

ANNUAL REPORT

FISCAL YEAR APRIL 1, 2020 - MARCH 31, 2021



OUR VISION

Our vision is that British Columbia is home to a world-class construction sector that demonstrates exceptional productivity and resilience.

OUR MISSION

Our mission is to ensure that BC's skilled workforce, resources, and regulatory environments exceed the needs and expectations of our industrial, commercial, and institutional construction employers.

OUR VALUES

From the jobsite to the boardroom we value community, safety, ethical and respectful business practices, fair market competition, and a pioneering approach to the future through leadership and innovation.

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A NOTE FROM THE BOARD CHAIR



Mike Fawcett, BCCA Board Chair

It will be difficult to find an Annual Report this year that doesn't begin with a comment about "unprecedented times", and as much as I would like to be the exception there doesn't seem to be any way around it.

These have been, and continue to be, unprecedented times.

At every level, the work of BC's construction industry has been impacted by COVID-19, from daily operational adjustments on every job site to massive structural impacts at the most macro level.

The pandemic heightened the challenges faced by employers in our industry, and in many cases made those challenges worse and more dangerous to their business operations and livelihoods. Lack of Prompt Payment is a good example of an issue that was already putting small businesses – and large ones too – at risk due to cash flow challenges. Layer pandemic on top of that, and then our industry's designation as an Essential Non-Medical Service on top of that, and we're in a perfect storm: new operational expenses, unreliable supply chain, escalating costs of materials, delays in project delivery – and no legislative recourse if we don't get paid for the work we've done.

The pandemic also shone a spotlight on our strengths. It's shown us that as an industry we're far more collaborative than we thought and reminded us that we are a workforce that's dependable in a crisis. Give us a problem and we'll solve it. Give us a challenge and we'll beat it. Give us a project and we'll build it. That's what we do, and our intrepid and logical approach to our work gave us what we needed to navigate through COVID.

Through it all the BC Construction Association has continued to be the voice of reason for our industry, trusted by stakeholders and competitors alike.

BCCA's non-partisan approach is the defining characteristic of our organization and has made it possible for others to seek our

leadership throughout this crucial time. An apolitical approach is the driving force behind our ability to represent the industry, as we lead partners to finding common ground on solutions to industry's most challenging issues:

- COVID-19 Safety
- Prompt Payment
- Skilled Workforce Acquisition and Retention
- Community Benefits Agreements
- Compulsory Trades
- Contract Terms and Public Sector Procurement Best Practises

I'm very proud of how the BCCA Board and staff adapted to the constraints of COVID-19 over the past year. Our Board meetings were held virtually, and we didn't miss a beat. Staff worked virtually, and not only did the work carry on but it flourished. We used new technology to solve problems and keep things going, and we did it well.

As my predecessor Angela McKerlich said in last year's Annual Report, pandemic showed in stark relief the vital role that the construction industry Associations play in Canada.

Before I sign off, I want to congratulate my fellow Board members and the BCCA team for their accomplishments this year. If I had to go through a pandemic in my first year as Board Chair, I'm grateful that you were there for reinforcement.

Toman

Mike Fawcett BCCA Board Chair

PRESIDENT'S MESSAGE

APRIL 2020 - MARCH 2021

An Extraordinary Year for our Industry and our Organization

Chris Atchison, BCCA President

If there has ever been a time that demonstrated the value of association membership, that time was the period coinciding with this Annual General Report. From April 1 2020 to March 31 2021, across Canada, community by community, we witnessed unparalleled collaborative efforts across the construction industry as it stared down and staved off the worst of the COVID-19 Crisis.

Early on, at the onset of the crisis, it was eerily quiet in the office, on the streets and across business centres. However, the job sites stayed vibrant, adapting and providing a beacon of normality during a surreal time. To the essential workforce of construction, we owe a debt of gratitude for their collective response. Along the way, the BCCA team reimagined and redeployed itself to continue its important work behind the scenes.

All throughout, BCCA's COVID-19 Briefing and Resource hub continued to offer regular site updates and to issue bulletins. Our Virtual Hotline helped us connect with our industry in real-time. Our subject matter experts were always ready with their professional insights. There has been an unprecedented willingness to share and collaborate during this time.

As society emerges from this pandemic phase it will enter into a period of economic recovery. BCCA is well-positioned to lead the resiliency strategy for the construction sector and will continue to lean-in to that role.

And yet throughout this year we've accomplished:

- Our 3rd Annual Construction Month and partnered to introduce the #lunchboxchallenge across BC
- Deputy Ministers and Industry Infrastructure Forum (DMIIF) governance reboot
- BCCA has been invited by the Ministry of Jobs, Economic Recovery and Innovation (JERI) to be part of the BC COVID-19 Industry Engagement Table

- Revitalized the Prompt Payment Working Group
- Initiated our Inside Construction Podcast
- Presented to the Pacific Northwest Economic Region panel on the BC construction industry's joint efforts regarding COVID-19
- Received a 2nd consecutive CCA Workforce Award of Excellence for championing diversity and inclusion in the construction industry

I greatly benefit and remain appreciative for an engaged and thoughtful Board of Directors who support the collective advancement of the BC construction industry. The required commitment is valued and I recognize the challenge of wearing multiple hats while serving complimenting boards. I look forward to your ongoing leadership in governance and strategic direction as we continue to deliver value on so many fronts.

In closing, I must acknowledge the tremendous staff at BCCA. They are professional and forward thinking yet grounded by the essential elements of our current strategic plan. All are highly dedicated to the industry and association they serve and each one of them has responded to the "resilience and productive" call that came with the pandemic. I am proud to lead a team that finds such meaning and value in their work and I sincerely appreciate their significant contributions to the BC Construction Association.

-/HT

Chris Atchison President

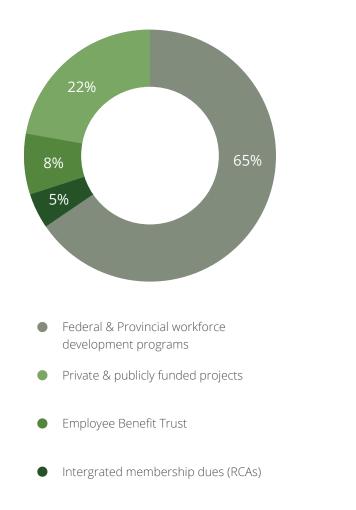


FINANCIAL

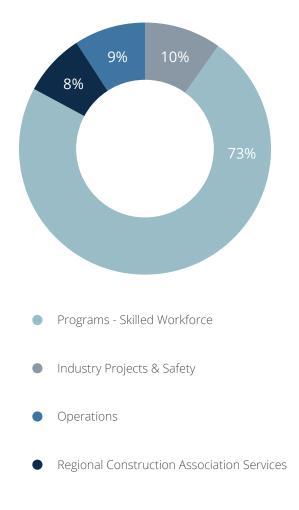
BCCA Revenues

The BCCA 2020/2021 fiscal year saw many logistical challenges to overcome. Each part of the association was required to reinvent their activities to work with the Covid-19 restrictions, along with their budget. The lack of travel, meetings, and other networking opportunities had a positive impact on the financial position, however created more challenges for the teams who rely on those activities to make their programs thrive. The BCCA team found a way to perform at the highest possible level, which allowed us to exceed our financial targets, in a year which had promised lower revenues. This allowed BCCA to reduce membership dues, hire additional staff, and efficiently transition to a temporary remote work force.

The Board of Directors, Finance & Audit Committee, and the team at BCCA continue to focus on strengthening the financial position while balancing the transition to the new norm, both internally and in the industry.



BCCA Expenditures



SKILLED TRADES EMPLOYMENT PROGRAM



The Skilled Trades Employment Program (STEP) has been supplying BC construction employers with job-ready workers since 2006.

From screening and assessment to training and supplies, STEP quickly finds and prepares the right candidates for skilled trades jobs and apprenticeships.

STEP serves employers across BC with Regional Construction Association based offices in Prince George, Kelowna, Kamloops, Vancouver, Nanaimo, and Victoria and additional locations in Prince Rupert, Fort St. John, and Abbotsford.

Since late 2019, STEP's participants have been job seekers primarily from equity seeking groups, including youth, Indigenous

Peoples, women, and new immigrants. To ensure employers have access to the best new recruits in the industry, STEP's Regional Employment Placement Specialists (REPS) have built strong relationships with high schools and post-secondary trades training providers, as well as other employment service providers and community organizations.

This year, the COVID-19 pandemic created unprecedented challenges for both employers and job seekers in the skilled trades. Resilient as ever, BC's construction industry was designated an essential service, and the STEP team worked hard to successfully maintain a strong connection between employer companies and available workers, providing extra safety coaching to job seekers to help ensure safe and productive worksites for everyone.



NEWCOMERS

BCCA-IN supports workforce **INTEGRATING** development in Canada's construction industry by providing pre-settlement and

career coaching services for highly skilled newcomers approved for immigration. We are the only sector-specific program that serves construction-experienced newcomers on a one-on-one basis, no matter where they plan on landing in Canada. The program is funded by Immigration, Refugees and Citizenship Canada (IRCC) to 2023.

Clients are welcomed to the BCCA-IN while still in their home country. They generally have a high level of education, several years industry experience and typically possess non-Canadian professional licenses (credentials). The most common role profiles are project coordinators/managers, engineers (of all disciplines), architects, estimators, technicians, technologists, tradespeople, construction coordinators/supervisors and a range of construction business support occupations including IT, HR, sales, marketing, health and safety, finance etc.



Statistics for the fiscal period 2020-2021



Financé par :



Immigration, Refugees and Citizenship Canada Immigration, Réfugiés et Citoyenneté Canada

BidCentral[™]

BidCentral is BC's largest and most trusted online construction bidding marketplace, providing

a centralized solution and quality service for all ICI construction projects in BC for over 20 years. Public, private, invitation-only, prebid and permit opportunities which include documents and timely addendum notifications are all easily accessible with a Premium subscription (offered at a 60% discount to all RCA industry members).

Trade contractors, suppliers and manufacturers use BidCentral to source projects, create relationships and access timely information.

General contractors and construction managers also use BidCentral to invite bidders for intention to bid, remain in control of tenders and document distribution and bid more effectively.

Bid authorities use BidCentral to publish and procure suppliers for major construction projects.

The BidCentral platform services the industry at large, allowing all contractors to connect, distribute and access time sensitive, quality project information and documents through the expansion of a Premium access level.

In April 2020, we successfully moved BidCentral to a new platform with eSolutionsGroup.





106,695

Docs downloaded



www.bidcentral.ca



LNG Canada Trades Training Fund (October - December 2020)

This program gives BC construction employers a way to help their apprentices receive funding for technical training and complete their apprenticeship. Apprentices receive funding for tuition, student fees, exam fees, and other expenses (textbooks/course supplies).



The LNG Canada Connect program operates in the Terrace/Kitimat area of British Columbia, assisting residents to find employment and providing funding for short courses, safety/work clothes, and equipment necessary for work readiness. LNG Canada Connect has a focus on assisting the Indigenous Communities in the area, and works with local Indigenous Community Groups.

Pipeline Project

Coastal GasLink The TransCanada Coastal GasLink Connect program operates in the Bulkley Valley (Hazelton to Vanderhoof) area of Northern

British Columbia, assisting residents in finding employment, and providing funding for short courses, safety/work clothes, and equipment necessary for work readiness in the region. Connect also has a goal of assisting the local Indigenous People in the Bulkley Valley, and works with local Community Groups.

Thank you Bonnie-Lynne, Programs like this one are very helpful for our younger employees. Kind regards, Christy Kerr, Manager, Finance & Administration, Kerr Controls Inc. November 20th, 2020.

bccassn.com/connect



The Builders Code is a baseline Builders code of conduct standard for BC's construction industry.

Focusing on expanding the industry definition of safety to respect psychological as well as physical hazards, the Builders Code introduces the concept of an "Acceptable Worksite" as one that does not tolerate hazing, bullying or harassment of any worker. This is the starting point for reducing risk and ensuring a safe and productive environment for all workers. By focusing on the business goals of productivity, safety, competitive advantage, talent acquisition and employee retention, the Builders Code helps employers to communicate consistent behaviour expectations in the language of industry.

Builders Code resources are:

- HR policies (no cost)
- Advisory Services (no cost)
- Crew training App (no cost)
- Employee Training
- Signage and best practices (no cost)
- Awards and recognition (no cost)

The Builders Code pilot was co-funded by BCCA, WorkSafe BC, the Industry Training Authority, BC Construction Safety Alliance, BCCA Employee Benefit Trust, and LNG Canada. The pilot ended in February 2021 and the program is now managed and funded by BCCA.







We established the BCCA Employee Benefit Trust over 50 years ago with the mission to ensure construction workers are cared for. As an organization

responsible for the lives of over 7,000 employees under 500 construction businesses, we continue to work towards this end as demonstrated during the COVID-19 pandemic.

During the pandemic, we implemented our COVID-19 Crisis Relief Plan. Phase one of our COVID-19 Crisis Relief Plan reduced the mental and financial burden facing the construction industry. We doubled down on supporting construction workers' mental health by increasing our psychology benefit, expanding our definition of mental health practitioner, and providing free access to one-on-one digital therapy.

Increased Psychology Benefit

While many of our groups covered the psychology benefits up to \$500, we temporarily supplemented this benefit up to \$2000 until December 31, 2021.

Expanded Definition of Mental Health Practitioner

Registered Social Workers are now eligible practitioners under the psychology benefit. As such, our plans will now reimburse expenses related to a social worker through the extended health benefit.

Free Access to Digital Therapy

Currently, MindBeacon's self-help tools are available to our members at no cost. The Therapist-Guided Program and Live Therapy Sessions are also services available under their plans. Though these are accessible, we know employees are more likely to use a service if they do not have to pay out of pocket first even if the expense is reimbursable.

To remove this hurdle, we have collaborated with MindBeacon, so construction employees can access MindBeacon's Therapist-Guided Program - free of charge. Eligible employees, and dependents, can now access the services of a registered mental health professional without the stress of paying out-of-pocket.

We also took some of the burden off our members by directly communicating with their employees via email. This direct communication has allowed us to encourage employees to seek the mental health resources available to them while reducing the work for our member companies.



BCCA REPRESENTATION ON EBT BOARD

Scott Bone (NRCA) Cory Klein (NRCA) Scott Wild (SICA) Debra Dotschkat (SICA) Rory Kulmala (VICA) Christy Kerr (VICA) Donna Grant (VRCA) Rois Rizzo (VRCA) Tim Doucette (VRCA) Chris Atchison (BCCA)

AFFILIATIONS

COCA Council Of Construction Associations

Council Of
Construction
AssociationsCOCA was created to present
a united front and systematic
approach to WorkSafeBC

assessment, claims and occupational health and safety issues. COCA also deals with Technical Safety BC and the Provincial Government in regards to construction's workplace health and safety interests and is an ad-hoc committee of BCCA. COCA represents 20 BC construction associations from every sector and size company, both union and non-union. The BCCA acts as the secretariat, contributing the largest funding amount.

The BCCA appoints four representatives to sit on COCA's Board with representatives from the other construction associations. COCA ensures that regulatory changes are reasonable and effectively promote safety. As a result, millions of dollars have been saved and industry's interests protected. COCA has continued to be instrumental in supporting members through various Covid-19 related issues and concerns with WorkSafeBC including ensuring that construction's essential service status is maintained, providing timely updates and clarification to members on the impact of Public Health Orders including stop work orders, vaccinations and rapid testing. We also actively work to ensure that employers' perspectives are communicated to WorkSafeBC and the provincial government.

COCA is a member of WorkSafeBC's Policy and Practice Consultative Committee (PPCC) in an effort to represent our collective construction employer's interests. During the 2020-2021 fiscal year, COCA advocated for industry on numerous files. A few highpoints include:

- PPE, in particular Hard Hats
- Traffic Control
- Mobile Equipment
- Bill 23 Policy Changes and Practice Directives
- COR ~ in particular the new audit process being implemented by WorkSafeBC
- BC Labour Code changes
- Pattison Report implications for WorkSafeBC
- Workplace Violence, Bullying and Harassment Regulations and Policies
- Cost Relief and Return to Work policy changes
- Concrete Pumps
- WorkSafeBC Board nominations
- Recycling Abrasive Blasting Materials

Over the past four years, British Columbia has been grappling with an opioid overdose epidemic, officially recognized as a health crisis in 2016. The construction industry has struggled with the opioid crisis as the construction trades account for over 50% of overdose deaths. We are actively working on The Naloxone Challenge – a campaign to place a Naloxone Kit in the hands of every construction worker in BC.

BCCA Representation on COCA

- 1. Wayne Fettback, Western Pacific Enterprises Ltd. (Chair)
- 2. Richard Shipway, Syncra Construction Corp
- 3. Sean Frost, Norland Limited
- 4. Don Wightman, PML

www.cocabc.ca



The BC Construction Safety Alliance is a not-for-profit association that provides services to its members –

more than 51,000 construction companies large and small, who employ approximately 210,000 workers province-wide. Our funding is provided by the industry itself through annual assessments by WorkSafeBC. Working for the construction industry, we are also governed by it, through a board of directors who represent every sector of our industry, from residential, road building, aggregate and ready-mixed, to industrial, commercial, institutional, and heavy construction.

BCCA is a strong supporter of the BCCSA, aligning with their goals and initiatives helping make safety simpler for those in the construction industry.

Eight of seventeen BCCSA board members are appointed by the BCCA from the RCA membership:

Wayne FettbackBrooks PattersonKevin MossRichard Verbeek

Shayne Price Two vacancies Scott Torry

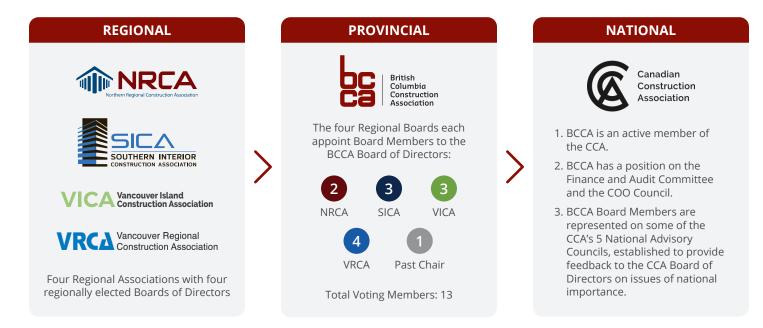
Key Accomplishments

- Entering 2020 there are now 1,108 COR[®] Certified companies operating in BC
- Silica Control Tool™ continues gaining traction within industry, with 1,789 Exposure Control Plans completed
- We have trained 3,951 people in-class
- Certified Concrete Pump Operator program successfully launched September 2019
- NCSO[®] & NHSA[™] designations continue to grow
- Traffic Control Program has trained over 7,300 new TCPs as well as recertifying 1,662
- Development and distribution of over 30 resources, signage and posters as part of our COVID-19 response as well as the production of an online platform featuring our Regional Safety Advisors called "RSA Live"

ASSOCIATION NETWORK

In partnership with our colleagues at the regional and national levels, we work to foster an economic and political climate to promote growth, competition and success for our industry.

Together, we form a strong national network that has enormous power to shape the future of our industry.



Regional Construction Associations

Companies who hold "Industry" level memberships in their Regional Construction Association are also members of the BC Construction Association and the Canadian Construction Association. Member companies find enormous value in their ability to collaborate directly with our Associations on issues they care about.

The BCCA Board is comprised exclusively of members of the Regional Construction Associations, who provide leadership and guidance to ensure value to the industry across the province and back to the unique regional markets. (See page 15 for list of names).

Canadian Construction Association

The BCCA is an active member of the CCA. The affairs of the association are governed by a Board of Directors elected annually, which according to CCA's by-laws shall consist of a maximum of 20 Directors and reflect the diversity of the industry including sectoral and geographic.

To support the Regional Construction Associations and facilitate open communication and dialogue on key issues, BCCA hosted and funded five Board meetings. These group discussions direct the focus of BCCA's work, providing an opportunity to ensure member value and that regional issues are provincially and nationally addressed as needed.

The BCCA has funded and administered several added value cross regional programs and projects.

This unified approach is of paramount importance to our work, and continues to be one of the most important differentiators for our success.

BCCA has a position on the Finance and Audit Committee and the COO Council. To facilitate the objectives of the association and improve engagement, CCA has created five National Advisory Councils to provide feedback to the board on issues of national importance. BCCA Board Members are represented on some of these Councils.

INDUSTRY REPRESENTATION: BC CONSTRUCTION ASSOCIATIONS

ASSOCIATION INITIATIVES

Employee Benefit Trust Board Integrating Newcomers Skilled Trades Employment Program (STEP) Builders Code

Construction Month LNG Canada Trades Training Fund LNG Canada and Coastal GasLink Connect Program

BCCA COMMITTEES

Executive Finance & Audit Governance Standard Practices BOBS Sub Committee Council of Construction Associations

CONSTRUCTION INDUSTRY GOVERNMENTAL ORGANIZATIONS

Construction Foundation of BC Common Ground Alliance BC Construction Safety Alliance Building Standards SkillsCanada Technical Safety BC Public Construction Council of BC BuildForce Canada Canadian Apprenticeship Forum Step Code Committee Business Council of BC ITA - Innovations Committee CCA - Workforce Development Advisory Group

Deputy Minister's Industry Infrastructure Forum

Master Municipal Contract Documents

Advocating for BC's Construction Industry, Roles and Responsibilities

Provincial Election

Local voters determine the Members of the Legislative Assembly (MLAs). Next scheduled election in BC October 19, 2024.

MLAs represent constituents in reviewing the plans of government. Some perform specialized roles.

The Premier appoints party MLAs to the Cabinet

Private Members are MLA's who are not Cabinet Ministers.

Legislative Assembly (87 MLA's)



57





NRCA: 8SICA: 15MLA's represent local voters on provincial issuesVICA: 15The RCA's role is to educate MLA's on provincialVRCA: 49issues in the context of the region.

Cabinet (24 Ministers of the Crown, a.k.a "Executive Council")

BCCA: 24

BCCA advocates on behalf of all regions to Ministers shaping provincial policy. Ideally, MLA's are already aware of how the issues impact the construction industry in their region, which shapes their voice as Ministers. Each Minister is responsible for the day-today activities of their ministry and for proposing new laws.

The Cabinet is responsible to the legislative assembly.



Office of the Premier

BCCA



Premier of British Columbia John Horgan, NDP Party Leader The Premier presides over the Cabinet.



BCCA 2017-2020 STRATEGIC PLAN EXECUTIVE SUMMARY

OUR PRIORITIES



BC's most trusted source of procurement expertise and project opportunities.

Focus

• Developing Public Sector **Procurement Capacity** Improving access to high quality project information through the expansion of BidCentral



WORKFORCE

Developing BC's construction workforce through demandside expertise and input.

Focus

 Assisting employers to attract, develop, and retain the skilled workers they need • Providing training and wellbeing resources to build skilled tradespeople and ensure they enjoy successful construction careers

TECHNOLOG

Fostering construction innovation and entrepreneurship.

Focus

• Partnering with BC's technology sector to support construction-related product development



Connecting our geographic, cultural, and business networks.

Focus

 Collaborative initiatives linking Regional Construction Associations, Private Sector, Public Sector, and other Stakeholders

TO ACHIEVE OUR PRIORITIES, WE FOCUS ON ACTION:

ADVOCACY

BCCA engages collaboratively with Ministries, Crowns, and other provincial stakeholders to foster mutual understanding of key industry issues. Together we work to achieve positive outcomes through innovative approaches to policy, legislation, taxation, programming, regulation, and public engagement.

COMMUNICATIONS

Using all relevant communication and marketing channels we maximize awareness of industry achievements and priorities, as well as BCCA programs and services.

TRAINING

In partnership with subject matter experts, BCCA develops professional curriculum for delivery by the Regional Construction Associations and other educational partners.

PARTNERSHIPS

Joining forces with Regional Construction Associations, private sector partners, government and industry stakeholders, we avoid duplication and partner up for maximum impact, access, and outcomes.

MEASUREMENTS



We use research and data to identify and monitor issues, achieve our priorities, and support our actions.

OUR TEAM

BCCA Staff

Chris Atchison President

Warren Perks Vice President, Director of Industry Practices

Lisa Stevens Chief Strategy Officer

Accounting

Jackie Knutson Eric Metcalf Janessa Connaroe

Administration

Lesley Patten

BCCA Integrating Newcomers

Alice Calmettes Natalie Durham Daniel Wang Linda Ryan Evgenia Pavlenko Hemanth Nunna Pallavi Bhujbal Raphael Nzunga Matthew Stevenson, Consultant

BidCentral

Sue Connors Adam Addlestone Kerry Scott

LNG Canada Workforce Development Program - TTF

Bonnie-Lynne Ceriko

LNG Canada Connect Program

Steven Bernard

Coastal GasLink Connect Program

Louis Moolman

Marketing

Tom Gogela Stephen Richter Rishi Sharma

Skilled Trades Employment Program

Lower Mainland

Faith Dempster

Doug Halvorson

Andraya Samborski

Gary Schwaiger

Vancouver Island

Zuzana Capeau

Kelsey Botting

Bonnie-Lynne Ceriko

Becky He

Kyle Maggs

Northern Region Bethany Oakley Veronica Setso Cassandra Lobban Bev Collins Teresa German

Southern Interior

David Croteau Joelle Mosey Sarina Klein Sharon Miller

BCCA Board

Mike Fawcett, Chair, NRCA Anthony Minniti, Vice Chair, VICA Katy Fairley, Secretary/Treasurer, VRCA Angela McKerlich Past Chair, SICA Tim Sportschuetz, VRCA Roger Yager, VICA Richard Shipway, VRCA Aaron Henry, NRCA Nathan MacDermott, SICA Don Wightman, VRCA Stuart Cuthbert, VICA Tom Spatola, SICA Cameron Betts, SICA

Standard Practices Committee

Roger Yager, VICA Paul Gray, VICA Scott Torry, VICA Paul Gray, VICA Stuart Cuthbert, VICA Byron Tarby, VICA Angela McKerlich, SICA Phil Long, SICA Terry Brown, SICA Dave Currie, SICA Bonnie Griffith, NRCA Aaron Henry, NRCA Kevin Mierau, VRCA Clark Campbell, VRCA Katy Fairley, VRCA Mike Waltz, VRCA Aaron Toews, VRCA Richard Shipway, VRCA Rory Kulmala, VICA Scott Bone, NRCA Scott Wild, SICA Jason Glue, VRCA

BOBS Sub-Committee

Randy Noble (Houle Electric), Chair Bonnie Griffith (Burgess Plumbing Heating and Electrical), NRCA David Langton (Competition Glass), SICA David Erb (Erb Technical Contracting), VICA Brian Marks (Semihamoo Glass), VRCA

RCA Chief Staff Officers

Rory Kulmala, VICA Scott Bone, NRCA Scott Wild SICA Fiona Famulak, VRCA



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