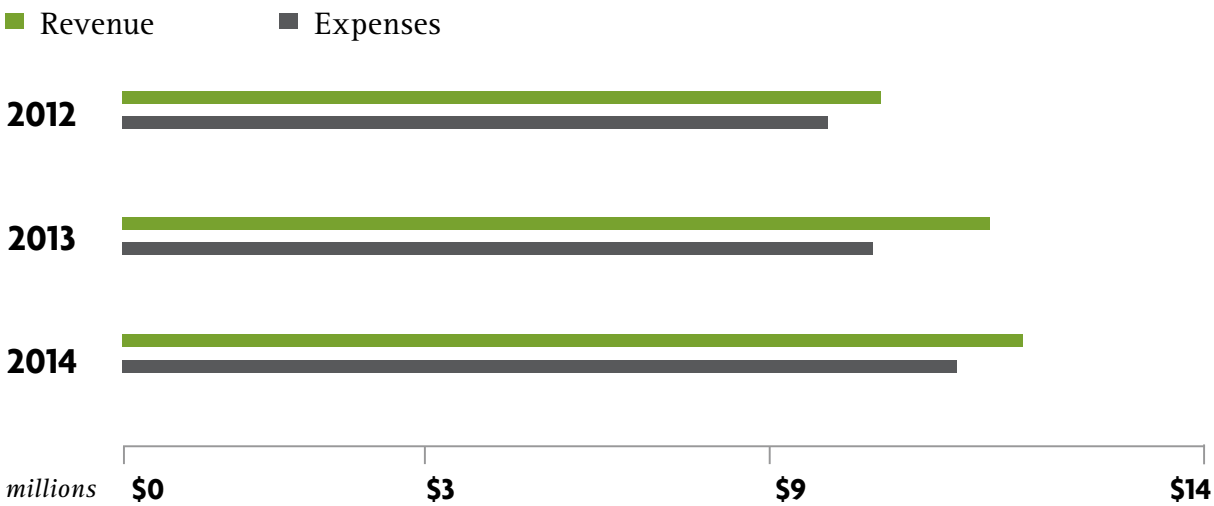
<b>Revenue in Excess of Expenses</b>	<b>\$1,501,423</b>	<b>\$659,706</b>
Investment Member Interest	\$152,146	(\$1,622,424)
Capital Contributions (net)	–	–
<b>Increase in Net Assets</b>	<b>\$1,653,569</b>	<b>(\$962,718)</b>

# FINANCIAL STATEMENTS

## Total Assets, Liabilities, & Net Assets



## Revenues & Expenses



“The answers, if they are to come, and if they are to work, must be developed in the presence of the user and the land.”

–Wendell Berry



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