



Living Oceans Society 2011 Annual Report



Healthy Oceans. Healthy Communities.

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PHOTO: "A SIMPLER WAY, A CLEANER WAY" BY BRIDGET FORSTAD WAS ONE OF THE PRIZE WINNERS IN OUR 2011 OCEAN EXPOSURES PHOTO CONTEST. WE'RE USING SOME OF THE CONTEST PICTURES IN THIS ANNUAL REPORT, ON OUR WEB SITE AND IN OUR PRINT PUBLICATIONS TO HELP TELL THE STORY OF OUR OCEANS AND WHY IT'S SO IMPORTANT THAT WE PROTECT THEM.





ABOUT LIVING OCEANS SOCIETY

Living Oceans Society is proud of our track record of collaborative solutions that deliver results. We have been a leader in the effort to protect Canada's Pacific coast since we formed in 1998. We are based in Sointula, a small fishing village on the Central Coast of British Columbia, yet our influence is national.

Our vision: Canada's oceans are sustainably managed and thriving with abundant sea life that supports vibrant and resilient coastal communities.

To support this vision, Living Oceans Society:

- Engages in scientific, social and economic research to ensure all of our campaigns are well grounded
- Interprets scientific data for diverse audiences through maps, reports and other publications that assist stakeholders to identify common ground
- Engages with government, industry and the people who live and work on the coast to create viable solutions to ocean conservation issues
- Promotes sound public policy based on ecosystem-based management
- Empowers coastal communities to protect the ocean resources they depend upon.

LETTER FROM THE EXECUTIVE DIRECTOR



Ocean issues have been a major focus of my work since I arrived in Vancouver in 1993. Working with the precursor to what is now the Coastal Alliance for Aquaculture Reform, I helped lobby for and attended the Province of British Columbia's Salmon Aquaculture Review (1995-7) and have followed the campaign's progress very closely since that time. Living Oceans' work to educate consumers and retailers of salmon to choose sustainable seafood has had remarkable success, proving once again that well-researched markets campaigns that allow consumers to 'vote with their dollars' are among our most powerful tools.

The best tools we have are those that engage Canadians and empower them to take the leadership that our governments have shirked. Just now, as government has abdicated its responsibility to protect wild fish, oceans and the climate (among the many other things it has taken off the agenda) and has decided to bet the farm on tar sands oil, I see an enormous opportunity for Living Oceans to work with communities all across Canada to create a new vision.

We need to imagine the 'blue/green economy' that we want and work with the nation's heartland to find a path for creating it. We can take the legislation to which this government has laid waste and make the improvements it always needed anyway. We can work to preserve and enhance this country's capacity for science and science-based management. And when we're done, we can set the agenda for the next government of Canada.

Best Regards,

A handwritten signature in blue ink, which appears to read 'K. Wristen'.

Karen Wristen,
Executive Director

LETTER FROM THE CHAIR

The year 2011 closed on a momentous note for Living Oceans Society, with founding Executive Director Jennifer Lash announcing her resignation to take up new responsibilities for Canada's environment. It was Jen's passion, drive and professionalism that created an organization that is renowned today for its credibility and commitment to marine conservation. She and the Living Oceans team moved Canada's ocean conservation movement forward by leaps and bounds during the 12 years of her leadership. It is a stunning legacy of achievement in which all of our members and supporters can take pride.

I have been proud to be associated with the organization during Jen's leadership, as Chair, advisor and friend. I watched and applauded the efforts of incredibly talented staff as they built campaigns on science, sound conservation values and community involvement. Never shirking from engaging directly with government and industry, Living Oceans brought them to the table with the communities directly impacted by their decisions.

Jen's leadership is a tough act to follow, but never more so than now that the federal government has adopted such an oppositional stance toward the environment and the people who work to protect it. The Board was accordingly pleased and excited that founding board member Karen Wrsten agreed to take up the challenge—Karen's long experience in the environmental movement, coupled with her legal training and strategic leadership capabilities give us comfort that Living Oceans will chart a compelling course for the future of the oceans and the communities that depend on them.

Sincerely,



Astrid Scholz,
Chair



MARINE PLANNING AND PROTECTED AREAS

In 2011 our campaigners balanced their time in meeting halls and community events on the British Columbia coast with being out on the water, learning more about the many ways that people use the ocean. Everywhere we went we championed ecosystem-based management and an effective network of Marine Protected Areas as essential components of marine planning.



Establishing Marine Protected Areas (MPA)

Living Oceans participated in advisory groups for a proposed marine National Wildlife Area (mNWA) for the Scott Islands and the Hecate Strait Sponge Reef MPA. We worked to ensure that the protected area boundaries were sufficient and conservation goals were effectively represented for these crucial marine habitats.

Over two million seabirds live on the Scott Islands at certain times of the year, making the islands a nationally and internationally Important Bird Area. Establishing an mNWA in the waters around the Scott Islands will protect critical seabird feeding areas thereby increasing the resiliency of the seabirds and the rest of the food web.

Living Oceans is actively engaged in negotiations to develop a management plan for an MPA for the B.C.'s glass sponge reefs. Our goal is to achieve formal protection designation in 2013. Some parts of these reefs are over 9,000 years old and were thought to be extinct until their discovery in 1987. The only place in the world where they are known to exist is on the Pacific coast of Canada and Washington State.



We're working to ensure that bottom trawling and longline fisheries will be excluded from the Hecate Strait Sponge Reef MPA.

PHOTO: KARIN BODTKER



Between March and September the Scott Islands are home to a spectacular diversity of wildlife, including important colonies of sea lions and seabirds.



PNCIMA

For the last several years Living Oceans has championed the tripartite federal, provincial and First Nations marine planning process for the North Island, Central and North Coast and Haida Gwaii. The planning process and the region were both tagged with the unfortunate bureaucratic acronym ‘PNCIMA.’ At the time, we saw the PNCIMA process as the best chance to protect the region’s waters and create the conditions for people to speak their minds about how the ocean and marine resources should be used.

In August 2011 the federal government withdrew from the funding agreement for PNCIMA marine planning after lobbying by the shipping sector and Big Oil convinced the Prime Minister’s office that the process could be an obstacle to the passage of oil tankers from the Northern Gateway Pipeline’s Pacific terminus. The multi-party agreement fell apart and the federal government moved forward alone on a “refocused” plan to achieve only some of the elements that had originally been proposed. Although the usefulness of a PNCIMA marine plan was thrown into question, the relationships forged over the years with the many stakeholders and sectors endured and in some cases grew stronger due to our need to communicate through the uncertainty.

By the close of 2011 we were working with the Province of British Columbia and First Nations governments as they developed a more thorough and detailed marine planning process that will include all the elements originally part of PNCIMA with even more extensive local planning and stakeholder engagement. That process is called the Marine Planning Partnership for the North Pacific Coast, or MaPP for short.



The majority of marine businesses in northern Vancouver Island rely not only on the fish and whales which the ocean supports, but on its natural beauty as well.

Research and Reporting

To gain a clear picture of the importance of the ocean environment to the well-being of North Island residents, we interviewed citizens throughout the region to learn about the direct contribution of marine industries to their communities and where these activities occur. The report, ***Quantifying Nature's Bounty: The Contribution of Marine Ecosystems to Local Communities***, found that almost 30 percent of northern Vancouver Island's economy depends on a healthy ocean.

The joint study conducted with the Regional District of Mount Waddington demonstrated a number of links between the livelihoods of people and business in North Island communities and the ocean riches they depend upon.

A 1950s detective theme set the tone for our ***The case of the Missing Marine Protection*** brochure, a *noir* take on the state of fisheries closures and MPAs. The brochure passed on “just the facts, Ma’am” from our research that had been published in scientific journals in a more accessible format. We presented the brochures to all the Members of B.C.'s Legislature and Members of Parliament with marine constituencies in order to increase their awareness of the need for better coordination between MPAs and fisheries management.

We drew attention to the mystery of why fishing continues to be permitted inside the boundaries of most MPAs on Canada's Pacific coast.



SUSTAINABLE FISHERIES

Living Oceans' Sustainable Fisheries Campaign supported our marine planning efforts with a rigorous synthesis of ecosystem-based management (EBM) concepts, principles and ecological conservation objectives. This resource provides the foundation for applying EBM principles to every fisheries management and marine planning process for the B.C. coast.

Improving the B.C. groundfish bottom trawl fishery

For well over a decade, Living Oceans has led the efforts to stop the damage and destruction to corals and sponges that occurs when bottom trawl fisheries are not managed properly. We put a lot of effort into this issue, analyzing data, producing reports, giving presentations at all sorts of meetings, and of course, developing and leading the *Finding Coral Expedition* to bring this issue to light for everyone.

In 2011 our Sustainable Fisheries campaign helped broker a precedent-setting agreement between the conservation community, the federal government and the groundfish trawl industry to develop a suite of innovative coral and sponge conservation measures for this fishery. Living Oceans Our award-winning marine mapping and analysis team also played a critical role in this effort. Their sophisticated data analyses generated from a number of different sources allowed both conservation and industry representatives to evaluate possible options to improve protection for deep sea corals and sponges. The measures developed include a frozen trawl 'footprint', individual vessel limits on coral and sponge catch, a procedure to be followed when vessels encounter corals or sponges, and the development of a formal habitat conservation committee composed of representatives from environmental groups, the trawl industry and government. While these measures were not put into action until early 2012, the lions' share of work on their development occurred during 2011.

North Pacific Fisheries Management Organization

Living Oceans is a member of the Deep Sea Conservation Coalition (DSCC), one of the many voices that have called for improved management of high seas bottom trawl fisheries that take place in the vast expanses of ocean that are outside of the jurisdiction of any nation. In early 2011, a group of delegates from Canada, China, Chinese Taipei, Japan, Korea, Russia, and the United States met in Vancouver to continue the development of measures to manage bottom fisheries in the North Pacific. We attended the meeting as an observer affiliated with the DSCC.

The meeting yielded an agreement of proposed text for an international convention to manage these fisheries, and the adoption of interim management measures for the region. This new international convention will provide corals and other fragile deep-sea habitat with improved protection from destructive fishing practices across a vast section of the North Pacific Ocean. Canadian fishermen will benefit as well, thanks to improved management of 'straddling fish stocks' that may cross the boundary of Canadian and international North Pacific waters.

In addition to these highlights, the Sustainable Fisheries campaign also participated in the Groundfish Integrated Advisory Board, the Marine Conservation Caucus and discussed groundfish fisheries with the newly-elected Minister of Fisheries and Oceans.

ENERGY

Living Oceans provided leadership and research to the national campaign to permanently ban oil tankers from the North and Central Coast of B.C. We focused most of our attention on Enbridge's proposed Northern Gateway pipeline. Living Oceans is opposed to the proposal to bring 200 to 300 super tankers per year to a marine terminal at Kitimat where they would load with diluted bitumen and then carry their toxic cargo through the Great Bear Rainforest and into some of the most dangerous waters in the world en route to Asia.



Northern Gateway Environmental Review

Living Oceans was granted intervenor status to participate in the environmental review of Northern Gateway. Our research team reviewed the ocean-related sections of the Enbridge application to identify weaknesses and gaps, including claims of adequate oil spill response capability, financial liability and the safety of double-hull tankers. The research was submitted as evidence to the Joint Review Panel for the environmental assessment.

We used social media, TV, radio and the press to make sure that Canadians understood the threat that Northern Gateway would pose to the ocean. Along with Pipe Up Against Enbridge partner organizations we launched a very successful drive to get people to register to give oral testimony at the environmental review hearings. Over 4,000 signed up to say NO to Enbridge—a record number of people to speak at a National Energy Board and Canadian Environmental Assessment Authority review.

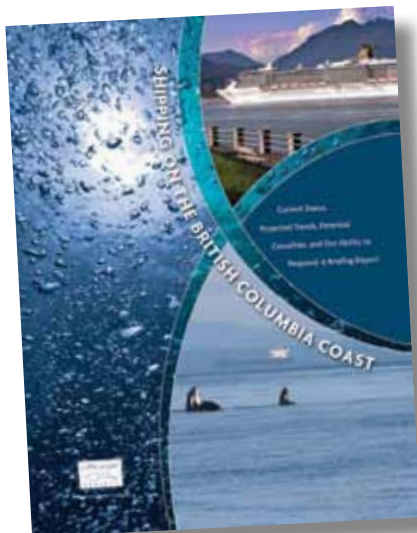
Research and Reporting

We countered a massive public relations campaign by Enbridge designed to assure Canadians that Northern Gateway and its super tankers were of no environmental concern with three reports to refute the energy giant's dubious claims.

Tanker Technology. Limitations of Double Hulls found that double-hull tankers cannot be viewed as a panacea for oil spill prevention due to inherent limitations in their design and operation. The report generated wide media coverage and was submitted to the Joint Review Panel, countering Enbridge's misleading assertion that these vessels can prevent an oil tanker spill.



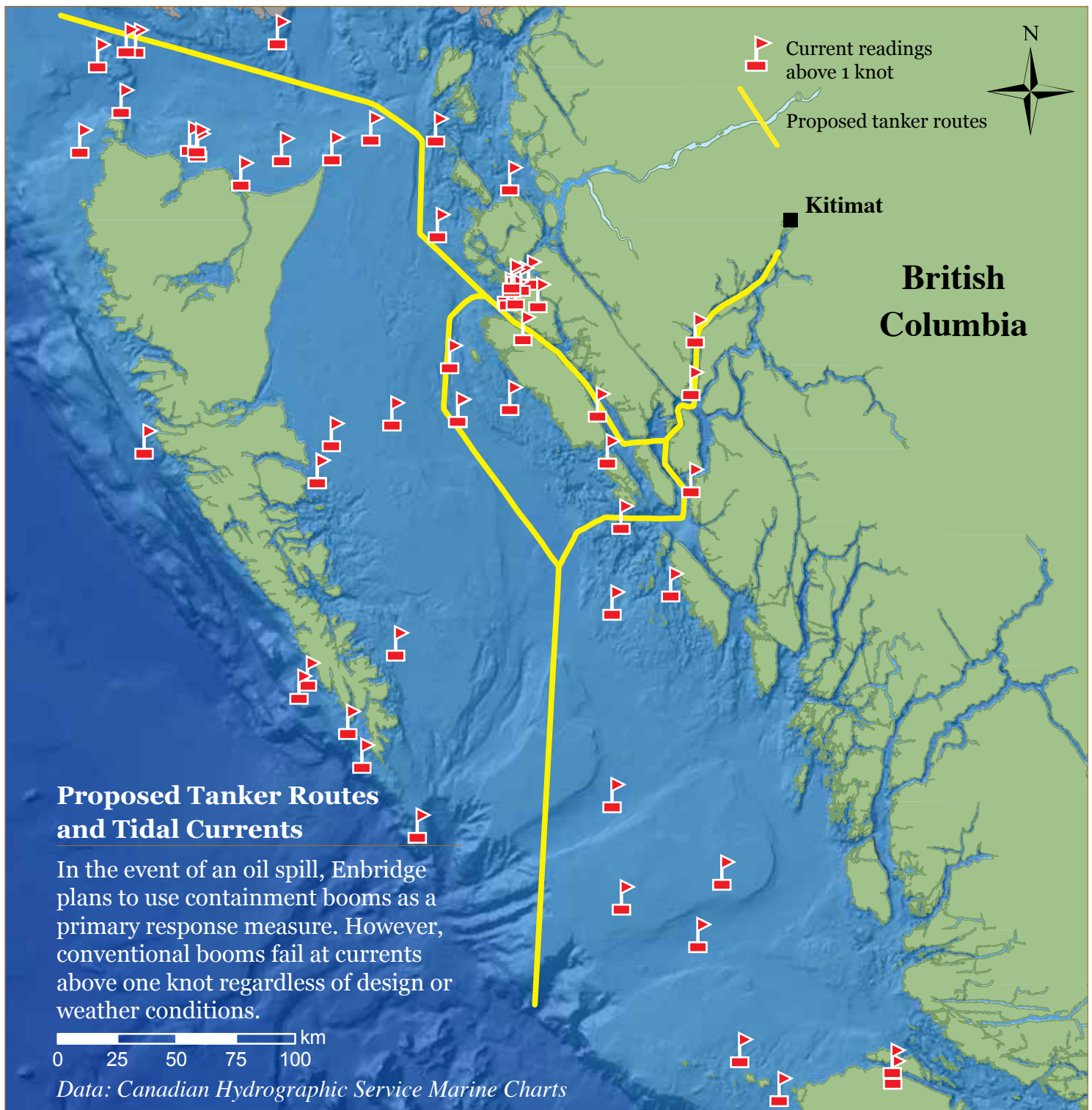
Shipping on the British Columbia Coast contains information on current shipping trends and practices, and Canada's woeful inability to respond to oil spills.



Pipeline and Tanker Trouble shone a light on the dangers associated with transporting tar sands diluted bitumen through northern B.C. and the North Central Coast. We co-authored this report with the Natural Resources Defense Council and the Pembina Institute. It was then endorsed by nine B.C. environmental organizations. The report demonstrates why Northern Gateway is not worth the risk for the communities that depend on the rivers and Pacific coastline of B.C.

MAPPING AND ANALYSIS

Living Oceans' award winning mapping and analysis team combines technical expertise and scientific analyses to play a unique role in the conservation movement. Maps are powerful tools that provide a better picture of marine conservation issues, ecological features and ecosystems we're working to protect. Our maps illustrate where the salmon farms most deadly for sea lions are located, where currents run high on proposed oil tanker routes and how sea lice spread over time and distance on the B.C. coast.



Oil and Water: Navigate the Facts

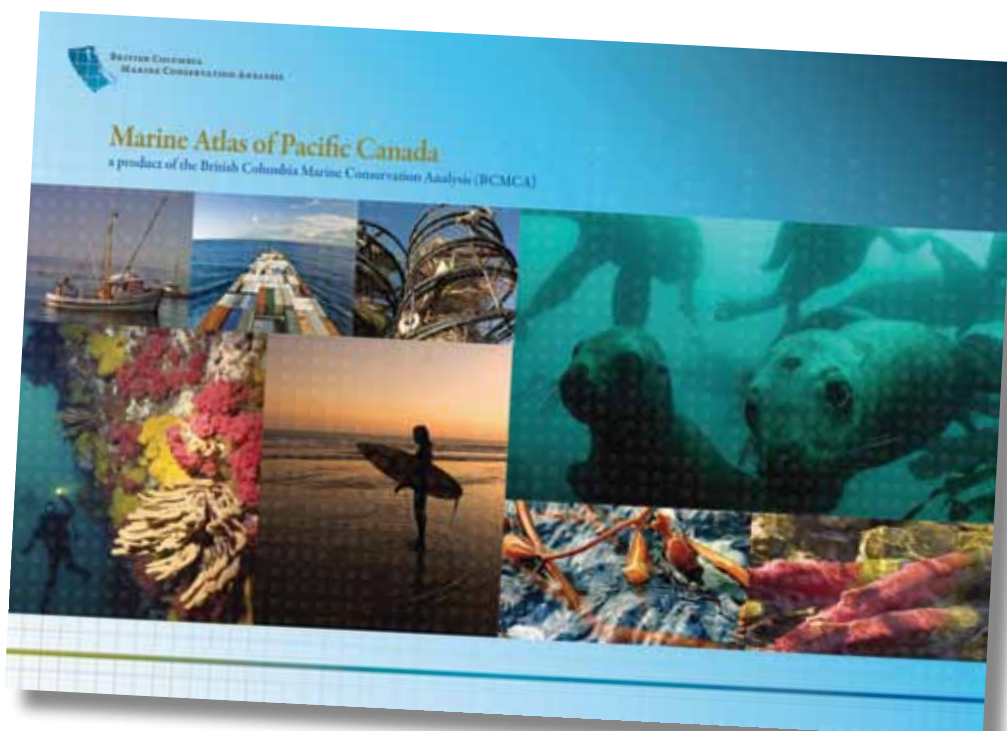
Living Oceans expanded our online mapping presence in 2011 with an interactive Google Earth map we built to let viewers zoom in to coastal B.C.'s natural and cultural riches that would be put at risk by super tanker traffic. ***Oil and Water: Navigate the Facts*** map contains photos and information about features such as salmon streams and eelgrass beds, orca habitat and herring runs. Other layers show the human presence on the coast, the places we live, work and play. This tool was showcased by Google at the Canadian launch of Google Earth Outreach in 2011. We toured northern Vancouver Island giving presentations at town council meetings, libraries, community centres and museums using Oil and Water.

Our analysis and map of sea lice on juvenile pink and chum salmon won first prize in the science division of the ESRI International Conservation Mapping Competition. The map provides information on open net-cage salmon farms in B.C. waters and detail on a few of the many impacts of their operations on marine health. The winning map was featured in an article in *Conservation Magazine*.

British Columbia Marine Conservation Analysis

Living Oceans continues to promote, chair and manage the data for the British Columbia Marine Conservation Analysis (BCMCA).

The project reaped rewards in 2011 with the development of several important products for marine planning, including a ***Marine Atlas of Pacific Canada***. Both the print and online atlases help decision makers from all sectors in discussions about conservation values, human use and planning options.



SUSTAINABLE SEAFOOD

In 2011 our Sustainable Seafood Campaign continued to gain traction as more retail chains looked to SeaChoice to guide their commitments to promoting sustainable seafood. One particularly momentous occasion was the SeaChoice partnership announcement with Canada Safeway. This partnership was widely applauded via social media and press outreach.



Our SeaChoice sustainable seafood partners

Retailers: Overwaitea Food Group, Whole Foods, Canada Safeway, Federated Co-operatives and Big Carrot.

Suppliers: Mariner Neptune, Les Pêcheries Norref, Albion Fisheries, 7Seas and Bento Nouveau, Canada's largest sushi retailer supplier—plus other western Canada sushi suppliers.

SeaChoice

SeaChoice is a Canadian sustainable seafood program of five leading environmental groups, including Living Oceans Society. We help retail partners implement ocean friendly buying policies throughout their supply chains, train their staff and customers, and actively engage with them on seafood policy reform initiatives. Our Sustainable Seafood campaign developed a work plan for Canada Safeway to prepare and implement its new policy to sell only sustainable and traceable seafood by 2015, or be in a credible improvement project.

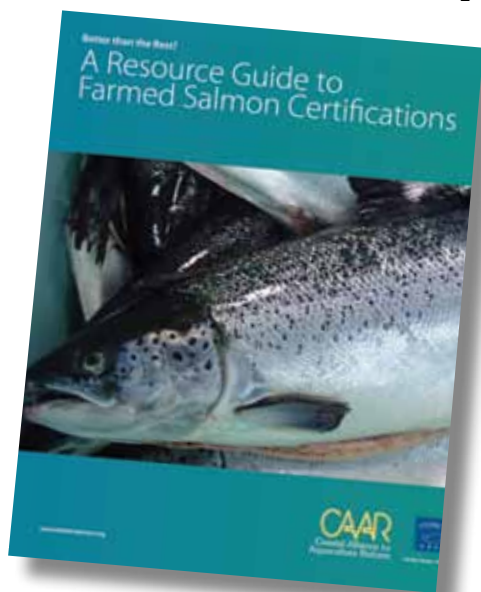
Policy reform included Overwaitea Food Group and Living Oceans appearing together before the House of Commons standing committee hearings for Closed Containment Salmon Aquaculture on behalf of SeaChoice. We testified that there is very strong market demand from consumers and that retailers and distributors are eager to purchase all salmon produced in closed

containment projects that are coming on stream. Living Oceans actively participated and organized closed containment aqua-

culture workshops and continued to build relationships with investors and producers. We kept our retail and supplier partners abreast of developments in closed containment and emerging supply sources. Many partners including Overwaitea Food Group have committed to selling farmed salmon produced in closed containment facilities. Others such as Canada Safeway have committed to phasing out sale of open net-cage produced salmon by 2015.

Aquaculture standards

Living Oceans, as a voting member of the Canadian Organic Aquaculture Standards body, voted 'no' to certifying open net-cage salmon farming as 'organic' because it violates every principle associated with the term. Instead, we proposed new language for certified organic salmon focusing on the features of closed systems which minimize or eliminate pesticide use, waste effluent, disease transfer and marine mammal deaths. We organized significant public opposition to organic certification for net-cage-produced salmon including a CAAR submission, a joint letter signed by more than 60 organizations to the Fisheries Minister, DFO and Canadian General Standards Board, and a public petition signed by over 1,700 people.



Better than the Rest? A Resource Guide for Farmed Salmon Certifications will help grocery retailers, chefs and restaurateurs discern which certifications reflect true improvements to environmental performance and which may be 'greenwashing' or making empty sustainability claims. The report was distributed to major buyers, select California retailers, chefs and grocers' trade associations and cooperatives.

An aerial photograph of a deep blue fjord surrounded by steep, densely forested mountains. Two large, rectangular metal cages for salmon farming are visible in the water. The cages are made of a grid of metal poles. One cage is positioned higher up the fjord, and the other is further down. The water is calm, reflecting the surrounding greenery and the sky.

SALMON FARMING

Living Oceans Society co-ordinates the Coastal Alliance for Aquaculture Reform (CAAR), a coalition of four leading Canadian environmental organizations working to protect the ocean and wild salmon from the harmful impacts of open net-cage salmon farming. CAAR developed new relationships with project developers and built market leverage through collaboration with retailers, seafood distributors and restaurants and chefs. You can read more about our marketplace campaigning in Sustainable Seafood on page 16.

Closed Containment

In 2011 the Salmon Farming Campaign goal remained moving the salmon aquaculture industry from open net-cages to closed containment technologies. The transition continued to gain traction as new projects and proponents came forward with pilot projects and development plans. CAAR's public advocacy, presentations, formal evidence and briefings have fostered the growing acceptance of closed containment as a solution to the negative environmental effects from net-cages. Retail and consumer demand for this more responsibly-produced product continues to grow.

CAAR's work to push salmon farmers Marine Harvest Canada (MHC) towards closed containment resulted in the company planning a land-based scalable re-circulating pilot project that would produce harvest-size Atlantic salmon. MHC contracted an engineering firm to assess technologies, water needs, siting, and costs. Sites on northern Vancouver Island were identified and system design has been defined. However, the project was put on hold due to economic conditions in the global salmon farming

industry being unfavourable for new capital intensive investments.

Better Access to Information

Living Oceans has long advocated for more transparency around the environmental impacts of the activities at B.C. salmon farms. Before 2011 neither the government nor the salmon farming industry willingly supplied the public with information about disease incidents, drug treatments or marine mammal deaths. Due to a B.C. Supreme Court ruling, aquaculture in B.C. is now regulated by the federal government. During the process of drafting the new federal regulations, Living Oceans on behalf of CAAR pushed hard for better public reporting of environmental impacts. As a result, Fisheries and Oceans Canada (DFO) is providing site specific data online thereby providing greater public access to information to many of the specific salmon farming impacts.

Our push for DFO to deliver more transparent of salmon farming data succeeded in the release of site-specific information for licensed production, fish escapes, marine mammal kills and farm by-catch of species such as herring and rockfish.

PHOTO: RUTH JOY



Broughton Area Monitoring Plan

Collaborative research with DFO, several academic scientists and the three salmon farming producers in the Broughton Archipelago is giving all the parties a better understanding of the relationships between sea lice at salmon farms and those found on wild juvenile salmon. This unprecedented multiyear data sharing agreement provides access to years of DFO data on wild juvenile salmon sea lice and a decade of industry data on farm stocking, lice and treatment data and analysis.

Cohen Inquiry

Living Oceans testified at the Cohen Inquiry into the decline of Fraser River sockeye. Early in the proceedings, Living Oceans and the CAAR team worked with the Conservation Coalition and their lawyers to win the release of 10 years of fish health data from all salmon farms along the Fraser River sockeye migration routes. Despite the objections of industry and government, the information we had been refused so many times before was finally entered into evidence and therefore made public at the inquiry for all to see. Along with the disease data, other information on enforcement failings and DFO's close relationship with the industry was entered into evidence. All of this information now on the public record will assist the Salmon Farming Campaign's efforts to better document and analyze the harmful environmental impacts of salmon farming. The data informed our demands for better industry and government performance in the future.

The Inquiry hearings re-opened in December 2011 to look at new reports about sam-

ples from wild Pacific salmon that were testing positive for Infectious Salmon Anemia virus (ISAv). These findings were thought to be the first time ISAv had been detected in salmon from the North Pacific Ocean. However, shortly after these came to light, it was revealed that DFO did not report earlier research that found the European strain of ISAv may have infected wild Pacific salmon sampled in B.C. and Alaskan waters.

We also unearthed information that revealed a new strain of ISAv had been confirmed in salmon eggs at AquaBounty's Prince Edward Island hatchery, and entered it into evidence at the Inquiry. Since it was then on the public record we could also spread this news through print, broadcast and social media. At the time, AquaBounty was applying to the U.S. government for approval of its genetically modified (GM) farmed salmon. Our U.S. allies used this news in their ongoing efforts to block the U.S. Food and Drug Agency from approving AquaBounty's proposal for GM salmon for market in the U.S.



PHOTO: JEFF REYNOLDS



PHOTO: MAPLE LEAF ADVENTURES

FUN AND GAMES

The Way I Sea It

Living Oceans Society launched *The Way I Sea It* contest in July 2011 to raise our profile amongst outdoor adventure types. The prize was a spectacular, 10 day *Whales and Totems of the Great Bear Rainforest* sailing trip of the Broughton Archipelago, donated by Maple Leaf Adventures. Entrants were asked to submit a short blog response about what inspired them to make a difference in the world. The contest attracted over 1,700 participants.

The Way I Sea It was heavily promoted on social media – over 30 different environmental organizations tweeted word of the contest to their followers; more than 15 different organizations promoted the contest in their e-newsletters, social media sites, and blogs. Contestants used their own social media to encourage their followers, friends and family to vote for their entries. The winner shared her own experience in **Water Blogged** and made a marvelous video of her trip which we shared in our e-newsletter *Oceans Update*.

By the way, **Water Blogged** hit an all time high readership in 2011. The blog shares oceans-related content in a fun and easily accessible way in order to reach a broad audience and introduce them to Living Oceans and the marine conservation issues we address.

Our campaigners hit the festival circuit in the summer of 2011, speaking with hundreds of people in several northern Vancouver Island communities about how they can provide input on a range of marine conservation issues.

*We ran our second annual **Ocean Exposures Photo Contest** which drew 190 marvelous ocean photos, some of which grace this report and our other print and web publications.*



DONORS/SUPPORTERS

Living Oceans Society would like to thank all the people, groups and organizations that have contributed funding and in-kind resources in support of our work for a healthy ocean today and for generations to come.

Find out how you can support Living Oceans at www.livingoceans/donate

Institutions

- 1% For The Planet
- David and Lucile Packard Foundation
- Environment Canada
- EsriCanada, Pacific Region
- Gordon and Betty Moore Foundation
- J W McConnell Family Foundation
- Jackman Foundation
- Oak Foundation
- Patagonia Inc.
- Tides Canada
- YMCA EcoAction
- Those who prefer to remain anonymous

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- Jackie Hilderling
- Jamie's Whaling Station
- Malcolm Island Lions Club
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- Oonagh O'Connor
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- Rick James
- Sankara Yoga
- Save Our Parklands Association
- Sund's Lodge
- Sointula Digital Photography & Design
- Sointula Gallery and Bistro
- Sointula Wild Seafoods and Smokehouse
- SointulArt
- The Sointula Co-op
- Tim Motchman and Sheila Roote
- TLC Health Care
- WellBalance Centre for Health and Healing
- Wendy Davis

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- Jody Holmes, Ph.D.

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Energy Campaign Coordinator
- Kim Wright
Marine Planning and Protected Areas Campaign Manager
- Karen Wristen
Executive Director effective April 1, 2012

FINANCIALS

2011 Statement Revenue and Expenses

Revenue

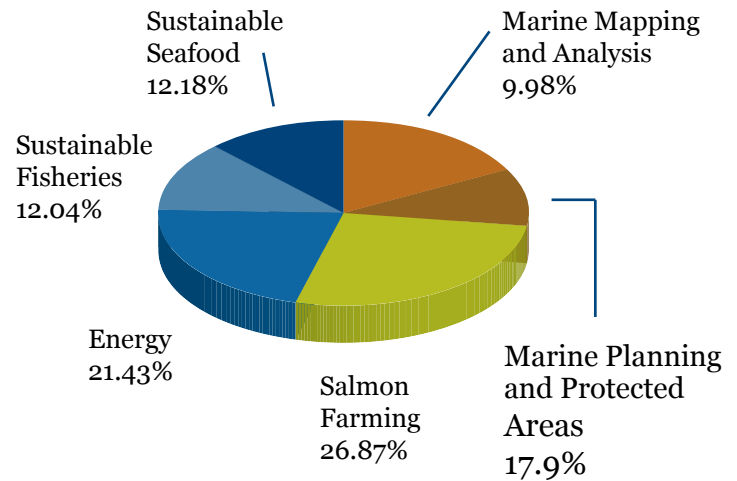
Donations from Foundations	\$1,644,564
Donations, Fundraising and Other	\$45,984
Interest	\$14,458
Total	\$1,705,006

Expenses

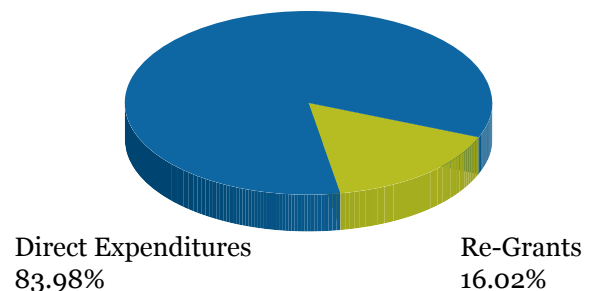
Marine Planning and Protected Areas	\$225,586
Marine Mapping and Analysis	\$128,664
Salmon Aquaculture	\$346,545
Energy	\$276,419
Sustainable Fisheries	\$155,279
Sustainable Seafood	\$157,140
Contributions to Organizations	\$272,700
Administration	\$101,698
Fund Raising	\$25,497
Amortization	\$12,014
Total	\$1,701,542

Excess of Revenue over Expenses \$3,464

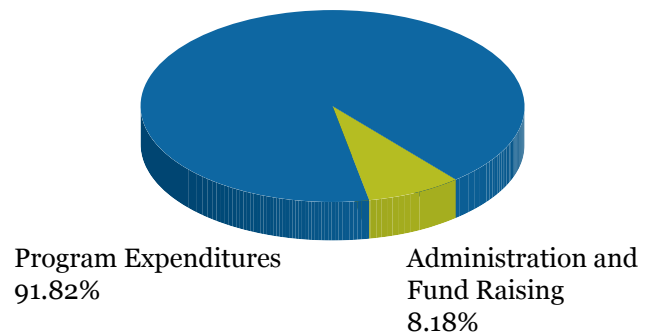
Program Expenditures



Direct Expenditures vs. Re-Grants



Administration and Fund Raising as a Percentage of Program Expenditures





Healthy Oceans. Healthy Communities.

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