

BCCSA 

BC Construction Safety Alliance

ANNUAL REPORT 2016

Collaborating For Success

Who we are

The BC Construction Safety Alliance is a not-for-profit association that provides services to over 40,000 construction companies employing approximately 180,000 workers. Recognized by WorkSafeBC, we are funded by industry through WorkSafeBC annual assessments and are governed by a Board of Directors whose members represent all sectors of the industry: residential, road building, aggregate, ready-mixed, industrial, commercial, institutional, and heavy construction, representing both open-shop and union contractors.



Vancouver Contractor Breakfast - May 2016

What we do

Worker safety is our number one priority. To that end, we offer a range of member services (most of which are free) for construction (Sector 72) and select aggregate and ready-mixed employers that (a) focus on injury prevention and creating or enhancing a culture of safety on construction sites; and (b) meet a diversity of needs among owners, managers, supervisors, and workers. Our services include:

- COR: Certificate of Recognition;
- Safety training, education, consultation, and resources; and
- Traffic control training and education.

We develop and promote workplace health and safety programs and training that are in compliance with WorkSafeBC's regulations and guidelines. We also act as the construction industry's apolitical spokesperson on construction H&S issues.

Our Mission and Values

Our mission is to engage BC construction employers and help them build and promote a positive workplace safety culture. We have the following core values:

- Safety is everyone's responsibility.
- Injury prevention, management, and education are critical components of our work.
- Acting in ethical, responsible, and transparent ways is critical to creating and maintaining positive industry relationships.
- Establishing collaborative partnerships with construction industry stakeholders, including WorkSafeBC, is essential.



TCP Instructor Skills Workshop

Message from the Chair



The mandate of BCCSA's Board of Directors is to provide sound governance, direction, and leadership to ensure the organization remains on firm ground both strategically and financially. During my time on the Board, I can say without hesitation that we have never failed to meet this mandate. And so it was in 2016, as we planned, executed, and monitored various projects aimed at enhancing our member programs and services; and took collaboration to the next level with initiatives like the traffic control and highway maintenance worker injury reduction projects and the COR audit tool, which are detailed in this report. Many of these undertakings were supported financially via our Research Development and Opportunity Fund, which allows us to respond quickly to new, emerging, or ongoing safety issues and considerations.

Also playing an important role in our successes were the many partners with whom we have collaborated to make construction workplaces safer. Their expertise, resources, and commitment have been not just welcome but essential. These partners include WorkSafeBC, whose assistance ranges from practical resources like the "Stat Pack" – a tool we use to assess the impact of initiatives like our regional safety advisor program on WorkSafeBC measureables such as injury rate

and duration; to ensuring our various endeavours comply with safety rules, regulations, and legislation.

Building and maintaining positive working relationships has also been a central characteristic of the Board, whose members represent a diversity of industry sectors and interests but are aligned in their efforts to protect the health and safety of the workforce and ensure we meet identified member needs. I have always been impressed with the degree of dedication, enthusiasm, and cooperation my colleagues have exhibited in this regard. My thanks and appreciation to them all for their support and contributions.

I am equally impressed with the efforts of BCCSA's staff, and Executive Director Mike McKenna, who once again displayed the highest level of dedication, professionalism, and commitment to the cause of safety.

It has been my pleasure and privilege to serve this organization.

David Beaupré

Our Partner Organizations

British Columbia Construction Association

BC Road Builders & Heavy Construction Association

BC Stone, Sand & Gravel Association

Canadian Home Builders' Association of British Columbia

Concrete BC

Independent Contractors and Businesses Association

WorkSafeBC



From the Executive Director

It is said, “many hands make light work.” In this annual report, you will read about the “many hands” that contributed to our achievements during 2016 and helped us retain our position as the acknowledged leader in construction safety in British Columbia. From our association partners, to our contractors, to our staff, to representatives from WorkSafeBC – all played a vital role in accomplishments built on consultation and collaboration.

Construction is a dangerous industry, and maintaining safe worksites is not possible without all stakeholders adding their ideas, suggestions, and strategies to the process. If it takes a village to raise a child, it takes our industry as a whole to ensure the health and safety of its workers. Over the past few years in particular, the BCCSA has focused on growing productive working relationships that help us deliver exceptional member services and enhance industry safety across the sectors. In 2016, these partnerships resulted in the creation of a standard for concrete pump operators and the National Construction Safety Officer designation, to name but a few achievements. Our focus on working with safety stakeholders also brought a new partner to the BCCSA family, and in so doing preserved a unique

and essential safety program for the fire and flood restoration industry.

And we are far from finished! Stay tuned for many more valuable safety programs, services, and initiatives for our members and the industry-at-large.

None of our successes would be possible without the efforts of our top-notch staff, who do much of the work associated with maintaining the important industry connections we make. My thanks to the team for their professional, member-focused approach to all that we do. Of course, we wouldn't be where we are without the expertise and guidance of our Board of Directors, who remained as committed as ever to ensuring the Alliance remains relevant. My thanks and appreciation to all, and especially Chair David Beaupré.

It's been an amazing seven years leading this organization. I look forward to even more wonderful years to come.



Mike McKenna

From WorkSafeBC



When I look back, I often feel that each year has a theme, and 2016 was no exception.

It marked a very special milestone for WorkSafeBC: 100 years of serving the workers and employers of British Columbia. But we didn't do it alone. We never do. Our success and our continuing existence wouldn't be possible without the help of a whole lot of individuals and organizations across this province, including the BC Construction Safety Alliance (BCCSA).

That's why, for me, 2016 was the year of collaboration, and that was certainly borne out by the number of initiatives we undertook with the BCCSA.

Take, for example, your Certificate of Recognition (COR) breakfast events. In 2016, you invited us to join you at four of those sessions – in Vancouver, Victoria, Kelowna, and Prince George – to recognize newly certified COR employers. It was an opportunity for us to meet those regional employers face to face and educate them on the many prevention initiatives we have underway in this province, including our construction high-risk strategy, direct access physiotherapy program, and the evaluation of our COR program (a UBC research project).

We, in turn, invited BCCSA to many of our regional offices to speak with our occupational safety and hygiene officers about the role of your association – who you are, who you serve, and the value you bring to B.C.'s construction industry. The goal? To give our

officers a better sense of the important work done in this province by health and safety associations.

Working together, we also developed a new silica tool – launched in early 2017 – that allows employers to enter job-specific information and print out exposure control plans specific to their workplace. It's now available free of charge for every employer in B.C.

And, in an effort to put a stop to the alarming number of falls from ladders on B.C. construction sites, together we analyzed three years' worth of in-depth claims data, to determine exactly why these falls were occurring and what construction workers and employers can do about it. We will collectively use this information to develop resources to help educate construction workers about the most common risks.

Through all these initiatives, we've made great strides. But there's still more to be done. There are still far too many workers getting injured on the job. So we will continue to work with the BCCSA to make injuries on construction sites a thing of the past. Because at WorkSafeBC, we believe working together is much more powerful than going it alone.

Chris Back

Our Committee Activities

- BC Stone, Sand & Gravel – Workplace Safety Committee
- Concrete BC Safety Committee
- Construction Claims Management Action Committee (CCMAC)
- Construction Leadership Forum Committee
- COR Technical Advisory Committee
- Employers' Forum Claims Committee
- Fire and Flood Restoration TAC
- NAOSH Committee
- Prime Contractors Technical Advisory Committee
- Technical High Angle Rope Rescue (THARRP) Committee
- Traffic Control Program (TCP) TAC

BOARD OF DIRECTORS

2016 - 2017

Selected to serve by their industry associations, BCCSA board members represent all sectors of construction: residential, road building, aggregate, ready-mixed, industrial, commercial, institutional, heavy construction, representing both open-shop and unionized contractors. As a result, of the merger with the BC Association of Restoration Contractors in 2016, our board now includes a representative from the fire and flood restoration industry. Our Board of Directors (including their industry affiliations):

Chair

David Beaupré

LAFARGE CANADA INC.
CONCRETE BC

Vice - Chair

Richard Verbeek

PCL CONSTRUCTORS WESTCOAST INC.
BC CONSTRUCTION ASSOCIATION

Treasurer

Andre Balfe

LAFARGE CANADA INC.
BC STONE SAND & GRAVEL ASSOCIATION

Secretary

Todd Skelton

INDEPENDENT CONCRETE LTD.
BC CONSTRUCTION ASSOCIATION

Past - Chair

Dom Piluso

PILUSO CONSTRUCTION LTD.
CANADIAN HOME BUILDERS' ASSOCIATION OF BC

Directors

Joe Wrobel

JPW ROAD & BRIDGE SERVICES INC.
BC ROADBUILDERS & HEAVY CONSTRUCTION ASSOCIATION

Skip Stothert

GREEN ROADS RECYCLING
BC ROADBUILDERS & HEAVY CONSTRUCTION ASSOCIATION

Wayne Fettback

WESTERN PACIFIC ENTERPRISES GP
BC CONSTRUCTION ASSOCIATION

Don McNiven

MCNIVEN MASONRY
BC CONSTRUCTION ASSOCIATION

Kevin Moss

MARINE ROOFING (1996) LTD.
BC CONSTRUCTION ASSOCIATION

Brooks Patterson

NORLAND LIMITED
BC CONSTRUCTION ASSOCIATION

Stan Weismiller

WINVAN PAVING LTD.
BC CONSTRUCTION ASSOCIATION

Cory Klein

RF KLEIN & SONS LTD.
BC CONSTRUCTION ASSOCIATION

John van Dyk

CANADIAN CUTTING & CORING LTD.
INDEPENDENT CONTRACTORS AND BUSINESSES ASSOCIATION

Kevin Mierau

MIERAU CONTRACTORS LTD.
INDEPENDENT CONTRACTORS AND BUSINESSES ASSOCIATION

Mike Sully

ON SIDE RESTORATION
BC ASSOCIATION OF RESTORATION CONTRACTORS

Ex-Officio

Chris Back

DIRECTOR, INDUSTRY & LABOUR SERVICES
WORKER & EMPLOYER SERVICES DIVISION, WORKSAFEBC

Dale Walker

VICE PRESIDENT, INDUSTRY & WORKER SERVICES,
WORKSAFEBC



Member & Industry Services

Meeting Identified Needs

Member & Industry Services

Collaborating for Success

The delivery of a wide range of programs and services designed to help contractors meet their health and safety goals and responsibilities has been and always will be the hallmark of the BC Construction Safety Alliance. Maintaining our leadership role when it comes to those programs and services depends on staying in tune with the latest developments in construction industry safety. An important way we do this is by supporting and collaborating with construction organizations and companies, research agencies, WorkSafeBC, and others on safety-based projects and initiatives. This was a major focus during 2016 that resulted in a number of significant achievements. For example:

The NCSO™ became a reality

The decision by the Canadian Federation of Construction Safety Associations (CFCSA) to approve the National Construction Safety Officer (NCSO™) designation brings long-required clarity and consistency to safety professionals and employers alike, as it replaces a range of similar (and sometimes confusing) provincial credentials. Championed by the BCCSA (also a CFCSA member), this designation is the outcome of 3 years of collaboration among a range of stakeholders, and promises numerous benefits. For example, NCSO™ holders will be able to work as safety officers anywhere in Canada and, here in BC (where the NCSO™ replaces the Construction Safety Specialist (CSS)), they will also be able to serve as Internal Auditors for the Certificate of Recognition (COR) program. Employers will have access to a pool of experienced and affordable safety professionals.



The Road Maintenance injury study found answers

The final report of the Highway Maintenance Injury Reduction pilot project, a joint effort between the BCCSA, road maintenance companies, F.A.S.T. (First Aid & Survival Technologies Limited) and WorkSafeBC, lays the foundation for reducing the historically high rate of injuries within the sector, and is the first in-depth review of its kind to closely examine and identify the “whys” of accidents in the sector. BCCSA will play a key role going forward, providing direct support and practical resources to help contractors and employees understand safety roles and responsibilities and practices in six key areas identified by the project task force as critical to improving safety outcomes in the sector: hazard assessment and control, inspections, accident investigations, injury management, training and communication, and safety culture.

A new certification for pump operators reached final stages

A voluntary certification program for concrete pump operators, the result of a partnership between BCCSA and the BC Ready-Mixed Concrete Association, neared completion. A first of its kind in the North American concrete industry, it was initiated in response to industry calls for enhanced training that would include on-site competency testing. This important initiative aims to certify at least 100 concrete pump operators by mid-2018, and the hope is that it will eventually become part of the WorkSafeBC OH&S regulation.

COR became mandatory for BC Hydro subcontractors

The decision by BC Hydro to require all subcontractors, conducting high risk work, to be COR (Certificate of Recognition) certified by 2017 marks a significant turning point for the industry, given this employer's extensive reach. The move follows talks initiated by Hydro in 2015 with BCCSA and other stakeholders. Hydro sought advice about how best to work with contractors to manage safety risks and meet its safety goals of zero fatalities and disabling injuries at work. COR "rose to the top" of available strategies, and we expect an increase in applications as a result of the new requirement.



Regional Contractor Breakfast - Prince George

A unique safety program was preserved

After several months of consultation (assisted by WorkSafeBC), the way was cleared for the BC Association of Restoration Contractors (BCARC) to merge with the BCCSA. BCARC, the first association in North America devoted exclusively to safety in the fire and flood restoration industry, had reached a crossroads and was seeking a home base in order to carry on with its important work. As part of the BCCSA family, BCARC gets the stability it needs, and the Alliance will benefit from the addition of the

restoration sector to its current stable of programs, thus broadening the scope of training available to the sectors already served.

These are just some of the highlights. Woven through this annual report are more examples of how we moved forward collaboratively in 2016. As always, we invite you to visit our website for more details.



Jessica Kruger, speaking at 2016 Falls Workshop

Member & Industry Services

Meeting Identified Needs

The Certificate of Recognition (COR)

PROMOTING THE VALUE

As WorkSafeBC's COR certifying partner for the construction industry, we play an active role in promoting and publicizing this incentive program throughout the province via advertising,

regional contractor events, safety conferences, speaking engagements, safety consultations with employers, and so on. We also provide direct support to contractors wishing to achieve COR. Each year, our efforts to raise awareness of and support COR, translates into an increase in companies who earn the certification, including growing numbers of general contractors such as BC Hydro who require companies to have COR in order to bid on their projects. The annual growth in COR contractors is a testament to the value of this well thought-out and effective safety system that meets a recognized standard for construction safety.

As of the end of 2016, 146 companies had achieved Health & Safety COR (98 Large COR and 48 Small COR), compared to 125 in 2015), and we received 258 new applications. In all, at time of printing, \$14,524,302 in incentive payments were awarded to BCCSA member companies (who had to pass a series of audits required to be eligible). To date we have over 1000 BCCSA COR Certified companies in the program.

During the year, WorkSafeBC began a review of COR with a view to developing policies to clarify and guide the program. The process involved pre-consultation with key stakeholders, including BCCSA. Draft policies for discussion were released at the end of 2016.

MAINTAINING THE STANDARD

As the certifying body for COR Internal and External auditors, we are responsible for the overall integrity of the COR audit process, including individual auditor performance. In 2016, maintaining our vigilance in this area took the following forms:

- Following on work begun in 2015 (in collaboration with auditors and other stakeholders), we began offering a revised, two-day Internal Auditor course that features a variety of enhancements and a new Terms of Reference,

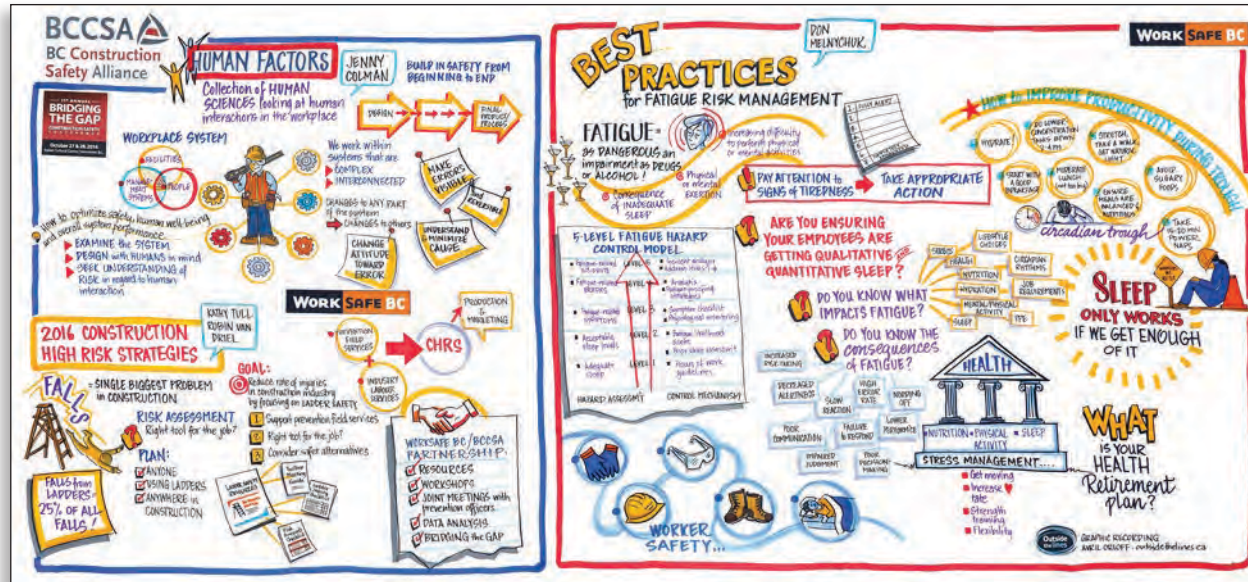


Bridging the Gap Construction Safety Conference Oct 27 and 28



and requires participants to complete the Principles of Health and Safety Management (PHSM) online course. Considered an excellent introduction to the foundational elements of a construction safety program, PHSM will enhance the ability to conduct effective audits and will be of particular benefit to those auditors who are new to construction H&S.

- We finalized the auditor resource, *Guide to Interpreting and Applying the Audit Questions*. Spurred by student and auditor feedback and consultation, the guide aids interpretation and understanding of each audit question and promotes consistency of due diligence practices covered in both the Internal and External auditor training courses.
- We implemented a new quantitative method for assessing the quality of COR audit reports. The method utilizes a novel scoring system that provides a more objective means for evaluating, as well as clear feedback on the results of the quality assurance (QA) review.



Bridging the Gap Conference - Graphically recorded

- We added a full-time audit QA position to fill an identified need for full-time oversight. Responsibilities include working with and providing mentorship to auditors with respect to roles, responsibilities, and challenges associated with the COR program. We also added two new QA desktop reviewers to support the increase in audit reports arising from the growth in COR Certified firms.

ASSISTING RESEARCH INITIATIVES

We continued to support and collaborate with researchers from the University of British Columbia (UBC) working on various COR-related projects. This time, we worked with a team that examined how BCCSA's OHS COR audit database can be used to assess the audit tool. We provided data, office space, and staff time when the team was at our offices. By the end of 2016, a database consisting of 3,686 audits and associated

metadata had been created, and the research team presented initial results and recommendations to us and to WorkSafeBC. The project is sponsored by WorkSafeBC's Partnership for Work, Health and Safety, which addresses current and emerging issues of work-related health and safety in the province

Traffic Control Department

TRAINING AND DEVELOPMENT

2016 was a busy year indeed for the traffic control department, as staff engaged in a number of training and education initiatives. For example:

- We organized a one-day Traffic Control Person (TCP) instructor development event that brought together key stakeholders involved with the TCP training program to learn together and build community. The session was a joint collaboration with WorkSafeBC, and focused on such things as strategies for handling common instructional challenges and development of leadership skills.
- We began revising the TCP re-qualification course – a process that included sponsoring a one-day workshop/information session to obtain feedback and ideas on planned content. On hand were representatives from traffic control companies, the Ministry of

Transportation and Infrastructure (MoTi), road building companies, municipalities, WorkSafeBC, and BCCSA's Board of Directors. All of the information gathered, along with industry research, will be used to develop the new course that will support TCPs to keep pace with ever-changing requirements for traffic control systems, procedures, and practices. The course will also align with the new Traffic Management Manual standard released by the MoTi.

- We held two 5-day training courses for the 11 new TCP instructors who entered the program. The course utilized Instructional Skills Workshop Network certificate training, and was developed in collaboration with TCP instructors, who mentored and helped facilitate the practical training component.

ASSISTING WITH INJURY REDUCTION

In a first for the industry, the BCCSA initiated the Traffic Control Industry Injury Reduction initiative, aimed at reducing the

rate and duration of injuries experienced by workers in this sector. Borrowing on successful approaches and methods utilized for the road maintenance injury reduction pilot project, this partnership with traffic control companies, WorkSafeBC, F.A.S.T. Limited, and workers, addressed industry-wide safety challenges and potential solutions.



TCP Instructional Skills Workshop



2016 - TCP Research Project

Statistics

As the only recognized provider by WorkSafeBC of standardized traffic control instruction in BC, our two-day Traffic Control Person (TCP) course has prepared thousands of flag persons to work safely in a high-risk occupation. During 2016, a total of 6,329 TCPs were trained, another 1,159 were requalified, and 11 new instructors joined the team.

Safety Training, Education, and Consultation

PREPARING FOR THE NCSO™

A key focus during the year was preparing for the arrival of the NCSO™ by organizing and/or developing mandatory courses and electives required to obtain the designation, including two jurisdiction-specific courses designed to ensure sufficient knowledge of provincial health and safety rules, regulations, and legislation: BC Construction Safety Legislation and Administration and WHMIS 2015-Train the Trainer. To assist development of these two courses (which will also be part of BCCSA's overall training program) we struck an industry-working group comprised of nine construction safety managers and experienced safety professionals to provide feedback on planned content. This collaborative initiative included three pilot course sessions and associated feedback meetings.

COURSES

Besides preparing for the NCSO™, we continued to offer a suite of classroom-based and on-line courses that are recognized province wide for their depth of information, accessibility, and overall excellence:

- Leadership for Safety Excellence™ (954 participants)
- Train the Safety Trainer (71)
- Internal auditor training (534)
- Auditor recertification (83)
- Principles of Health & Safety Management (442)
- Principles of Injury Management (128)
- CSTS-09 (Construction Safety Training System) (8,886)
- ESTS (Electrical Safety Training System): (79)
- RSTS (Roadbuilders Safety Training System) (336)

We also continued to offer a private training option, which allows employers to run selected safety courses at a time and place that best suits participants. And we continued to offer the Endorsed Education program, which is comprised of BCCSA-vetted training that meets a particular need or emerging issue.

CONSULTATION SERVICES

An important component of our H&S activities with contractors is the provision of direct services designed to ensure contractors get the assistance they need to meet their safety responsibilities and goals, no matter where in the province they are located. Assistance is just a toll-free phone call away, with experienced staff, including an injury management advisor, who are able to answer H&S questions.

As in previous years, the Regional Safety Advisor (RSA) initiative once

again played a significant role in this regard, as RSAs made dozens of visits in all regions of the province to provide advice and assistance to contractors on everything from preparing for COR to answering questions about safety regulations and legislation. They also continued the successful collaboration with WorkSafeBC to raise awareness of injury management/return to work initiatives offered by both organizations.



Consultation at Bridging the Gap Conference



Falls Workshop Practical Session

CERTIFICATE PROGRAMS

2016 marked the final year of the Construction Safety Specialist (CSS) designation, which will be replaced by NCSO™ as the only designation the Alliance delivers and promotes. Although the CSS designation will never expire, we encourage holders to consider the NCSO™.

We continued to offer the Technical High Angle Rope Rescue Program (THARRP), the

funding for which is administered by BCCSA. THARRP is a five-course, train-the-trainer program offered by select BC fire departments to prepare personnel to rescue individuals who are working at heights (e.g., tower-crane operators). As of December 31, 2016, five construction site worker rescues were carried out, 149 instructors in 34 fire departments received a total of 25,303 training hours, and 140 tower-crane site surveys were conducted.



Technical High Angle Rope Rescue Program (THARRP)

Outreach and Promotion:

Supporting Partners, Spreading the Safety message

As noted at the beginning of this report, a key form of outreach for the BCCSA is collaboration with various agencies and organizations on safety related projects and initiatives. In addition to the activities described previously, our industry outreach activities included the following:

WorkSafeBC

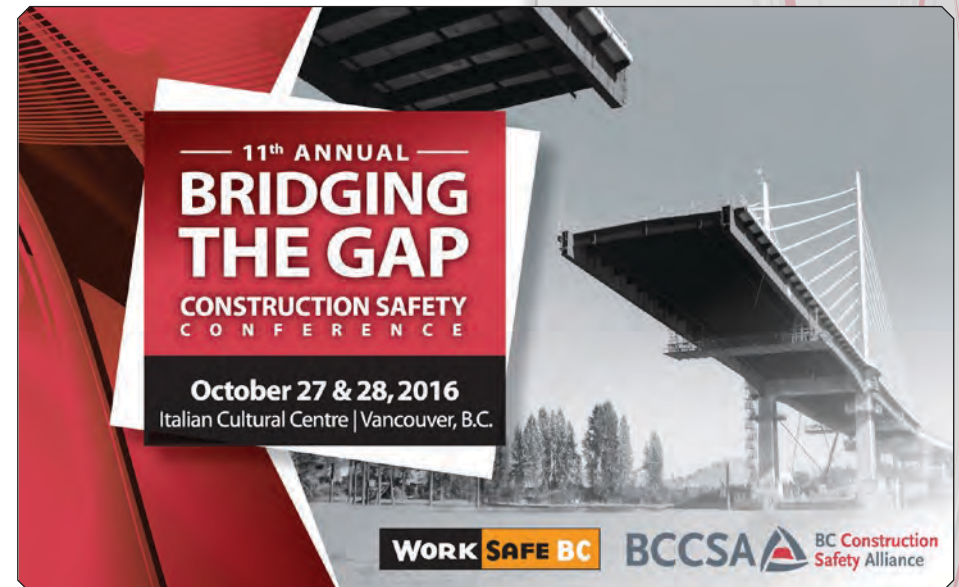
Over the years, we have maintained a close and beneficial connection with WorkSafeBC, an important safety partner that has played a central role in many of our achievements. We also endeavour to support WorkSafeBC-initiated activities whenever we can by, for example, collaborating on the injury management awareness initiative noted earlier. During the year, other outreach activities with WorkSafeBC included the following:

- We sponsored six regional information seminars for about 80 prevention officers and regional managers to bring them up to date on the services we offer. Prevention officers are often the first to encounter contractors who are experiencing safety challenges and benefit from assistance in meeting compliance orders, for example. The hope is that the more knowledgeable the officers are, the more comfortable they will be when passing on information to contractors. We expect this initiative to have very positive outcomes.
- We helped raise awareness among contractors of WorkSafeBC's high-risk strategy – including the

importance of ladder safety – at toolbox meetings, during site visits, at a roofing symposium, at a fall prevention workshop, prevention workshop, and at a variety of presentations to organizations such as the Canadian Home Builders Association.

TAKING THE REIGNS AT BRIDGING THE GAP

In a major achievement – and change – for the BCCSA, we became the official facilitator of one of the most enlightening, informative, and popular industry events: Bridging the Gap Gap (BTG) (Construction Safety Conference). Late in 2016, changes at WorkSafeBC opened the door for a new facilitator. We stepped through and began organizing our first conference, held in late October. With a focus on inspiring and engaging participants to take their safety knowledge to the next level, BTG attracted over 200 safety professionals and featured a new, more central location; extensive use of social media to engage and obtain feedback from the participants; and dynamic speakers.



BRINGING CONTRACTORS TOGETHER

As in previous years, we organized and produced regional contractor events that featured speakers on a safety topic of importance and recognized COR contractors in the regions. In 2016, speakers from BC Hydro talked about the new COR requirement for subcontractors, while WorkSafeBC representatives outlined its high-risk strategy. The sold-out sessions were held in Vancouver, Kelowna, Prince George, and Victoria.



Art Reynolds, BCCSA RSA addresses group of students during Heavy Metal Rocks - Prince George



Hugo Shaw, Senior VP Safety, Security & Emergency Management BC Hydro - Addresses the group at BCCSA Contractor Breakfasts

In other industry outreach/promotional activities:

- We continued our work on the web-based Silica Tool (ST), which reached the final testing phase. The ST is used to identify the risks of silica dust and create an associated exposure control plan and is collaboration with WorkSafeBC and a team of researchers from UBC.
- We continued to promote the Safety Climate Tool (SCT) to contractors. The SCT is used to gauge the state of safety on jobsites. During 2016, a total of 3,028 respondents from 53 companies completed the survey.
- We continued to offer and monitor results of the Direct Access project, a collaboration with WorkSafeBC and Centric Health that offers expedited treatment of minor injuries and associated return-to-work plans.
- We once again served as the Safety Stream partner for the Vancouver Regional Construction Association's annual Leadership Forum.

- We co-sponsored Heavy Metal Rocks events in Kamloops, Prince George, and Williams Lake, and we provided support for the Abbotsford School District's Heavy Equipment Operator program.
- We presented safety awards at the Vancouver Regional Construction Association Awards of Excellence.
- We sponsored both delegate breakfasts at the BC Roadbuilders Fall Conference and Seasonal Celebrations & AGM events. .
- We had an exhibitor booth and engaged with members of the Canadian Society of Safety Engineers at the CSSE conference in Vancouver conference.
- We had a booth at the Western Conference on Safety.
- We attended the Day of Mourning and Bentall Memorial events.

Marketing & Communications

As Radio continued to be a strong platform for our industry outreach. We used radio to advertise programs and initiatives such as COR, Bridging the Gap, the Construction Leadership Forum.

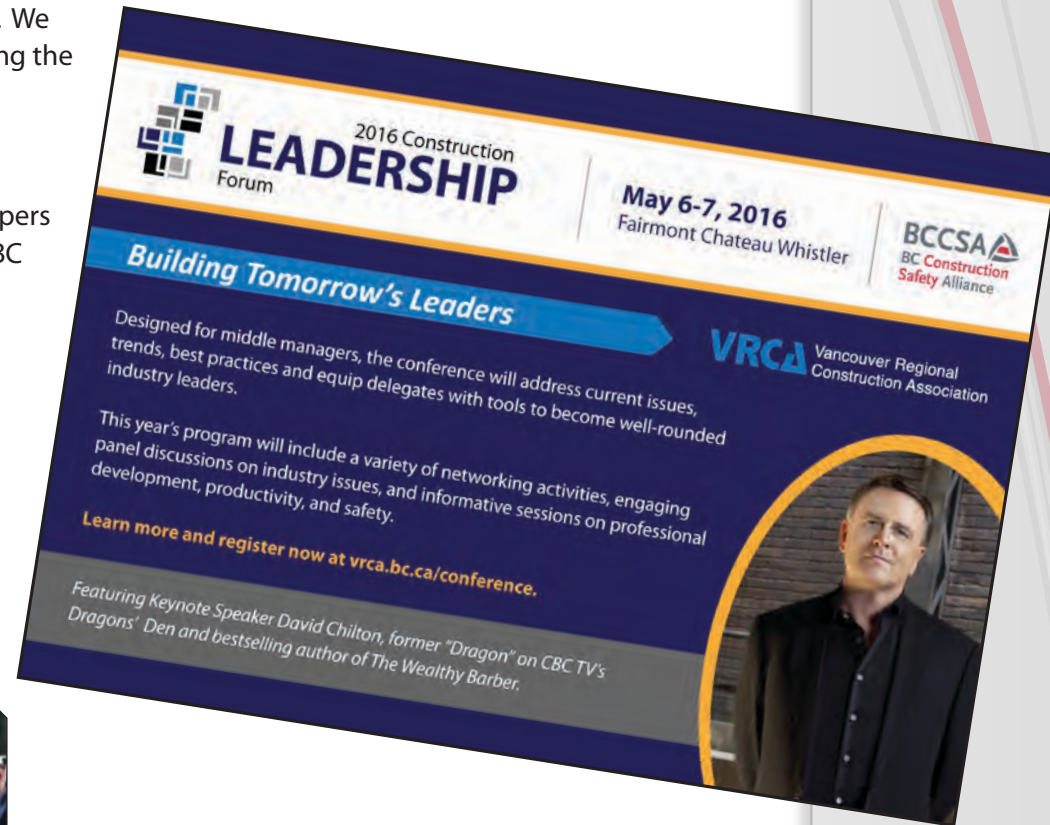
In other marketing and communication activities:

We placed advertising and/or editorial content in the following newspapers and magazines: Construction Business, Journal of Commerce, WorkSafeBC Magazine, and Business in Vancouver (Construction in Vancouver).

We produced two issues of the Hard Hat News, as well as the annual report.

We developed and distributed a range of promotional material and resource packages for contractors, course participants, instructors, and COR auditors.

We maintained and managed the website, including all social media channels.



Construction Leadership Forum creative - supported by BCCSA



Day of Mourning April 28

Independent Auditor's Report

TO THE MEMBERS OF B.C. CONSTRUCTION SAFETY ALLIANCE

Report on the Financial Statements

We have audited the accompanying financial statements of B.C. Construction Safety Alliance, which comprise the statement of financial position as at December 31, 2016, and the statement of operations, statement of changes in fund balances and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud

or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of B.C. Construction Safety Alliance as at December 31, 2016, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Report on Other Legal and Regulatory Requirements

As required by the Society Act (British Columbia), we report that, in our opinion, the accounting principles in Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding year.

Wolrige Mahon LLP

CHARTERED PROFESSIONAL ACCOUNTANTS

April 11, 2017

Vancouver, B.C.

WORK SAFE BC

BRIDGING the G.A.P
 CONSTRUCTION SAFETY CONFERENCE
 OCTOBER 27-28, 2016

MAXIMIZING COLLABORATION & INNOVATION IN MULTIGENERATIONAL TEAMS

THE OTHER SIDE of the COIN:
 An introduction to POSITIVE/APPRECIATIVE INVESTIGATIONS

POSITIVE INVESTIGATIONS
 BENEFITS: POSITIVE LEARNING OPPORTUNITIES, POSITIVE FEEDBACK, POSITIVE TEAM & MANAGEMENT, POSITIVE EMPLOYEE ENGAGEMENT

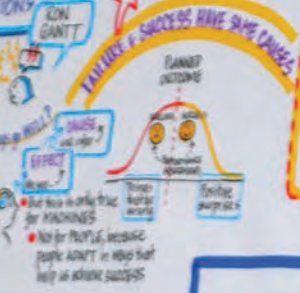
How to CONDUCT POSITIVE INVESTIGATIONS

1. GET THE RIGHT PEOPLE in the ROOM! (Diverse perspectives! Those who do the WORK!)
2. TELL the STORY
3. SENSE-MAKING (Ask questions)
4. FOLLOW UP & COMMUNICATE (Lessons learned, Transparency, Implementation by Team)

WE SHARE STORIES of ACCIDENTS & BAD STUFF

HOW WE PRIMARILY LEARN IN SAFETY

Incidents	Accidents
Procedures	Guidelines



RISK COMPETENCY

Collaborating For Success

Financial Reports

B.C. CONSTRUCTION SAFETY ALLIANCE

Statement Of Operations

For the year ended December 31, 2016

	2016 \$	2015 \$
Program Revenue		
Certificate of Recognition (Schedule 2)	1,554,800	1,601,778
Health and Safety Association (Schedule 3)	2,256,392	2,166,021
Traffic Control Program (Schedule 4)	744,354	636,820
High Angle Rope Rescue Program (Schedule 5)	599,983	599,983
Gross revenues before deferrals	5,155,529	5,004,602
Transfer to deferred contributions	(671,319)	(816,567)
	4,484,210	4,188,035
Program Expenditures		
Certificate of Recognition (Schedule 2)	1,567,470	1,424,731
Health and Safety Association (Schedule 3)	1,871,036	1,742,066
Traffic Control Program (Schedule 4)	595,845	576,473
High Angle Rope Rescue Program (Schedule 5)	462,529	444,765
	4,496,880	4,188,035
Excess (deficiency) of revenue over expenditures	(12,670)	-
Other income and expenditures		
Interest	57,766	69,361
WorkSafeBC (Note 3)	562,609	490,903
Research, Development and Opportunity Fund (Schedule 6)	(281,495)	(433,333)
Excess of revenue over expenditures	326,210	126,931

The accompanying notes are an integral part of these financial statements.

B.C. CONSTRUCTION SAFETY ALLIANCE

Statement Of Changes In Fund Balances

For the year ended December 31, 2016

	2016 \$	2015 \$
General fund		
Balance, beginning	768,408	858,144
Transferred to the research, development and opportunity fund	(229,000)	(650,000)
Excess of receipts over expenditures	326,210	126,931
Transfer from the research, development and opportunity fund	281,495	433,333
Balance, ending	1,147,113	768,408
Research, Development and Opportunity fund		
Balance, beginning	216,667	-
Transferred from the general fund	229,000	650,000
Transferred to the general fund	(281,495)	(433,333)
Balance, ending	164,172	216,667
Total funds	1,311,285	985,075

B.C. CONSTRUCTION SAFETY ALLIANCE

Statement Of Financial Position

December 31, 2016

	2016	2015
	\$	\$
Assets		
Current		
Cash	77,622	17,089
Short-term investments	3,002,337	2,626,739
Receivables	20,994	302,941
Prepaid expenses	10,358	42,954
	3,111,311	2,989,723
Prepaid deposit	18,774	18,774
Property and equipment (Note 2)	234,480	319,363
	3,364,565	3,327,860
Liabilities		
Current		
Payables and accruals	157,996	280,891
Deferred contributions (Note 3)	665,504	816,567
Current portion of lease inducement	52,158	15,547
	875,658	1,113,005
Deferred lease inducement	204,286	256,444
Deferred revenue reserves (Note 4)	973,336	973,336
	2,053,280	2,342,785
FUND BALANCES		
General fund	1,147,113	768,408
Research, Development and Opportunity fund	164,172	216,667
	1,311,285	985,075
	3,364,565	3,327,860

Commitments (Note 8)

Approved by Directors:




The accompanying notes are an integral part of these financial statements.

BC Construction Safety Alliance

B.C. CONSTRUCTION SAFETY ALLIANCE

Statement Of Cash Flows

For the year ended December 31, 2016

	2016 \$	2015 \$
Cash flows related to operating activities		
Excess of revenue over expenditures	326,210	126,931
Adjustments for items not affecting cash:		
Amortization of property and equipment	92,076	104,821
Amortization of deferred lease inducement	(15,547)	(14,000)
	402,739	217,752
Changes in non-cash working capital:		
Receivables	281,947	(8,680)
Prepaid expenses	32,596	(30,702)
Prepaid deposit	-	(2,856)
Payables and accruals	(122,895)	114,391
Deferred contributions	(151,063)	(122,167)
Deferred revenue-reserves	-	52,493
	443,324	220,231
Cash flows related to investing activities		
Purchase of property and equipment	(7,193)	(383,987)
Purchase of short-term investments	(5,330,815)	(5,473,336)
Proceeds on sale of short-term investments	4,955,217	5,608,646
	(382,791)	(248,677)
Net increase (decrease) in cash	60,533	(28,446)
Cash, beginning	17,089	45,535
Cash, ending	77,622	17,089

The accompanying notes are an integral part of these financial statements.

B.C. CONSTRUCTION SAFETY ALLIANCE

NOTES

For the year ended December 31, 2016

On June 23, 2010, B.C. Road and Construction Safety Network (“CSN”) and Construction Safety Association of B.C. (“CSABC”) amalgamated to form the B.C. Construction Safety Alliance (the “Alliance”). The Alliance is a tax-exempt not-for-profit organization registered under the British Columbia Society Act.

The purpose of the Alliance is to create a forum for and provide resources to employers, allowing them to collaborate with The Workers Compensation Board of British Columbia (“WorkSafeBC”) to improve safety programs, reduce injury frequency and shorten WorkSafeBC claim duration.

Note 1 Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

SHORT-TERM INVESTMENTS

Short-term investments are made up of term deposits with a term of one year or less.

PROPERTY AND EQUIPMENT

Property and equipment are carried at cost less accumulated amortization. Amortization is calculated annually as follows:

- Leasehold improvements..... 5 years straight-line
- Furniture and office equipment..... 5 years straight-line
- Computer equipment..... 3 years straight-line
- Software..... 2 years straight-line

FUND ACCOUNTING

The Alliance maintains two funds which are segregated for purposes of carrying on specific activities. The General Fund accounts for the Alliance's collaborative WorkSafeBC program deliveries and administrative activities. This fund reports all revenue, including contributions restricted by WorkSafeBC. The Research, Development and Opportunity Fund is an internally restricted fund created by transfers of interest earned and surplus revenues to allow the Alliance to be responsive to emerging safety issues within the construction industry.

REVENUE RECOGNITION

The Alliance follows the deferral method of accounting for contributions. Restricted contributions are restricted to fund the following programs: Certificate of Recognition Program (“COR”), Health and Safety Association (“HSA”), Traffic Control Program (“TCP”) and High Angle Rope Rescue Program (“THARRP”). They are recognized as revenue in the year in which the related expenditures for that program are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Course revenue and other revenue are recorded once the services have been performed. Interest income is recognized on a time proportion basis.

Note 1 Significant Accounting Policies (continued)

REVENUE RECOGNITION (continued)

Deferred contributions includes net surpluses / (deficits) from current year programs. Any surplus funds are either deducted from the following year's funding, repaid to WorkSafeBC, transferred to deferred revenue-reserves approved by WorkSafeBC, provided the reserve fund does not exceed the maximum amount allowed, or recognized as other income from WorkSafeBC.

Deferred revenue-reserves includes contributions received for certain programs held in reserve for unanticipated expenses in future periods. These amounts are transfers from deferred contributions approved by WorkSafeBC.

CONTRIBUTED SERVICES AND MATERIALS

A number of volunteers contribute a significant amount of their time and services to the Alliance each year. Because of the difficulty in determining fair value, these contributed services are not recognized in the financial statements. The Alliance records the fair value of contributed materials at the time of receipt, where such fair value is determinable, and the materials would otherwise have been purchased. During the year, the Alliance did not receive any such contributed materials.

ALLOCATION OF EXPENDITURES

The Alliance operates the following programs: COR, HSA, TCP, and THARRP. The costs of each program include the costs of personnel and premises and other expenditures that are directly related to providing the program. The Alliance also incurs a number of general support expenditures that are common to the administration of the organization and each of its programs.

The Alliance allocates its general support expenditures in proportion to the budget approved by the primary funder, WorkSafeBC.

FINANCIAL INSTRUMENTS

Measurement of financial instruments

The Alliance measures its financial assets and financial liabilities at fair value at the acquisition date, except for financial assets and financial liabilities acquired in related party transactions. Transaction costs related to the acquisition of financial instruments subsequently measured at fair value are recognized in excess of revenue over expenditures when incurred. The carrying amounts of financial instruments not subsequently measured at fair value are adjusted by the amount of transaction costs directly attributable to the acquisition of the instrument.

The Alliance subsequently measures all of its financial assets and financial liabilities at amortized cost.

Impairment

Financial assets measured at amortized cost are assessed for indications of impairment at the end of each reporting period. If impairment is identified, the amount of the write-down is recognized as an impairment loss in excess of revenue over expenditures. Previously recognized impairment losses are reversed when the extent of the impairment decreases, provided that the adjusted carrying amount is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in excess of revenue over expenditures.

USE OF ESTIMATES

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the reporting period. Actual results could differ from those estimates.

B.C. CONSTRUCTION SAFETY ALLIANCE

NOTES

For the year ended December 31, 2016

Note 2 Property and Equipment

	Cost \$	Accumulated Amortization \$	2016 Net \$	2015 Net \$
Leasehold improvements	352,080	209,812	142,268	196,167
Furniture and office equipment	195,087	115,557	79,530	107,008
Computer equipment	86,569	73,887	12,682	12,701
Software	10,522	10,522	-	3,487
	644,258	409,778	234,480	319,363

Note 3 Deferred Contributions

	Beginning Balance \$	Repayments \$	Transfers \$	Additions \$	Ending Balance \$
Certificate of Recognition	177,047	(105,521)	(71,526)	-	-
Health and Safety Association	423,955	-	(429,770)	385,356	379,541
Traffic Control Program	60,347	(61)	(60,286)	148,509	148,509
High Angle Rope Rescue Program	155,218	(154,191)	(1,027)	137,454	137,454
Total allocation	816,567	(259,773)	(562,609)	671,319	665,504

Included in the current year transfers is \$562,609 (2015: \$490,903) relating to prior year's revenues that were originally deferred. This amount is recognized as other income as WorkSafeBC is now permitting the Alliance to retain it. Additionally included in transfers is \$Nil (2015: \$52,493) moved to the Deferred Revenue Reserves account which is also stipulated by WorkSafeBC.

Note 4 Deferred Revenue Reserves

	Beginning Balance \$	Current Year Net Additions \$	Ending Balance \$
Certificate of Recognition	388,338	-	388,338
Health and Safety Association	439,838	-	439,838
Traffic Control Program	145,160	-	145,160
	973,336	-	973,336

Note 5 Allocation of Expenditures

For the year ended December 31, 2016, general support and personnel wages and benefit expenditures have been allocated as follows:

	COR 45% \$	HSA 45% \$	TCP 8% \$	THARRP 2% \$	2016 TOTAL 100% \$	2015 TOTAL 100% \$
Salaries	245,247	245,247	43,599	10,900	544,993	529,313
Benefits	38,923	38,923	6,919	1,730	86,495	86,649
Consultants and contractors	-	-	-	-	-	7,275
Advertising	344	344	61	15	764	939
Board expenditures	7,269	7,269	1,292	323	16,153	14,515
Building and services	1,372	1,372	243	61	3,048	7,605
Communications	12,033	12,033	2,140	535	26,741	26,809
Conferences and meetings	2,392	2,392	425	107	5,316	4,877
Furniture and equipment	9,003	9,003	1,600	400	20,006	18,038
Office supplies	7,983	7,983	1,419	355	17,740	33,305
Professional fees	12,093	12,093	2,151	537	26,874	18,420
Insurance	5,268	5,268	936	234	11,706	10,118
Miscellaneous	6,983	6,983	1,242	310	15,518	-
Publications	860	860	153	38	1,911	451
Rent	78,193	78,193	13,901	3,475	173,762	205,242
Technology	30,880	30,880	5,491	1,372	68,623	72,222
Training	360	360	65	16	801	868
Travel	19,707	19,707	3,504	876	43,794	35,394
Amortization	41,434	41,434	7,366	1,842	92,076	104,821
Total allocation	520,344	520,344	92,507	23,126	1,156,321	1,176,863

Note 6 Financial Instruments

Items that meet the definition of a financial instrument include cash, short-term investments, receivables and payables and accruals. It is management's opinion that the Alliance is not exposed to significant liquidity risk, currency risk, interest rate risk or other price risk arising from these financial instruments. The following is a summary of the significant financial instrument risk:

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Alliance is exposed to credit risk in connection with its receivables. The Alliance provides credit to its clients in the normal course of its operations.

Note 7 Economic Dependence

The Alliance’s funding is provided by WorkSafeBC. The Alliance is economically dependent upon this funding to continue its operations.

Note 8 Commitments

Obligations under various rental leases, including base rent and operating costs, are:

	\$
2017	219,411
2018	220,136
2019	228,104
2020	228,475
2021	213,170
	<u>1,109,296</u>

Note 9 Subsequent Events

As at or subsequent to year end, the Alliance entered into various agreements with WorkSafeBC to continue the COR, HSA, TCP and THARRP programs for a period of one year from January 1, 2017 to December 31, 2017.

The Alliance signed an agreement with WorkSafeBC December 1, 2016 whereby WorkSafeBC will provide funding for a new program, Fire and Flood Restoration Program (“FFRP”). The FFRP program is similar in structure and oversight to the COR, HSA, TCP and THARRP programs currently in place and is effective for the period January 1, 2017 to December 31, 2017.

Note 10 Comparative Figures

Certain 2015 comparative figures have been reclassified to conform with the financial statement presentation adopted for 2016.

SCHEDULE 1

For the year ended December 31, 2016

Summary Schedule of Revenue and Expenditures

	2016 \$	2015 \$
Revenue		
WorkSafeBC contributions	4,493,323	4,493,323
Courses	365,470	360,850
Manuals	10	1,260
Replacement cards	5,100	4,325
Event revenue	57,400	-
Other revenue	234,226	144,844
Gross revenues before deferrals	5,155,529	5,004,602
Transfer to deferred contributions	(671,319)	(816,567)
	4,484,210	4,188,035
Expenditures		
Salaries	1,297,195	1,199,490
Benefits	230,828	194,406
Consultants and contractors	868,888	896,323
Advertising	210,743	170,842
Board expenditures	16,153	14,516
Building and services	3,048	7,605
Communications	54,755	58,854
Conferences and meetings	62,119	91,614
Furniture and equipment	24,270	19,222
Office supplies	23,139	37,521
Professional fees	38,097	20,097
Insurance	11,707	10,118
Miscellaneous	564,417	571,818
Publications	354,789	207,132
Rent	173,762	205,243
Technology	123,102	92,019
Training	6,998	3,692
Travel	340,794	282,702
Amortization	92,076	104,821
	4,496,880	4,188,035
Excess (deficiency) of revenue over expenditures	(12,670)	-

B.C. CONSTRUCTION SAFETY ALLIANCE

SCHEDULE 2

For the year ended December 31, 2016

Certificate of Recognition Program (COR)

	2016 \$	2015 \$
Revenue		
WorkSafeBC contributions	1,553,350	1,553,350
Courses	-	44,000
Manuals	-	1,260
Other revenue	1,450	3,168
Gross revenues before deferrals	1,554,800	1,601,778
Transfer to deferred contributions	-	(177,047)
	1,554,800	1,424,731
Expenditures		
Salaries	609,517	513,390
Benefits	110,780	88,444
Consultants and contractors	385,665	338,718
Advertising	63,806	76,879
Board expenditures	7,269	6,532
Building and services	1,372	3,422
Communications	18,630	18,963
Conferences and meetings	8,003	26,631
Furniture and equipment	11,640	8,272
Office supplies	8,812	17,294
Professional fees	16,962	8,784
Insurance	5,268	4,553
Miscellaneous	12,126	14,570
Publications	26,001	39,459
Rent	78,193	92,359
Technology	35,683	36,810
Training	3,665	1,614
Travel	122,644	80,867
Amortization	41,434	47,170
	1,567,470	1,424,731
Excess (deficiency) of revenue over expenditures	(12,670)	-

The accompanying notes are an integral part of these financial statements.

SCHEDULE 3

For the year ended December 31, 2016

Health and Safety Association (HSA)

	2016 \$	2015 \$
Revenue		
WorkSafeBC contributions	1,759,350	1,759,350
Courses	365,470	306,950
Manuals	10	-
Event revenue	57,400	-
Other revenue	74,162	99,721
Gross revenues before deferrals	2,256,392	2,166,021
Transfer to deferred contributions	(385,356)	(423,955)
	1,871,036	1,742,066
Expenditures		
Salaries	499,019	469,090
Benefits	88,220	76,933
Consultants and contractors	400,660	408,868
Advertising	135,333	79,184
Board expenditures	7,269	6,532
Building and services	1,372	3,422
Communications	24,353	26,566
Conferences and meetings	42,186	43,856
Furniture and equipment	9,475	9,112
Office supplies	11,308	15,518
Professional fees	13,984	9,471
Insurance	5,268	4,553
Miscellaneous	149,513	167,117
Publications	112,305	80,111
Rent	78,193	92,359
Technology	79,458	43,668
Training	2,853	1,591
Travel	168,833	156,945
Amortization	41,434	47,170
	1,871,036	1,742,066
Excess of revenue over expenditures	-	-

The accompanying notes are an integral part of these financial statements.

B.C. CONSTRUCTION SAFETY ALLIANCE

SCHEDULE 4

For the year ended December 31, 2016

Traffic Control Program (TCP)

	2015	2014
	\$	\$
Revenue		
WorkSafeBC contributions	580,640	580,640
Courses	-	9,900
Replacement cards	5,100	4,325
Other revenue	158,614	41,955
Gross revenues before deferrals	744,354	636,820
Transfer to deferred contributions	(148,509)	(60,347)
	595,845	576,473
Expenditures		
Salaries	177,759	206,423
Benefits	30,098	27,296
Consultants and contractors	11,984	74,336
Advertising	9,961	12,353
Board expenditures	1,292	1,161
Building and services	243	608
Communications	11,202	12,711
Conferences and meetings	11,701	20,837
Furniture and equipment	2,755	1,471
Office supplies	2,661	4,043
Professional fees	6,614	1,474
Insurance	937	809
Miscellaneous	62,097	67,833
Publications	214,621	84,365
Rent	13,901	16,419
Technology	6,589	9,948
Training	464	469
Travel	23,600	25,531
Amortization	7,366	8,386
	595,845	576,473
Excess of revenue over expenditures	-	-

The accompanying notes are an integral part of these financial statements.

SCHEDULE 5

For the year ended December 31, 2016

High Angle Rope Rescue Program (THARRP)

	2016 \$	2015 \$
Revenue		
WorkSafeBC contributions	599,983	599,983
Transfer to deferred contributions	(137,454)	(155,218)
	462,529	444,765
Expenditures		
Salaries	10,900	10,588
Benefits	1,730	1,734
Consultants and contractors	70,579	74,400
Advertising	1,643	2,427
Board expenditures	323	290
Building and services	61	152
Communications	570	615
Conferences and meetings	229	289
Furniture and equipment	400	368
Office supplies	358	666
Professional fees	537	368
Insurance	234	202
Miscellaneous	340,681	322,298
Publications	1,862	3,197
Rent	3,475	4,105
Technology	1,372	1,593
Training	16	17
Travel	25,717	19,360
Amortization	1,842	2,096
	462,529	444,765
Excess of revenue over expenditures	-	-

The accompanying notes are an integral part of these financial statements.

B.C. CONSTRUCTION SAFETY ALLIANCE

SCHEDULE 6

For the year ended December 31, 2016

RESEARCH, DEVELOPMENT AND OPPORTUNITY FUND

	2016	2015
	\$	\$
Expenditures		
Consultants and contractors	272,745	422,740
Advertising	-	1,062
Communications	197	83
Conferences and meetings	3,738	2,410
Professional fees	1,016	-
Publications	3,439	3,485
Travel	360	3,553
	281,495	433,333
Total expenditures	(281,495)	(433,333)

The accompanying notes are an integral part of these financial statements.

BCCSA Images from 2016



2016

Collaborating For Success

