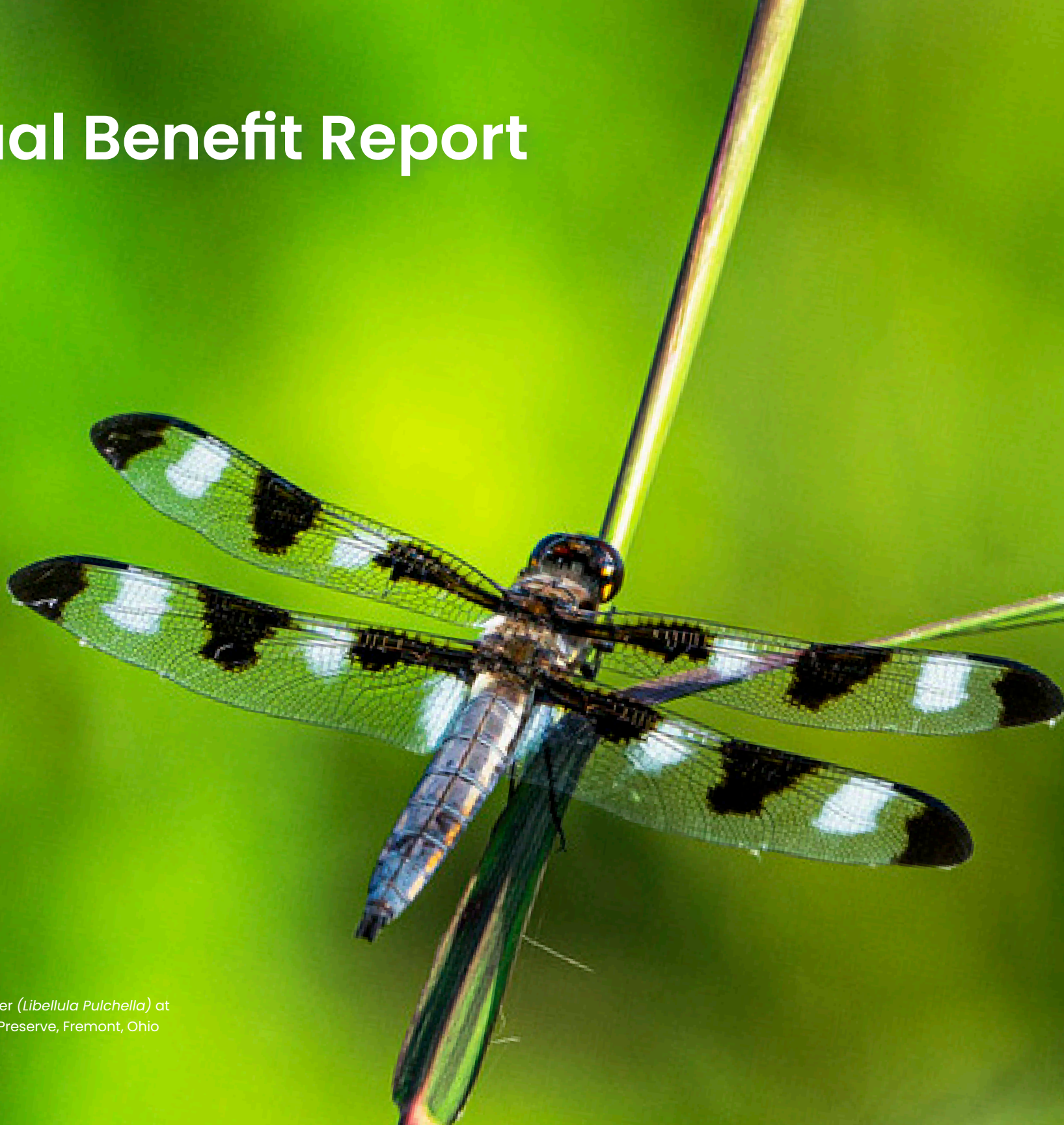


Annual Benefit Report 2023



Twelve-Spotted Skimmer (*Libellula Pulchella*) at Redhorse Bend Nature Preserve, Fremont, Ohio



Just.





From the President

When your work involves dynamic, natural systems, as ours does, you come to deeply understand that change is not only inevitable; it is essential for growth. You anticipate it, allow for it, and focus on creating conditions for a positive trajectory. We've always done this at Biohabitats—not only in our project work but also in the way we operate. In fact, “Evolving to be the best” is one of our five core **values**. All of nature's changes, from the metamorphosis of one tiny insect to the evolution of life on Earth, are marked by mind-blowing milestones. So, too, is the evolution of Biohabitats, and 2023 was a year of big ones for us.

On Earth Day, we announced an exciting change in our corporate structure. For more than 40 years, we operated within the confines of a traditional corporate ownership structure, which had limits. Traditional business models often focus on creating shareholder wealth, and that can come at a cost to the planet. That is why we chose to shift toward a structure that better aligned with our values, mission, and collective conscience: ownership by a Perpetual Purpose Trust. With this life-affirming business model, our obligations are to our team, the planet, and our clients. In other words, we are now only beholden to one shareholder: nature.

Another major milestone occurred in October, when we received the 2023 Landscape Architecture Firm Award, the highest honor the American Society of Landscape Architecture (ASLA) bestows upon a firm. Although I held an undergraduate degree in landscape architecture when I founded the Biohabitats in the 1980s, we were an outlier in the industry, and we stayed that way for at least two decades. Very few, if any, practitioners were paying attention to the science of ecology, let alone grounding their practice in it. The 2023 Firm Award demonstrates that this has changed. It was a win for us, but more importantly, it was a win for nature. It illuminates the power of all design firms to make the world more biodiverse, just, and resilient.

As 2023 neared its end, I prepared for my own transition—from the role of President and CEO to that of Practice Leader, where I intend to immerse myself more deeply into projects, mentorship, and advocacy. Ted Brown, who has been an inspirational leader to our team since he joined us nearly 20 years ago, is taking over as President and CEO. Ted will captain a leadership team that will guide Biohabitats' work, culture, and operations through many more milestones. With each one, I am confident that the scale, scope, and reach of our impact will grow, and we will enter new frontiers in working and advocating for nature. I truly cannot wait to see what is around the corner.

Keep changing, keep growing, and keep believing in all that is wild,

A handwritten signature in dark ink, appearing to read "Keith Bowers".

Keith Bowers



From the Incoming President

I am usually reluctant to fully embrace and use industry buzzwords. For me, doing the work has always been much more important than labeling it.

So, I'll admit to a bit of unease, when the word "resiliency" started to routinely appear in the titles of conferences, webinars, publications, and RFPs. Biohabitats has focused on resiliency since the 1980s. When your work involves dynamic, natural systems, it must. I didn't particularly like seeing a word so deeply connected to our work and so critically important for so many communities lose its weight and meaning by being overused. I still don't. Yet, when I think of this period in Biohabitats' evolution, with our 2023 shift to a Perpetual Purpose Trust ownership model, the expanding diversity of our projects over the last year, and our new leadership structure for 2024, one of the first words that comes to my mind is— you guessed it— resiliency.

What gives me the confidence to use that word cringe-free and with absolute certainty? Our foundation. Shaped by Biohabitats' visionary founder, Keith Bowers, and grounded in the science of ecology, it is solidly bonded together by a clear mission, a multidisciplinary team with shared values and mutual respect, and the authentic relationships we have with our partners and clients. It is a foundation that has, over four decades, enabled us to weather uncertain times, take risks in the name of nature, help an increasing number of communities, and adapt to the changing challenges affecting our planet and the diversity of life reliant on our actions. It allows us to adjust, stretch, and innovate, and every time we do, we just get stronger. And better. And...more resilient.

As we enter 2024, I am committed to continuing the positive, consistent trajectory of improvement that our strong foundation has supported. The stories highlighted in this Annual Benefit Report demonstrate the impact that we can help our clients make in their communities and beyond. In the coming year and those to follow, I look forward to seeing our impact expand exponentially, to the point where a word like "resiliency" no longer exists because we no longer need it.

With a deep appreciation of Biohabitats' past, I look ahead and say, "Here's to our future."

Ted Brown

Ted

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Our Mission & Values

Restore the Earth & Inspire Ecological Stewardship.

Inspire communities to rediscover a sense of place through preserving indigenous ecosystems, restoring biological diversity, and embracing ecological stewardship.

Behind all of our work is an intention to respect Earth's ecological limit, heal damaged ecological processes, and catalyze mutually beneficial relationships among the land and all forms of life. Our five core values and three drivers embody the spirit of our culture. They serve as the foundation for how we do what we do.

REVERE WILD NATURE

Nature, and the full array of life this planet has to offer, is at the very core of what we are about. Increasingly we find ourselves living in an artificial world. A world where ecosystem processes are compromised and biodiversity is marginalized and commoditized. Nature, in its wildest and raw form, is at the essence of what we are about. Wild nature provides a blueprint for conserving, restoring, and regenerating the full expression of biological diversity and ecosystem functions to ensure our survival. It is at the heart of our collective souls.

HEAL COMPASSIONATELY

Nature is under assault. We are entering the next great extinction of flora and fauna. Our climate is shifting faster than ever before, and many of our ecosystem processes are beginning to break down. We know it's not enough to slow down or even halt these impacts. We know that what we need to do is heal by making whole our relationship with the earth and each other. The core of what we do—conservation, restoration and regeneration, is about healing. And healing embodies a sense of caring—caring for the land and caring for each other.

PRACTICE WHOLENESS

Life on Earth is interconnected, and that damage to a part entails damage to the whole. Thinking and acting whole means feeling a sense of connection to all of life—to other people, to new ideas, to the world around us. We have a responsibility to honor our obligations to future generations of all beings and to take their interests into account when we reflect on the consequences of our actions. Accordingly, our virtues are cooperation, respect, prudence, foresight, and justice. Living by the principle of reciprocity, giving as we receive, re-creates the richness of life.

ACT WITH UNCOMPROMISING INTEGRITY

Integrity in our work is doing our best to restore biodiversity and ecological processes. We must seek ways to employ science to objectively evaluate the performance of our projects, accept our findings and continuously learn. No matter what we do, if we don't have integrity then none of our innovation, creativity, passion, commitment, synergy, or affirmation for life will mean anything to our constituency. While science should lead the way, it must be tempered by keen observation and the stories that are borne from traditional ecological knowledge. We must do what is right, even when it is difficult or less profitable.

EVOLVE TO BE THE BEST

Everything on this earth is in a continuous state of evolving, refining, improving, adapting, enhancing... changing. If we aren't evolving, we aren't relevant. Being inquisitive, curious, and probing should be encouraged and celebrated. As we evolve, we will fail, and that is many times the most important part of evolving. Learning from our successes and failures is built into everything we do. In order to be our best, we must encourage testing, objective analysis, tinkering, innovation, and *creativity*.



Restore the Earth

We are honored to have helped so many communities plan, design, and implement hundreds of ecologically grounded plans, designs, and constructed solutions to the challenges they face. In terms of total projects worked on in 2023, we put up some big numbers. But numbers only reveal so much. They cannot reflect, for example, the elation of witnessing juvenile Chinook using newly created side channel habitat, migrating shorebirds making a stopover in the restored wetlands of an urban park, or spawning steelhead no longer impeded by a derelict dam as they swim upstream. Nor can a number convey the conviction of a municipal agency wanting to do all it can to ensure that future generations of constituents are buffered from the effects of a changing climate. And no statistic can express the sense of pride and purpose shared by the members of communities, agencies, organizations, institutions, and practitioners who turn toward each other and nature to collaboratively address their challenges and realize a collective vision. That is why, in addition to the numbers contained in this report, we share a few of the stories behind them.

A red-winged blackbird (*Agelaius phoeniceus*) at a restored, 32-acre wetland mosaic in Bishopville, MD ©William Wilhelm

A CONFLUENCE OF CARE FOR A RIVER SYSTEM

The East Branch of the Chagrin River joins its mainstem near Daniels Park, a popular spot for fishing and recreation in Willoughby, Ohio. In the summer of 2023, Daniels Park was the site of another kind of confluence: that of the dreams, hard work, cooperation, and missions of a city and its Mayor, a local watershed organization, a regional land conservancy, a state natural resources agency, a private school, and a design-build team of river-loving restoration practitioners.

The East Branch, a state-designated Scenic River, and the Chagrin were threatened by sediment and nutrient pollution from eroding banks, and the presence of a defunct dam on the mainstem, which was impeding the movement of fish and macroinvertebrates. As an organization dedicated to protecting and enhancing the ecosystem, the Chagrin River Watershed Partners (CRWP) wanted to do something about it. So did Robert Fiala, Mayor of Willoughby, who envisioned a healthy river that was safer and easier for all residents to enjoy and formed part of a larger vision of a connected blue/green park corridor. Sharing that vision was the Western Reserve Land Conservancy, which successfully preserved land along the river, including a parcel owned by a PK-12 boarding school located across the river from Daniels Park. With a grant from the Ohio Department of Natural Resources through



Remnants of the old dam are removed, improving fish passage for steelhead and other species.
©David Ike Photography



Our partners, Meadville Land Service, install bendway weirs to help prevent erosion along the mainstem of the Chagrin River. ©David Ike Photography

the State’s H2Ohio program—a long-term, comprehensive initiative to improve water quality—the restoration of the East Branch and the Chagrin at Daniels Park became a reality.

“Our primary goal is to reduce sediment and nutrient loadings to the Chagrin River and Lake Erie,” said Kimberly Brewster Shefelton, Deputy Director of CRWP before construction began, “but we’ll also have a river that is safer and easier to access, with improved habitat for fish, macroinvertebrates, and waterfowl.”

Working closely with CRWP and all project partners, including our friends at Meadville Land Service, we designed and constructed the restoration. We removed the remnant dam and stabilized the eroding bank of the Chagrin with bendway weirs and engineered log complexes. We also realigned and stabilized the East Branch with an engineered log complex and a new riffle and restored the old channel to an oxbow wetland. Within a month after completion of the engineered log complex on the East Branch, schools of steelhead (*Oncorhynchus mykiss*) had already climbed the new riffle and were observed resting underneath the rootwads of the engineered log complex.

The ripple effects of the restoration go beyond Daniels Park, as its success has fueled efforts to continue restoring and connecting riverfront parks in the region.

“The whole project is what I call ‘episode one’ of what we hope will be a much longer set of stories,” said Mayor Fiala. “We want people to look at this project and say, ‘This is how communities should address their riverfronts or lakefronts.’”

REGENERATING THE COMMONS

2023 marked a milestone in a decades-long, collaborative effort to reverse two centuries of degradation and restore ecological function to one of the largest remaining open spaces in Bergen County, New Jersey: Teaneck Creek Park, part of the County's Overpeck County Park system. Like much of the land along the Hackensack River, the site of Teaneck Creek Park was once part of a rich mosaic of wetlands and home to the Indigenous Leni Lenape people, who relied on resources from the ecosystem. However, beginning with European settlement and continuing into the late 20th century, wetlands along the Hackensack were drained, tide-gated, developed, and in the case of Teaneck Creek Park, dumped upon. With development came increased stormwater, and with the wetlands gone, that water had nowhere to go but straight into Teaneck Creek and ultimately, the Hackensack River. Erosion in the park was so severe at one outfall it was dubbed "stormwater canyon." The park's degraded condition also created opportunities for non-native, invasive plants to establish.

Fortunately, in 2001, the nonprofit Teaneck Creek Conservancy (TCC) was created to serve the property in partnership with Bergen County's Department of Parks. TCC began to reclaim and protect the park, adding trails, environmental art, and programming to the space, and forming a "Weed Warrior" volunteer corps to control exotic weeds and protect biodiversity. In 2007, the Bergen County Department of Parks and TCC teamed with Rutgers University's

Center for Urban Environmental Sustainability to conduct baseline research on the site's hydrology and vegetation and develop a conceptual restoration plan. In 2014, the Bergen County Department of Parks turned to Biohabitats to evaluate and build upon those efforts. By 2018, restoration design plans were completed, and the stage was set to restore fully functioning freshwater wetlands and native riparian vegetation to Teaneck Creek Park.


Restoration construction began in the fall of 2020 and concluded with final plantings in 2023. The design's nature-based solutions transform stormwater from a problem into a resource. "Regenerative Stormwater Conveyance," which replaces failing outfalls with a system of cascades, pools, and riffles, slows down, conveys, and treats stormwater while creating wildlife habitat. Sand seepage wetlands spread out, retain, and filter runoff, while using nutrients to fuel the growth of native plants which provide habitat for birds, fish, and amphibians. The newly created habitat is already getting some use.

"The wildlife has overwhelmingly responded to this new wetland system."

"We have turtles basking in the sun, egrets, red-winged blackbirds, and many other bird species," said Adam Strobel, Director of the Division of Land Management with Bergen County Department of Parks.

Biohabitats team members monitor restoration progress in Teaneck Creek park.





According to Dr. Kathleen Farley, TCC's Executive Director, 13 new bird species have been observed in the park since the restoration finished, including many during spring migration. The restoration is also appreciated by local human species. Strobel said,

“ People are thrilled to have a wetlands habitat where they can visit, appreciate and enjoy as much as the wildlife.”

We want our community to understand why restoration projects like this matter, why native plants are important in our landscape, why green infrastructure makes a difference, and ways in which we can mitigate impacts of climate change,” said Farley. She anticipates that through TCC programming and volunteer opportunities, community members will play a major role in deepening community understanding, use, and stewardship of the restored system, which will help ensure that it continues to thrive.

According to Strobel, the restoration's ripple effects have the potential to extend well beyond park boundaries. “As more attention is focused on storms and local flooding, we hope to show the municipalities in our county how to think differently about stormwater management,” he said. “We encourage municipal representatives to come to Teaneck Creek Park and see for themselves what is green infrastructure.”

There is much to marvel at in Teaneck Creek Park, including the fact that in the 1950s, it was planned to be a solid waste landfill. Instead, thanks to the cooperation and dedication of Bergen County, TCC, community members, and committed collaborators, it is solidly filled with wetlands, wildlife, and wonder.

E-ENVISIONING 80 ACRES OF RIVERFRONT OPEN SPACE

In 2017, a provider of housing data released a report identifying “80216” as the most polluted zip code in America. Contained within the zip code is the Denver neighborhood of Globeville. Globeville earned both its moniker and its reputation as a community plagued by a legacy of environmental injustice from the Globe Smelting and Refining Company that operated there from the 1880s until 2006. Globeville and its neighbor, Elyria-Swansea, are predominantly Hispanic, with average household incomes significantly lower than Denver’s average. Bisected by a highway, the neighborhood also has fewer outdoor recreation opportunities and less tree canopy than much of Denver. Ironically, Globeville is also the location of Denver’s first designated natural area, Heron Pond.

Although the 80-acre area was surrounded by city-owned, former industrial land that had been polluted by chemical waste and stormwater runoff, it was valued by residents as a natural area. In the mid-2000s, the City and County of Denver recognized the opportunity to improve the health, ecological function, and connectivity of the land and pond to benefit the community and environment. As part of a team led by Dig Studio, Biohabitats worked with the City and County of Denver Parks Department and community members to envision the future park and craft a master plan to join and transform the underused city properties into a safe, biodiverse, and thriving public amenity. Rather than rely solely on public meetings, our team used non-traditional outreach techniques including nature scavenger hunts and nature walks during public events.

Input from the community informed key ecological themes, such as water storage and protection, soil building, reduced heat islands, and habitat for wildlife and pollinators.

As part of a design-build team led by Wilson & Company, we then worked with the City and County Parks and Public Works Departments to bring the master plan to life. The project was designed and is being constructed following the guidelines of SITES, a comprehensive framework for designing, developing, and managing sustainable and resilient landscapes and other outdoor spaces.



In 2023, after years of cleanup, construction began on the site, which has been renamed Heron Pond and Carpio-Sanguinette Park (after Sal Carpio, one of Denver’s first Hispanic city councilmen, and the local Sanguinette family, who were instrumental in the fight to stop upstream slaughterhouses from dumping waste in the South Platte). The park will feature an experiential habitat trail, green stormwater infrastructure, amphitheater, picnic pavilion, playground, trails, and an overlook which will bring this long-neglected community improved air and water quality, new ways to have fun and connect with nature. Over 20 different educational signage elements, in English and Spanish with graphics to help younger users understand, were designed to draw attention to sustainable features. A space accessible by trail in the middle of the water quality facility allows kids to build their own raptor’s nest or view a real one across the pond. A bird blind with different heights of openings allows all users to view the waterfowl safely. A series of workout steps represent abstractions of chemical elements like the ones that have been remediated on the site after years of industrial pollution.

While it will take ongoing efforts and collaboration of municipal agencies, community organizations, and others to reverse all of the injustices suffered by those who have lived and continue to live in the 80216 zip code, the transformation of Heron Pond open space is a step in the right direction.

REBUILDING AND REUNITING NATURAL INFRASTRUCTURE IN SANDUSKY BAY

In 2023, the southwestern shore of Sandusky Bay was the site of a beautiful reunion, as Pickerel Creek, a tributary to the Bay that had been channelized and separated from its historic floodplain for decades, was reconnected to a healthy, functioning riparian zone and more than 50 acres of restored wetlands in a state managed wildlife area. Like any good reunion story, this one compels us to look both back in time and into the future.

Up until the 19th century, Sandusky Bay was ringed with mixed-emergent marshes and coastal wetlands. Portions were part of The Great Black Swamp, a thriving network of wetlands, forests, and grasslands that provided diverse wildlife habitat. But the draining and conversion of the Great Black Swamp to a region of agriculture and rural development changed the Bay ecosystem entirely. Tributaries were ditched. Many remaining wetlands became degraded and isolated. Shorelines

were hardened. Meanwhile, runoff into the bay worsened. Today, more than 1800 square miles of land drain into Sandusky Bay. Much of that drainage has carried with it pollutants and excess nutrients. At the same time, dynamic water levels, once absorbed by wetlands, eroded shorelines, causing sediment to become re-suspended in the water. In recent decades, this degradation led to increasingly frequent harmful algal blooms that threatened public health and the regional economy.



When alarm bells were raised by the Ohio Department of Natural Resources' (ODNR) Coastal Management Program and Shores and Islands Ohio, a tourism organization, ODNR was swift to respond, and in 2019 launched the Sandusky Bay Restoration Initiative, a multi-project effort to transform the Bay into a cleaner, safer, ecologically robust ecosystem. Biohabitats helped the City of Sandusky, which received funding from the Initiative, identify 39 sites where ecological restoration and nature-based solutions had the highest potential to reduce sediment suspension and excess nutrients and regenerate shoreline resilience and habitat. ODNR then turned to The Nature Conservancy to initiate the highest ranking projects with funding from the State's H2Ohio program using a landscape scale design approach. As part of a project team led by Baird, we worked with TNC, ODNR's Coastal Management Program to design 13 projects integrated to provide maximum benefits over time. In the spring of 2023, the first of these projects—riparian and wetland restoration at Pickerel Creek—came to life as construction crews from Ecological Restoration, Inc. implemented the design. The once-channelized lower section of Pickerel Creek was reconnected to the adjacent floodplains, and the disconnected and degraded remnant wetlands were stitched back together through regrading, connecting channels, and planting with native vegetation.

“ It has been incredible to watch what was a dense thicket of Phragmites transform into a wonderfully diverse and functioning wetland,”

said Ashlee Decker, Restoration Ecologist for The Nature Conservancy.” Water now flows freely throughout the floodplain, meandering through native vegetation, and comes out visibly cleaner on the other side.”

Thanks to the ongoing commitment of ODNR, TNC, Bay municipalities like the City of Sandusky, and all who work and advocate for a cleaner, healthier, safer Sandusky Bay and Lake Erie, this story's future looks very bright. Other top priority projects, including five nature-based living shorelines and more than 300 acres of Bay barrier wetlands should be implemented in the next few years, and together, these projects represent the largest landscape-scale intervention in the Great Lakes region in recent years.



RESTORATION TAKES FLIGHT

In the 1970s and 80s, a gravel mine operated in the floodplain of the Clackamas River in what is now the 95-acre Barton Natural Area in Boring, Oregon. Acquired in the late 1990s by Metro, the Portland, Oregon metro area's regional government, the Barton Natural Area connects riverine-riparian habitats along the lower Clackamas River corridor and safeguards secondary channels and floodplain wetlands. Both the mine and its operations had severely degraded habitat within and along the river. The mining of gravel from the riverbed damaged critical habitat for coho, fall and spring Chinook, steelhead, and Pacific lamprey. The mine's presence in the floodplain degraded riparian forests, as well as alcoves and side channel habitat important for fish, beaver, turtles, and pond-breeding amphibians. To make matters worse, much of the channel at the site was disconnected from its floodplain.

After securing permits, we salvaged fish, removed debris, and excavated 15,000 cubic yards of material from a historic alcove channel to a lower elevation so that the restored alcove remains wet all year. Due to its groundwater sources, the restored alcove provides an important source of cold water refugia during the summer months. During winter high flows, the alcove provides fish with a refuge from high and turbid flows. It also provides habitat for beaver, turtles, and pond-breeding amphibians. Skilled pilots and ground crew from Columbia Helicopters flew more than 150 log structures, native whole trees, and rootwads trees into the mainstem and carefully placed them on floodplain islands, where our crews could build logjam structures. We then placed the structures, along with large boulders, in the channel to enhance aquatic habitat complexity. Helicopters also airlifted two mini-excavators to the riverbed to excavate a side channel.



Fortunately, Metro and the Clackamas Partnership, a collaboration of multiple agencies and organizations committed to restoring native fish populations, recognized the opportunity to restore habitat for multiple sensitive and listed species and flagged the site as a high priority for restoration. After receiving voter-approved funding and a grant from the Oregon Watershed Enhancement Board, Metro turned to Biohabitats Construction and project partners Waterways Consulting, Inc. to implement the restoration.

Part of a larger effort by Metro to protect the Clackamas River watershed, this project was an important piece of habitat restoration in Oregon and a strong testament to the power of cooperation— and helicopters.

TAKING STOCK

The City of Boulder, Colorado has long been at the leading edge of climate resiliency planning and action. After all, they were one of the first cities to sign onto the Kyoto Protocol and officially adopt carbon reduction goals, when our own nation was not willing to do so. They even have their own Climate Initiative Department, which drives the City's efforts to slow climate change while also building resilience. These initiatives fall into three action areas: energy systems, circular economy, and nature-based climate solutions. These nature-based climate solutions include expanding tree canopies, building healthy soils and creating networks of biodiversity enhancing pollinator gardens, which help to absorb carbon, retain and cycle water, cool neighborhoods, protect biodiversity, and strengthen local climate resilience.

The City of Boulder has also been at the forefront of open space protection and management, something its constituents have valued for decades. More than 50 years ago, city voters enacted an initiative to tax themselves to support the purchase and preserve undeveloped land. Today, that land, which is expertly managed by the City's Open Space and Mountain Parks (OSMP) Department, has accumulated to more than 46,640 acres. ecosystems. It is not surprising, then, that OSMP wanted to do its part to support the City's climate initiatives.

Recognizing the potential of the City's system of open lands and parks to serve as nature-based climate solutions, OSMP sought to increase its resilience and carbon storage capacity. To do this, they first needed to understand its current carbon storage capacity, as well as its risk of carbon loss, primarily from wildfires. We were honored to help OSMP conduct a land-based carbon inventory with our teammate, Sustainability Solutions Group. We also helped explore opportunities where land management strategies might be prioritized to protect and augment carbon storage. After consulting with a wide swath of local and national climate thought leaders, our team created a model of carbon flux, both above and belowground, across a range of climate change and management scenarios. Our study, which covered 36,000 acres of natural and working lands within OSMP's system—a mix of forest, wetland, riparian, grassland, and agricultural land—revealed some interesting findings.

This map illustrates areas with the greatest carbon density, based on soils and landcover, in OSMP's 36,000 acres of natural and working lands ©Biohabitats

For starters, we learned that when it comes to carbon storage, these lands are already doing a lot of heavy lifting—to the tune of the equivalent of 2.8 million metric tons of CO₂. We also learned that the greatest amount of carbon stored in the City's open spaces is in its grasslands, and that soils hold most of the carbon and are in relatively stable carbon pools, compared to vegetation. And while OSMP lands can sequester an additional 12,905 metric tons of CO₂e in years with average climate conditions, our study showed they can become net emitters in years of drought, fire, or wind-blown soil erosion. In the fire-prone region, perhaps it is not surprising that forests were determined to be the most vulnerable to carbon loss, and if wildfires continue with increasing frequency and intensity, they will become a source of carbon emissions, rather than storage.

Perhaps the largest takeaway from the study was the reality that while OSMP's carbon stock is large, it cannot reasonably be used to offset the City's annual emissions. But any knowledge gained in the challenge to build resilience in the face of a changing climate is a positive step. By taking this one, the importance of preserving and maintaining OSMP lands is even more evident, and the agency is now equipped with information to guide future action.

Any knowledge gained in the challenge to build resilience in the face of a changing climate is a positive step.



NATURE-BASED SOLUTIONS IN THE LAND OF ENCHANTMENT

About 400 miles south of Boulder, in New Mexico's Jemez Mountains, the results of another pioneering examination of public park land were informing efforts to safeguard and enhance its ecology. In this case, the study involved the possibility of mimicking nature's original ecological engineers, the beaver, to improve ecological function and resilience in New Mexico's state parks.

Before being nearly extirpated by fur trappers in the 1800s, beavers sculpted many of the world's stream valleys and wetlands, naturally achieving floodplain, water quality, and habitat conditions restoration practitioners seek to regenerate today. For that reason, Beaver Dam Analogs (BDAs), structures that mimic the form and function of beaver dams, are sometimes used for ecological restoration.

The State Parks Division of New Mexico's Energy, Minerals, and Natural Resources Department (EMNRD) wanted to determine if BDAs could be used to regenerate degraded aquatic ecosystems within its state parks. To help EMNRD'S State Parks Division explore that possibility, we conducted a GIS suitability analysis that examined state park properties with overlays of historic beaver ranges and previously documented beaver habitat. We also visited completed beaver-based projects in the area to gain insight into how the installations function over time. The suitability analysis revealed that BDAs held strong potential to jumpstart the restoration of ecosystem function and stability at five state parks.

The top priority site was the 700-acre Fenton Lake State Park. With its 37-acre lake surrounded by ponderosa pines and hiking trails along the Rio Cebolla—home to native Rio Grande cutthroat trout (*Oncorhynchus clarkii virginalis*)—the park draws many visitors who enjoy the opportunities it offers for fishing, hiking, camping, and cross-country skiing. Until recently, the park also drew beaver, but recent heavy rains had overtopped the lake spillway and blown out their dams. With changing weather patterns in mind, and in collaboration with EMNRD's State Parks Division, state and federal wildlife agencies, and community stakeholders such as the Friends of Fenton Lake, a nonprofit volunteer stewardship organization,

we developed a three-phase design approach to adaptively integrate beaver restoration into the Rio Cebolla valley downstream of Fenton Lake.

It includes both BDAs and Post-Assisted Log Structures (PALS) that spread heavy flows out into the floodplain while adding habitat complexity. We hope to attract beaver back to this part of Rio Cebolla. Final design and construction is planned for 2024 and 2025, and lessons learned from this project will help inform beaver-based restoration at other state parks.



A Biohabitats team member gathers data along Cieneguilla Creek in New Mexico's Eagle Nest State Park. ©Biohabitats

Meanwhile, across the Rio Grande Valley, EMNRD's State Parks Division was also taking action to protect and enhance the ecology of its newest property: Pecos Canyon State Park. The park spans 378 acres along the headwaters of the Pecos River, a federally designated Wild and Scenic River also recognized as "Outstanding Waters" by the New Mexico Water Quality Control Commission.

The beauty of the river and landscape of Pecos Canyon State Park draws hikers, campers, and anglers from all over the country, but its appeal was also becoming a problem. Although the river had benefitted from previous restoration efforts, several of its reaches, riparian zones, recreation areas and uplands within the park had been degraded by overuse by unregulated visitation and overuse.

In 2023, as the ecological consultant on a team led by Design Office, we helped the EMNRD's State Parks Division develop a master plan that would not only guide park but the protection and restoration of its ecological integrity. After conducting a comprehensive ecological assessment of each day use and camping site, we guided the ecological vision for the master plan, which included recommendations related to conservation and ecological restoration. This included guidance related to water systems management among seven camp and day-use sites along the Pecos and Mora Rivers.





The Pecos River, Pecos Canyon State Park, Tererro, NM
©Biohabitats

The master planning effort was a true collaboration, involving not only water systems and civil engineers, landscape and building architects, fluvial geomorphologists, and GIS specialists, but also with State Parks staff and stakeholders. This led to the vision of a park that provides users with safe, interconnected spaces for enjoying the Pecos River while also enhancing and protecting its ecological integrity, water quality and habitats. In the coming year, we anticipate moving forward with this vision.

Meanwhile, across the Rio Grande, EMNRD’s State Parks Division was also taking action to protect and enhance the ecology of its newest property: Pecos Canyon State Park. The park spans 378 acres along the headwaters of the Pecos River, a federally designated Wild and Scenic River also recognized as “Outstanding Waters” by the New Mexico Water Quality Control Commission.

The beauty of the river and landscape of Pecos Canyon State Park draws hikers, campers, and anglers from all over the country, but its appeal was also becoming a problem. Although the river had benefitted from previous restoration efforts, several of its reaches, riparian zones, and uplands within the park had been degraded by overuse by unregulated visitation and overuse.

In 2023, as the ecological consultant on a team led by Design Office, we helped the EMNRD’s State Parks Division develop a master plan that would not only guide the park but also the protection and restoration of its ecological integrity. After conducting a comprehensive ecological assessment of each day use and camping site, we guided the ecological vision for the master plan, which included recommendations related to conservation and ecological restoration. This included guidance related to water systems management among seven camp and day-use sites along the Pecos and Mora Rivers.

The master planning effort was a true collaboration, not only with water systems and civil engineers, landscape and building architects, fluvial geomorphologists, and GIS

specialists, but also with State Parks staff and stakeholders. led to the vision of a park that provides users with safe, interconnected spaces for enjoying the Pecos River while also enhancing and protecting its ecological integrity, water quality, and habitats.

The efforts at Fenton Lake and Pecos State Park represent just a glimpse into the work being done.

We have also assisted with the implementation of the plan by guiding ecological restoration and water systems management among seven camp and day-use sites along the Pecos and Mora Rivers to improve the ecological function, resilience, habitat, and safe public enjoyment of their special parts of the “Land of Enchantment.”

Inspire Ecological Stewardship

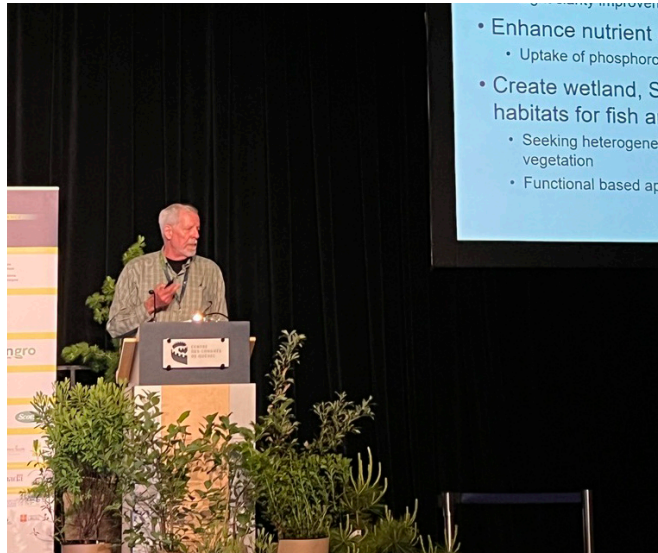
Compared to other fields involving engineering, planning, and design, ours is still relatively new. Yet, the need for nature-based solutions like ecological restoration, conservation, ecomimicry, and resilient water systems, has never been more urgent. We have always believed that sharing the work is as important as doing it, and with the need to increase and scale up efforts to restore and protect Earth's natural systems. Whether helping people understand the benefits that a restored wetland will yield for their community, teaching a group of third graders how to assess the health of a stream, or exchanging pioneering techniques in the design of habitat features or constructed wetlands with industry peers, sharing accrued knowledge is essential for advancing our field, cultivating long-term stewardship of our collective body of work, and sustaining planet.

American bullfrog (*Lithobates catesbeianus*) in newly restored wetland habitat in Teaneck Creek Park in Bergen County, NJ. ©David Ike Photography

GENERATING INFINITE RIPPLES

- The City of Lafayette, Colorado is a municipality in which urban growth and recreational demand and use place increasing pressure on open space. In 2023, we began working with the City to develop a Wildlife Management Plan. The plan is uniquely rafted through a lens of wildlife equity; where prairie dogs, raptors, and other animals are considered right alongside Lafayette residents as stakeholders. The City of Lafayette has a unique relationship with its local wildlife. Residents and City Staff care deeply about maintaining a sustainable ecosystem that simultaneously supports other community goals. The project team recognized this deep commitment by crafting an engagement plan that first reached out to residents in Lafayette to hear first-hand what would best serve them. In addition to traditional engagement tactics, such as an outreach survey and presentations at meetings, the project team participated in the City's annual Earth Day event, hosting a "habitat play tray" activity and teaching residents how to use iNaturalist and serve as citizen scientists. They also hosted a wildlife-themed trivia night at a local brewery.
- After collaborating with the Black Swamp Conservancy (BSC) and Biohabitats in 2022 to transform former agricultural land adjacent to their school into a Living Laboratory of restored riparian and wetland habitat where they can get hands-on education, Otsego Local School District students continued to work alongside us and take an active role in caring for the Fox-Shank Living Laboratory in 2023. They not only helped us plant native trees and install live stake plantings in the newly established wetland; they have also been collecting data throughout 2023 to monitor the site's ecological performance. Students also hosted a podcast featuring guests from the BSC and the Fox-Shank family, the property's former owners.
- Team members from Biohabitats' Chesapeake/Delaware Bays Bioregion office gave students from Towson University a presentation and tour of the Biohabitats-designed stream restoration project being constructed on the campus. According to Water Resources Engineer, Sarah Emrich, who helped guide the tour, it helped students understand why stream restoration was important to their campus and community, and it also yielded an unanticipated outcome. "It seemed to get many of them excited about the ecological restoration field," she said.
- We inspired tomorrow's practitioners by teaching courses, leading field trips, attending career fairs, guest lecturing, and supporting undergraduate and graduate students at other institutions, including the University of Virginia, University of Maryland, Kent University, Worcester Polytechnical Institute, University of Louisville, Morgan State University, Temple University, University of Connecticut, University of Oregon, and University of Pennsylvania.





USING OUR VOICES

- We supported the Rewilding Institute by sponsoring several episodes of the Rewilding Earth podcast. Six episodes brought new insights and voices to more members of the conservation community.
- We continued producing Leaf Litter, a free digital publication intended to inform and inspire the ecological restoration, conservation, and regenerative design community. Released on Earth Day to coincide with Biohabitats' transition to Perpetual Purpose Trust ownership, our spring issue examined and celebrated alternative business models that better serve people and the planet. The fall issue examined the role of technology in conservation and restoration. The issue highlighted new ways that technology is helping people collect, understand, and use data to improve life on Earth while connecting people and organizations across the globe who are working toward solutions.
- With topics ranging from "Converting agriculture fields to wetlands in northwest Ohio" to "GIS for Natural Resource Planning," "Multi-Stakeholder Restoration Efforts," "Determining the Costs for Ecological Restoration Projects," and "Beavers as Ecological Engineers," our team members delivered presentations to inform and inspire conservation, restoration, and design practitioners at 35 professional conferences in 2024.
- To help synthesize knowledge about nature-based solutions and create practical, equitable steps for implementation, we continued to support and participate in the Nature-Based Exchange, a series of workshops to advance nature-based solutions for South Carolina. 2023 events included the second of a two-part workshop on equity in NBS, and two workshops on NBS design standards, one of which was co-led by Biohabitats Founder, Keith Bowers.
- Our efforts to advance awareness of the power of nature-based solutions extended well beyond North America. As part of a delegation funded by the US Water Partnership, Senior Engineer, Pete Muñoz and our client Clean Water Services traveled to Laos to share expertise, resources, and inspiration related to integrated water strategies, as part of USWP's larger effort to address global water challenges and build capacity and resilience where needs are greatest. The delegation also heeded the call to participate in Singapore International Water Week Spotlight, an invitation-only gathering of leaders from utilities, cities, and industries to share experiences and solutions in tackling climate and water sustainability challenges.

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WALKING THE TALK

Our Climate Friendly policy includes the goal to be net-zero carbon in our business operations by 2025 and in our applied work by 2030. Many of our offices are powered in whole or partially by renewable energy, and we continue to work with our property owners to explore options for converting to renewable energy. Our 2023 we offset 284 MT of carbon through Cool Effect, a nonprofit that helps companies offset carbon emissions by supporting high-impact, carbon-reducing projects that promote human rights and indigenous agency, protect endangered species, provide developmental programs, and conserve ecosystems. We are honored to support two such projects:

- Power for a Planet is supplying an energy grid with a clean renewable energy source by capturing the methane being released from a landfill.
- A Bearadise is helping to ensure the survival of old growth forests, which will reduce about 1.5 million tons of carbon in 30 years.

PUTTING OUR MONEY WHERE OUR MOUTHS ARE

We believe that advancing and supporting aligned missions helps generate lasting, positive change.

Through our Corporate Contribution Program, we provided \$262,400 to nonprofit organizations through donations of dollars and time. This includes \$1,000 donations to nonprofits chosen by winners of our quarterly team member "Golden Acorn Award," which honors team members who embody our mission and values.

Biohabitats 2023 1% for the Planet Donation Beneficiaries

Acres of Ancestry
Alliance for the Chesapeake
American Littoral Society
Anacostia Watershed Society
Black Agrarian Fund
Black Swamp Conservancy
Blue Water Baltimore
Cambridge Coastcare
Chagrin River Watershed Partners
Chesapeake Bay Trust
Chesapeake Stormwater Network
Chesapeake Water Environment Association
Colorado Water
Cool Effect
Downtown Sailing Center
EcoDistricts
Fairtrade America
Friends of Jones Falls
Garrison Institute
The Giving Grove
Green Latinos
Guardians of Flushing Bay
Hawthorne Valley Association
hip of Baltimore
Howard County Conservancy
Hudson River Watershed Alliance
Invasive Species Action Network
International Living Future Institute
Irvine Nature Center
Johnson Creek Watershed Council
La Madera Ditch Association
Landscape Architecture Foundation
Lowcountry Lowland Trust
Maryland Stream Restoration Association
Midatlantic Society for Ecological Restoration
Midwest-Great Lakes Society for Ecological Restoration
National Sports Center for the Disabled
Nature-Based Exchange
Natural Areas Conservancy
The Nature Conservancy
NY/NJ Baykeeper
Ohio Biological Survey
Ohio Wetlands Association
Oregon Small Woodland
Resource Institute
The Rewilding Institute
River Restoration Northwest
Santa Fe Conservation Trust
Santa Fe Watershed Association
Society for Ecological Restoration
South Carolina Environmental Law Project
South Carolina Native Plant Society
Southern Appalachian Wilderness Stewards
The Stewardship Network
Teaneck Creek Conservancy
Tinkers Creek Watershed Partners
Trout Unlimited
Waterfront Partnership of Baltimore
West Creek Conservancy
Wildlands Network
Wissahickon Trails

A pollinator is drawn to a swamp rose mallow (Hibiscus moscheutos) in a restored wetland.
©David Ike Photography

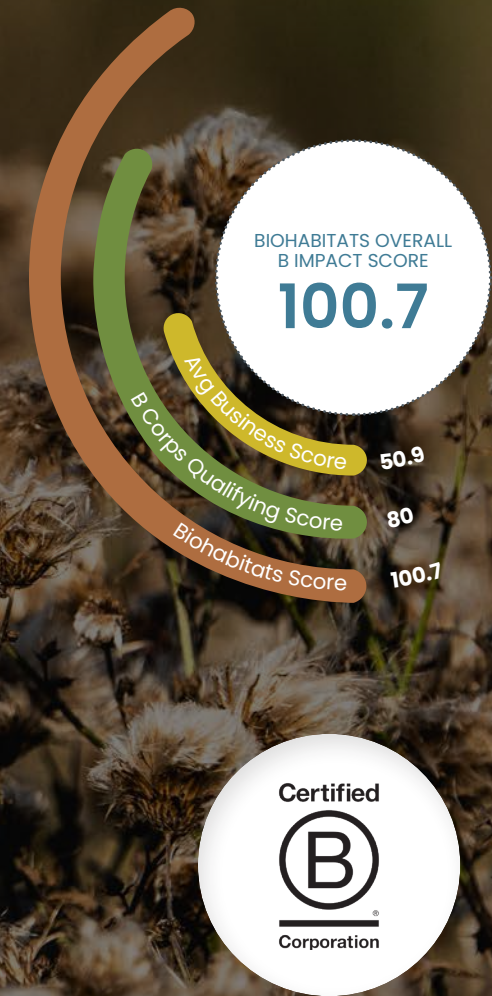
Certifiable Impact

B CORPS: MAKING BUSINESS A FORCE FOR GOOD

Biohabitats is a Certified B Corporation®, meaning that our overall environmental and social performance is comprehensively measured and verified by a credible, transparent, and independent third party. For that third party, we selected B Lab®, a 501(c)3 nonprofit organization that serves a global movement of people using business as a force for good. Through a tool known as the B Impact Assessment, B Lab® provides a rigorous, point-based evaluation of a company's practices in the areas of governance, workers, community, environment, and customers. The B Impact Assessment scores environmental and social performance. To be certified, a company must score 80. Our current score is 100.7. To date, B Lab® has certified more than 6,000 companies representing 150 industries in 80 nations. As a Certified B Corporation®, Biohabitats is part of a growing, global movement of people using business as a force for good. More information about B Lab® and the B Impact Assessment is available at

B Impact Scorecard

GOVERNANCE	16.2
MISSION + ENGAGEMENT	2.9
ETHICS & TRANSPARENCY.....	5.8
MISSION LOCKED	7.5
WORKERS	34.7
FINANCIAL SECURITY	14.9
HEALTH, WELLNESS, & SAFETY.....	6.0
CAREER DEVELOPMENT	7.3
ENGAGEMENT & SATISFACTION	6.5
COMMUNITY	13.7
DIVERSITY, EQUITY, & INCLUSION	6.8
ECONOMIC IMPACT.....	1.1
CIVIC ENGAGEMENT + GIVING.....	5.8
SUPPLY CHAIN MANAGEMENT	0.0
ENVIRONMENT	31.5
ENVIRONMENTAL MANAGEMENT	0.6
AIR & CLIMATE.....	5.4
WATER.....	0.5
LAND & LIFE	0.0
LAND/WILDLIFE CONSERVATION.....	2.5
CUSTOMERS	2.6
CUSTOMER STEWARDSHIP	2.3
SUPPORT FOR UNDERSERVED/PURPOSE DRIVEN ENTERPRISES	0.3





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Just.

Organization Name: Biohabitats
Organization Type: Ecological Consulting
Headquarters: Baltimore, Maryland
Number of Employees: 80

Social Justice Indicators:

Diversity & Inclusion

- Gender Diversity
- Ethnic Diversity
- Inclusion
- Engagement

Employee Benefits

- Health Care
- Retirement Provision
- Family/Medical Leave
- Training/Education

Equity

- Full-Time Employment
- Pay-Scale Equity
- Freedom of Association
- Living Wage
- Gender Pay Equity

Stewardship

- Local Communities
- Volunteering
- Animal Welfare
- Charitable Giving
- Positive Products

Employee Health

- Physical Health
- Well-Being

Purchasing & Supply Chain

- Equitable Purchasing
- Supply Chain

THE SOCIAL JUSTICE LABEL 2.0

BIO-001

EXP. 05/01/2025

INTERNATIONAL LIVING FUTURE INSTITUTE™

JUST: ELEVATING TRANSPARENCY

In 2023, we received our renewed JUST label. Managed by the Living Future Institute, JUST is a voluntary disclosure tool that enables organizations to evaluate themselves through a social justice and equity lens. It is like a nutrition label for socially just and equitable organizations. Receiving the label requires reporting on a range of organization- and employee-related indicators within the categories of Diversity and Inclusion, Equity, Employee Benefits and Health, Purchasing and Supply Chain, and Stewardship. The intent and requirements behind the JUST label align with our values, policies, programs, and we are honored to wear it.

PERPETUATING OUR PURPOSE

On Earth Day, 2023 Biohabitats sold all its shares to the Biohabitats Purpose Trust, which is a non-charitable trust with the explicit purpose of “restoring nature, protecting and conserving biodiversity and inspiring love for wild places.”

With the Biohabitats Perpetual Purpose Trust, Biohabitats’ purpose, mission, and values are locked in for the next 100+ years and cannot be bought or sold. Under the BPT, Biohabitats operates as a for-profit company trading as C-corporation with a Benefit Corporation overlay. We are also B-Corps Certified, a JUST company and 1% for the Planet Member. The profits Biohabitats earns are no longer extracted by shareholders (because the BPT is the only shareholder and doesn’t need profits) but instead get reinvested back into Biohabitats Team Members, our stakeholders and Nature.

The BPT is governed by a board of trustees within the Trust Earth Stewardship Committee, which is responsible for making sure that Biohabitats is meeting its Purpose and objectives. There are five seats on this stewardship committee, and we have designated and legally codified one seat for Nature. Nature, represented by a Nature Guardian, has a seat at the table and more importantly, agency in making sure that Biohabitats is meeting its purpose and objectives.

While this will be a long, exciting journey, we are happy to share some of the achievements we have made in working toward our objectives:

Shagbark hickory (*Carya Ovata*) in Acacia Reservation, Lyndhurst, OH ©David Ike Photography



Advocate for the innate rights of Nature and ecological democracy.

- In applying the science of ecology to our projects, we bring a deep knowledge of the composition, function, and interrelationships of natural systems. With that comes a strong understanding of what will best serve those systems. In other words, we advocate for nature in every single project we touch. In 2023, that meant 370 instances of advocacy.
- We also advocate for nature by sharing knowledge, case studies, and inspiring ideas through a variety of platforms. In 2023, our team members did this by speaking at 35 conferences; delivering lectures for (6) university and civic institutions (5- Jenn & Kevin G); appearing as guests on podcasts and blog posts.
- After shifting to Perpetual Purpose Trust ownership, Biohabitats Founder Keith Bowers actively advocated for other business leaders to consider alternative ownership models that were more planet positive. He spoke out for nature in this way on several business-oriented podcasts and live speaking engagements and contributed articles to publications such as the Climate Change Business Journal.
- Receiving the American Society of Landscape Architects’ 2023 ASLA Firm Award recognized our impact on the discipline. We made the most of this national spotlight by advocating for the inclusion of nature’s voice and wisdom in the planning, design, and restoration of landscapes.
- In addition to undertaking five pro bono initiatives in 2023, our team members collectively donated 1,421 hours of their personal time to volunteer for organizations serving their communities.

2

Undertake work that protects and conserves biodiversity, restores and regenerates natural systems, and rights environmental injustices.



A restored tributary at the Irvine Nature Center in Owings Mills, MD ©Biohabitats



Construction of an urban waterfront park begins in Buffalo, NY



A pollinator atop restored riparian vegetation in Washington, DC ©Rich Riggins



Biohabitats team members during a Western Bioregions Summit in 2023

In the sampling of projects shared in the first section of this Annual Benefit Report, and in the 362 additional 2023 projects we do not have the space to include, we helped 249 communities in 27 states with efforts to address challenges in ways that improve the ecological function of natural systems and help equitably connect people them. In the coming years, we will track specific metrics to quantify and measure our progress toward this and other Purpose objectives.

3

Cultivate an interdisciplinary team comprised of a balance between the sciences, design, engineering, and construction.

In 2023, we hired nine new team members representing seven different areas of expertise within the disciplines of landscape architecture, engineering, ecology, and construction.

Recognizing that onboarding is one of the most fundamental factors for team member inclusion, success, and well-being, we developed an upgraded onboarding program as part of our DEI efforts. The program is tailored to each new position and in consideration of the individual's unique experience to immediately engage them in a robust training and development pathway. The training overlaps both technical and cultural components and evolves over their first year.

We intentionally integrate team members into the systems, decision-making, and practices at Biohabitats to empower their ability to advance their skills and determine their path forward with self-management principles, advice decision-making, and a partner advocate.

We are passionate about lifelong learning and sharing expertise with one another. As part of our team member development program, we host in-house 30-minute presentations and 60-minute training workshops we refer to as "Brain Planters" and "Brain Gardens," respectively. In 2023, we held 28 of them, covering topics such as eDNA, biochar, ecologically based planting design, construction administration and oversight, new modeling tools, and more.

We developed structural tools, based on Biohabitats' shared leadership model and learning organization principles, to serve as guidance for mobility in the organization and support each team member's unique career journey.

4

Be just in compensating all Team Members and including sharing profits with active stakeholders, Nature, and the communities we touch.

All Team Members are rewarded for the collective financial success of Biohabitats. Led by our People & Culture Leader and a compensation committee, our compensation program includes annual wage adjustments; a 401K match and operating and achievement bonuses. In 2023 we shared 47% of our operating profit with all team members. Annual wage adjustments are based on pay equity, role changes, outstanding performance, and merit. Six Biohabitats' team members received promotions in 2023, three of whom are women.



5

Operate Biohabitats as a learning organization that embraces a diverse, equitable, and inclusive culture, supported by self-management, wholeness, and evolutionary purpose.

In 2023 we established an Employee Resource Group (ERG) to work with our People and Culture Leader to develop a firmwide Diversity Equity and Inclusion (DEI) Program. They first created a commitment statement: “Biohabitats embraces diversity by committing to a culture of inclusivity and equity informed by a deeper understanding of systemic injustices.” They then defined goals for thematic areas relevant to embedding diversity, equity, inclusion, and justice in our DNA and practice: understanding, policies and practices, growth, wellbeing, outreach, engagement, and Indigenous relations. A preliminary action plan was created and in mid-2023, action was taken were under the goal of understanding. DEI goals and action plans were introduced to all team members, and a training workshop hosted by the Racial Equity Institute began to broaden our team’s collective understanding of systemic and racial biases in our society. The ERG followed up on the training with a firmwide facilitated listening session to reflect on the training and explore ways Biohabitats could further enhance our DEI goals and actions. An anonymous slate was set up on a shared, cloud-based site for team members to share inquiries, desires, and concerns. At the close of 2023, the ERG began to develop an action plan for 2024 – with a focus on strategies associated with community engagement, Indigenous relationships, policies, and outreach goals.

We continued our Interdisciplinary Internship Program, designed to provide people of color and women with the opportunity to explore career pathways in environmental consulting. Prioritizing candidates who attend Historically Black Colleges and Universities, Hispanic Association of Colleges and Universities, and Tribal Colleges and Universities, the program provides students with experience on real projects, expanding their skill sets. This year’s cohort of interns included: Kayla Brown, a graduate student in environmental engineering at Morgan State University; Marci-Ann Smith, a graduate student of landscape architecture at the University of Maryland; Paul Soh-Koo Wisner, an undergraduate student of environmental science and economics at Johns Hopkins University; and Uzoma Aneke, a graduate student from Turkey who was studying environmental engineering at the University of Maryland Baltimore County. In previous years, the program focused on students within the D.C., Maryland, and Virginia (DMV) region. In 2023, recruitment expanded beyond the DMV, drawing from local, national, and international universities. We hope to begin developing a career pipeline for interns in the future.



SER Fellow LeeJi Drifwood visits the project site ©Biohabitats

We are proud to be a founding donor of the Landscape Architecture Foundation's Ignite program, and we continued our support of the program in 2023. Ignite is a comprehensive scholarship, internship, and mentorship program for BIPOC college students pursuing degrees in landscape architecture. We also entered the second year of a three-year sponsorship of the Society for Ecological Restoration's Restoration Fellows program, which provides authentic career opportunities to emerging professionals from underrepresented communities.

Initiated communication and leadership training workshops to determine final new structures for leadership and governance, and Biohabitats functional teams (i.e. Marketing, People & Culture, etc.). In the workshops, we discussed communication and leadership best practices to effectively run the business according to our culture and values, operational needs, and with a comprehensive collective voice. We defined the Biohabitats operating system, which connects to the structural and advancement pathways and is adaptable to company and team member needs.

We are proud to share Headwaters: A Guide to Biohabitats' Benefits, Policies and Cultural Practices. We encourage you to explore how we operate Biohabitats, share and borrow what works for you, and offer us your thoughts and suggestions. Headwaters is a purposeful attempt to find a better way to run an organization that is good for people as well as

all the species with whom we share this planet. It is framed by important questions: How can we reshape a business that prizes cooperation, humility, and long-term thinking? How can our business serve ecological regeneration and conscientious consumption? In our work and operations, how can we celebrate all life on this planet, including the uniqueness, diversity,

and evolutionary potential of all species? Headwaters codifies our practices, ensures that our corporate policies and benefits comply with prevailing laws and regulations, and provides a framework, moral compass, and ground rules that allow us to move in the same direction, with purpose, perseverance, and passion. It prompts us to step back and be reminded of

our organizational philosophy, to continually question its usefulness, and to seek better ways of operating our business and advancing our mission. It also provides a useful introduction to new team members who are joining us on this journey.



Keith Bowers signs Biohabitats' Perpetual Purpose Trust agreement on Earth Day 2023 (c) Larry Canner

Our 2023 Team

Uzoma Aneke
Miguel Arteaga
Bryan Arvai
Jose Avalos
Katherine Bartter
George Battersby
Emily Beacham
Joseph Berg
Nels Beyer
Jordan Beyer
Keith Bowers
Kayla Brown
Ted Brown
Claudia Browne
Tristan Burwell
Quinn Caralle
Sarai Carter
Olin Christy
James Cooper
Tanaira Cullens
Kevin Dahms
Russell Daniels
Thomas Denbow
Sunny Dood
Jennifer Dowdell
Aiman Duckworth

Sarah Emrich
Erin English
James Favret
Lisa Feather
Adam Feuerstein
Sera Fleishman
Francisco Garcia
Antonio Garcia Ordonez
Meghan Gloyd
Kevin Grieser
Rafael Guzman
Hanna Harper
Caroline Hildebrand
Kelsea Hilditch
Suzanne Hoehne
Dillon Houshour
Kevin Houshour
Jordi Kellogg
Matthew Koozer
Miranda Lepek
Harold Leverenz
Michael Lighthiser
Helen Little
Brett Long
Lee Mallonee
Donald Marinello
Brooke Marshall

Jorge Martinez
Christopher Matroniano
Jennifer Missett
Eliza Month
Erin Mundorf
Peter Munoz
Amy Nelson
Jensen Noel
Jessica Norris
Kevin Nunnery
Justin Park
Reynaldo Perez
Michael Peterson
Emma Podietz
Rose Marie Price
Christopher Rehak
Julia Richter
Sarah Roberts
Bryon Salladin
Sydney Salzwedel
Susan Sherrod
Cullen Simon
Marcí Smith
Vince Sortman
Rachel Spadafore
Doug Streaker
Christopher Streb

Katie Talley
Justin Taylor
Sergio Tovar Garcia
Michael Trumbauer
Danielle Ursprung
Jacques Varvel
Leopoldo Vazquez
Reyes Velazquez
Jose Velazquez
Austin Vong
Nathan Wadley
Scott Wallace
James Way
Josh Wilson
Rebecca Winer-Skonovd
Paul Wisner
Jacob Wixon-Genack
Shayla Woodhouse
Gregory Zuknick

Looking Ahead

GOALS FOR 2024

1. Develop metrics for a more robust measurement of our Trust objectives
2. Continue to improve our DEI program and action
3. Organize updates to form a knowledge transfer network
4. Create companion materials and provide advocate training to link our team member development program to strengthen the learning organization network.
5. Prepare carbon accounting & sustainability program to launch in 2025
6. Expand the reach and impact of work and continue helping communities address the pressing issues of our time by developing solutions grounded in ecology.



UNITED NATIONS DECADE ON
**ECOSYSTEM
RESTORATION**
2021-2030



Just.



Restore the Earth and Inspire Ecological Stewardship

biohabitats.com

Biohabitats helped the Mt. Baker ski area in Bellingham, WA upgrade its onsite wastewater treatment system to better protect the environment. ©Mt. Baker Ski Area

