

The **GORMAN** Group *Edge*

Christmas Edition
Issue #2 | December 2021



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Thank you for your Service

Kid's Page

NOTE FROM THE CEO

NICK ARKLE

As 2021 draws to a close, we can all reflect on what has been a year that stands apart from what most of us have experienced before. Various waves and variations of COVID, the roll out of vaccinations and rapid testing, the highest wood product prices in living memory followed by a sudden drop to those prices, heat domes and fires followed by atmospheric rivers and the devastating flooding. Many of BC's rural communities have been hit very hard and for some of them it will take a long time to fully recover. In some cases, they may never recover to what they were. Many of you were also likely impacted directly or indirectly. Our thoughts go out to you.

When I talk to many of you at our various operations, I am constantly reminded of how fortunate I am to work alongside so many caring individuals. I hear often of the gratitude to have a full-time job in the community of choice and the concern for those other communities being negatively impacted by whatever nature, or circumstance, throws at them.

We combined to operate continuously throughout the year and made the most of an excellent market while showing flexibility when we needed to. We took on varying degrees of COVID protocols to do what we could to keep the workplace safe and keep us working. Thank you to all of you for this. We did this together.

Continued on Page 3



IMPORTANT
DATES
2021

12 DAYS OF
GIVE AWAYS!

December 1-16

Weekdays!

Watch Live on our Facebook Pages*

- Gorman Bros. 9:00 am*
- Downie Timber 9:30 am*
- Canoe FP 10:00 am*
- Oroville Reman Dec 20 at office

Gorman Bros. - Dec 8th

Downie/ Selkirk - Dec 9th

Canoe FP - Dec 10th

Oroville Reman - Dec 20

TURKEY/ HAM
DAYS

'TIS THE SEASON TO GIVE
FOOD DRIVE NEEDS



- Stuffing (boxed)
- Pancake Mix
- Syrup & Jam
- Mac & Cheese
- Baked Beans
- Rice
- Canned Cranberry
- Canned Pineapple
- Chunky Soup
- Pasta / Pasta Sauce
- Canned Tuna/Salmon
- Enfamil Formula

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SCAN ME



SCAN ME



SCAN ME



SCAN ME



CONT. FROM FRONT PAGE – CEO REPORT

We achieved the goal to drive our safety record to the best level ever seen at any of our divisions. Thank you for that. We combined to adapt to new product lines that align with the changing volumes and profiles available to us, and again, I thank you for that.

This summer, I was chatting to someone standing at a blockade to one of our blocks. They were polite, informed, but saw our industry as the enemy. We were accused of only being interested in money and our harvesting plans were all about greed and nothing else. I listened to this bright, energetic and motivated individual. During the discussion, I pointed out that our facilities are just places that bring together families, communities, machinery and investment to produce a product that the world wants and needs. I described the forest as a special place that has, along with many other attributes, a product that is really a miracle resource. Trees grow from sunlight and carbon dioxide and give us back oxygen. At the same time, they lock the carbon into the life of the wood product that is created through this process. This is a material we use for so many things. It has been said that, everything that can be made from hydrocarbons today can be made from wood products tomorrow. The difference is that the source of the wood products is renewable; new trees are planted and grow.

My hope is that both the demonstrator at the blockade and I walked away with a better understanding of what each of us was saying and a desire to work together to find solutions for a balanced approach.

We live in a province that has amongst, if not the highest, forestry practices standards in the world. We should be proud of what we do and how we do it. We aim to find a balance between so many different values, from environmental to social. Those values keep changing. Today, we are hearing a lot about old growth. Our goal is to work with our Indigenous neighbours and environmental groups to find that balance. We are committed to this.

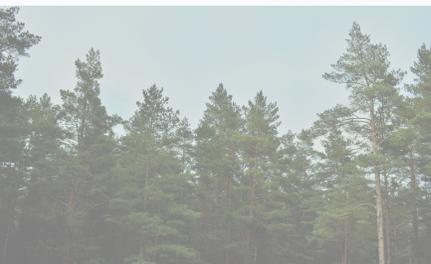
I have received several comments about the impact COVID has had on our leadership communication. Starting early in the new year we will find a way to safely continue with the group wide communication through the communication both I and our divisional managers do. We will also review other ways of improving communication through the greater use of the technology that is available to us. Thank you to those who participated in the various surveys and interviews on employee well-being. This mental health program is just the first of many commitments coming up to advance well-being across the Gorman Group.

This year we lost our founding matriarch. Eunice will be missed by many of us. I also know that many of you will also have lost loved ones this year. Our thoughts go out to all of you as you think back over the year.

Thank you, again, to all of you for your commitment and hard work to make us successful in a very competitive world. Every job and responsibility is critical to making the whole system work. When it works we are successful together.

I wish you, and your families, all a merry and safe Christmas and all the best for 2022 as we go through it together.

Nick



SALES AND MARKETING

SALES AND MARKETING TEAM

Fiscal 2021 was one for the record books. We started October 2020 with no inventory, our customers' needs increasing and pricing for our products escalating through the roof. This, however, did not prevent our customers from getting in line and waiting for their precious shipment of goodies. Even with these record prices and lengthening lead times, our customers were still asking for more. The demand had reached unprecedented highs and was quite a different start from the previous year.

To help supplement our supply this year at Westbank, there was an addition to our product line with the introduction of Douglas Fir boards. This program is still in its infancy but, we are optimistic to find a perfect place in the market for the "The Finest Fir Board" to establish and grow.

The financial year finished off very strong after having some interesting market dynamics. As they say, what goes up must come down! These indicators demonstrate the turbulence of commodity prices; however, we are not immune to these changes. We have managed to sustain pricing for the most part, but we are getting some pushback on pricing. Order files remain strong and always looking to extract as much value as from each piece of lumber as possible, we continue to drive a great price in the market.

Andy Carr will be retiring at the end of the year after more than 45 years of service. Andy has been a major part of the success at Gorman and especially in the sales department committing more than 23 years to this role. Congratulations to Andy and wish him nothing but the best. Thank you, Andy.

Marc Malone moved into the sales role full time this March and has been a great addition and a very handsome member of the team. Also, extremely humble ©Malone 2021

With Andy moving on, we needed to replace the relief position which Marc moved from earlier this year, so we posted two relief positions and have been filled with Mat Carr and Chris Shelton. Mat and Chris will split their time equally trying to shorten the learning curve.

Downie Timber kicked off the fiscal year in October cutting heavy white wood in the sawmill. In early November, one of the major capital improvements took the mill down where we replaced the 4" edger. This new improvement brought new benefits and challenges. One of those challenges was understanding how this would impact lumber value recovery. This shift was to match market demand to new supply and we quickly found ourselves short supplied. Struggling to supply our order file, it was clear that the normal seasonality in cedar had changed compared to years past.

This demand translated into the highest pricing in cedar on record to date where our selling price of 5/4x6 decking reached \$3,973/MFBM in July. The high prices opened the door for alternative products and our customers were questioning why they should buy cedar at such a large premium over maintenance free composites. Again, what goes up must come down and the biggest impact has been decking for the start of our fiscal 2022. We continued through 2021 with record low inventories previously unheard of and at one point having only 2 million FBM on ground.



Santa and his elf shipping Gorman Bros. products around the world
December 2019

Plywood prices also reached unseen heights this year. Like many other forest products, coming down in the late summer and finding to find a more normalized trading level for the fall. The plant and crews did a great job of maximizing production to capitalize on the prices throughout the year and Canoe Forest Products continues to be regarded as the gold standard for quality in the industry.

Alvin Baron retired at the end of October with 42 years with the company stretching back to the Federated days. Nick Black has taken the reigns in the shipping office and will try to fill the shoes Alvin left behind. Thank you, Alvin and enjoy retirement.

The sales department would like to wish you and your families a very Merry Christmas and Happy New Year. Thank you all for your hard work and dedication and we look forward to a great 2022 ahead.

- Aaron, Andy, Brent, Kevin, Landon, Marc, Troy

OROVILLE REMAN AND RELOAD

WILL VERNER - PLANT MANAGER OROVILLE REMAN & RELOAD

On behalf of our 119 employees at Oroville Reman and Reload, we would like to wish you a Merry Christmas and Happy New Year. 2021 has been a success as we work towards continuous improvement in our work environment, our facility, our quality and our production. We have wished several employees well on their retirement and we have welcomed 16 current employees in 2021.

On June 10th, 2021, Betty Hirst, lumber grader, achieved 30 years of service with Oroville Reman and Reload. Other notable milestones included: Jennie Noel and Lisa Bordwell achieving 25 years of service while Chad Field achieved 20 years of service.

We continue to try to improve our facility and have allocated funds to improve our optimizer, planer, VDA, mobile fleet, yards and administrative technology. We are looking forward to an exciting 2022 and hope to improve on our 2021 successes.

From all of us at Oroville Reman and Reload, Merry Christmas!



THE NORTHERN DIVISIONS

MARCE ANGELOZZI - GENERAL MANAGER NORTHERN DIVISIONS

"Life is ten percent what happens to you and ninety percent how you respond to it." - Coach Lou Holtz

As we move into calendar 2022 in the Northern Divisions of the Gorman Group, we are challenged to continue to show our resilience. We are obviously not unique as it pertains to this challenge versus the rest of industry and beyond. Our group has adapted better than most over the years to a changing world, 2021 was no exception and even more indicative of what we are capable of led by the operations teams.

CANOE FOREST PRODUCTS (CFP)

As it pertains to the technology side at our plywood plant at Canoe, CFP has continued the modernization of the finishing end in 2021 with the Robotic Putty Patch and Veneer Patcher that have recently commissioned. These projects will allow Canoe to focus on production of value-added panel products such as select, good one side and underlayment.

CFP is also excited about the installation of new emissions control equipment scheduled to commission in Jan 2022. The state-of-the-art Regenerative Thermal Oxidizer will filter emissions from the veneer drying process and improve air quality inside and outside of the mill. This will also allow us to process more log species efficiently in an ever-tightening fiber world.

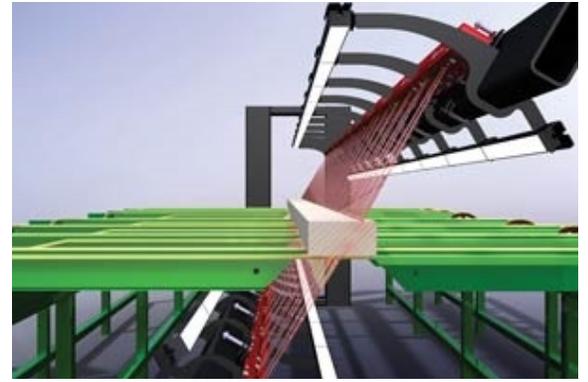
Canoe has seen great consistency the last couple years and had been a great example of the "continual improvement" approach of turning over every stone, to not only add value and reduce costs, but also on the safety and environmental side. This has allowed us to be competitive in the toughest of times and maximize the benefit in stronger markets.



DOWNIE TIMBER & SELKIRK CEDAR

Downie Timber runs cedar as its primary species and the demand for cedar through the pandemic has been brisk. Competition for logs will continue to increase and our competitiveness depends on us being able to add value (whether to cedar products or other species) and focus on a continual improvement approach when it comes to cost control through capital projects and the ingenuity of the team. We were the beneficiary of a generous capital plan from the company the last couple years that has strengthened our ability to use scanner optimization to add value/reduce costs in the sawmill and planer, and a necessary chip system project to ensure that our infrastructure continues to support our run plans.

Downie has seen some key staff retirements the last few years and it has given us the chance to bring in some strong team members with industry experience and a diversified approach, which I believe has made us stronger and has helped keep us competitive at Downie/Selkirk. What has not changed over the years at Downie is our ability to adapt on the operations side and that resiliency will help us move forward through new challenges in 2022.



LUMBY

Our smallest division in the Group, has adapted from a time where pine and coastal cedar supply was plentiful to a shrinking industry with exponentially fewer players involved in the pole business and a tighter fiber supply in general. Lumby processes primarily interior cedar barkies (raw cedar logs) for distribution and transmission poles, along with a small volume of fir logs for piling. Our passionate Lumby team will always be open to whatever we throw at them to help make the division successful.





GORMAN BROS. LUMBER LTD.

JEREMY GRIFFIN - PLANT MANAGER GORMAN BROS. LUMBER

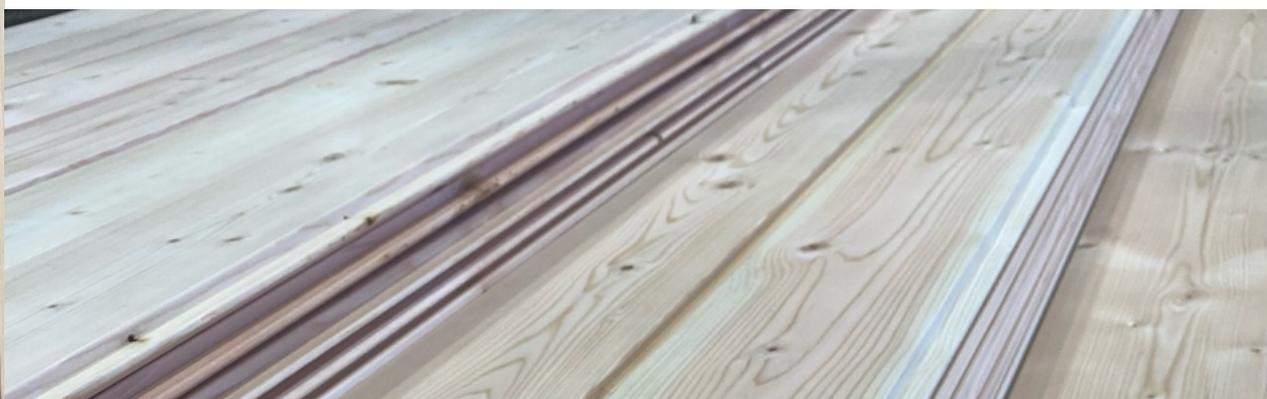
Well...we did it! We went all 12 rounds and are still standing at the end. I feel as if I can make, a few comparisons to a boxer getting into a ring at the beginning of a match, to us as an organization starting a new year. Despite careful planning, training, and preparation a win is never guaranteed. Reflecting over the last year, I would have to say that we are not just "still standing", but have come away with a serious win. Congratulations!

I was reminded recently of a story recorded in ancient text of 12 people in a boat that were attempting to get across a large lake. I say "attempting", because as the account details, there was a storm raging and intense headwinds were making it very difficult for them get to their destination. What stood out to me was the team of individuals with varied back stories, working together to achieve a singular objective that would have a positive impact on them all. Although the results would benefit the group, it was the performance and contribution of each person that was so critical to the overall success. I want to take this opportunity to say thank you to each of you who has put in effort, gone the extra mile, and in a positive way contributed to the results that the divisions of the Gorman Group have realized in this past year.

Headwinds are nothing new for this organization, and it is in the storm where new opportunities are often found. The purchase blank program is continuing to play an important piece in the fibre supply chain and is forecast to grow another 15% in fiscal year 2022. Existing relationships with industry partners are being strengthened and new ones are being formed to ensure the supply of high-quality fibre for *The Finest Boards* brand. Another opportunity that is being developed is the Douglas Fir board program. This log is available in our cutting areas and has provided a competitive edge for Woodlands when bidding on mixed species blocks. Introducing this alternate species into our processes has brought a whole new suite of challenges from the Log Yard to the Finished Lumber Yard. Additional sorts, slower run speeds, saw changes, sticky red dust, increased kiln hours, heavier boards, etc., have all had to be and/or are in the process of being worked through. The end product is gorgeous, and so far, is proving to be worth the effort it takes to get it to this stage. It takes time to develop a new product in the market, but we are optimistic that the Gorman reputation for quality boards will open doors for us.

Writer and author James Clear notes that "The heavy load carried today will clear the path for tomorrow". We have witnessed this time and time again! Although we work for an income to secure a way of life, this work is also building for the future of the organization and our families. I sincerely wish for each of you a rich and happy holiday season.

Merry Christmas.





A QUICK REVIEW OF SAFETY, HR AND ENVIRONMENTAL

DAVID MURRAY - CORPORATE SAFETY AND HR MANAGER

SAFETY

The Gorman Group continues to be Industry leading in reducing risk, and our employee's safety efforts has resulted in the 5th consecutive year with injuries and serious risk incidents reducing, on any of our worksites. Please keep looking out for your fellow colleagues and report injures and hazards to your supervisor.

ENVIRONMENTAL

Our company has heavily invested in industry-leading environmental improvements, highlighted by the burner upgrade at GBL Westbank and the regenerative thermal oxidizer (RTO) at CFP this year.

DIVERSITY AND TRUTH & RECONCILIATION

Diversity, Equity, and Inclusion are important aspects to a happy and healthy work environment. Thank you for sharing your experiences with us so we can continue to create a workplace where everyone can feel welcome and grow. Please stay tuned for further feedback opportunities to support our progress.

We all reeled at the tragic news delivered of residential school graves being discovered. We are actively pursuing Indigenous history and culture awareness training for employees and your families, and are driven to meaningful support of Indigenous Peoples Truth and Reconciliation actions.

MENTAL HEALTH PROGRAMS AVAILABLE

Mental health has impacts to us all, and there have been no greater pressures than we've experienced over the past while. **Gorman Group has joined the Not Myself Today** mental health program, which gives 100% confidential access to every employee and their family for all sorts of self-serve mental health resources. Please watch out for information coming from your employee and safety committees on how to access this; I encourage you all to take advantage of this resource.

If you or anyone in your family is currently struggling, please reach out to the HR or Safety Coordinator at your location, and they will provide you with resources.



CAPITAL EXPENDITURES

VINCE MCGRATH - CORPORATE CAPITAL MANAGER

The past year has been a busy one for re-investing back into the Gorman Group. Although hampered by some supply chain delays, the teams have pushed on to ensure we are getting the most value out of all available fibre.

DOWNIE TIMBER LTD.

In the past year, significant improvements have been made in lumber grading and sorting through investments in Artificial Intelligence (AI). Upgrades to the Planer Gradex, Sawmill Trimex and 4" Edger have not only improved our products, but have reduced the workload on finishing centers.

Very recently, a large infrastructure project has been undertaken to improve the chip system. This includes more storage capacity, improved screening and a massive amount of paving. This is the final phase in a project has been in the works for almost ten years. The year ahead should see more investments in AI and grading upgrades.



CANOE FOREST PRODUCTS

At Canoe, focus has been on increasing the opportunity on higher value products like Select and Underlay. Robotics have been utilized to improve efficiency and capacity on Putty Patching and Auto Patching whilst reducing the previous pedestrian forklift safety concerns.

This winter, the new Regenerative Thermal Oxidizer (RTO) will be installed to reduce emissions from the dryers. This equipment has been delayed multiple times due to supply chain delays. A new building addition has been approved for 2022 and vat rebuilds are being investigated.

GORMAN BROS. LTD.

A fleet of new forklifts has been ordered and the first one has arrived on site. The next few are scheduled to arrive in Spring 2022.

This summer, the 40-year-old biomass burner was replaced with a high efficiency natural gas burner with all the latest controls and efficiency upgrades.

Much like Downie, there has been a focus on AI upgrades for lumber grading. The Gradex received upgrades, and the trimmer, canter and edgers are on the docket for 2022.



OROVILLE REMAN AND RELOAD

An automatic barcoder has been installed to reduce the repetitive task of stapling barcodes to individual pieces of wood for the box stores. Also underway is the planning for a live size checking system (SiCam) which will monitor lumber sizing through the planer.

WOODLANDS REPORT

KERRY ROUCK - CORPORATE FORESTRY MANAGER

There's an old Chinese saying that goes "may you live in interesting times". It's an understatement to say that we are, in fact, living in interesting times. The 2 issues I chose are likely already on your mind.

2021 FIRESTORM

It's hard to believe 2021 wasn't actually the worst fire season ever, but it certainly got our attention. The exceptionally dry spring was followed by our first ever "heat dome" in June. These conditions gave rise to "extreme" fire hazard ratings that we normally see in mid-August. By the end of September, almost 500,000 hectares burned in the Thompson / Okanagan / Shuswap area, leaving an estimated 8.5 million cubic metres (m³) of burnt timber. Remarkably, the focused harvest effort by industry, Indigenous groups, and government in the next year will only get about 1/3 of the area logged before the burnt trees become unsuitable for sawlog production.

The Gorman Group was fortunate in that we only had a few fires in our Canoe and Lumby areas. We will be harvesting almost 200,000m³ of fire-affected timber under our licences over the next year. Since we purchase about 60% of our fibre, we will be seeing a fair amount of burnt wood in our facilities as the salvage harvesting occurs. Woodland's goal is to limit the burnt volume to around 30% of our overall log supply and to focus only on those logs that fit with our product lines.



OLD GROWTH

It seems the entire province is embroiled in the Old Growth debate. Dedicated and passionate people are pressuring the BC Government to act quickly on implementing the 14 recommendations in the 2020 Old Growth Review. For reference, over 11 million hectares of Old Growth forests exist in BC, and over 7 million hectares of that is either protected, or is unlikely to ever be logged. Despite those numbers, Government recently announced a sweeping, 2-year harvesting deferral on an additional 2.6 million hectares of old forest to allow time for broader scale management plans to be developed. This deferral has immediate impacts on our harvest plans, and has significant impacts on our fibre supply.

So, what are we doing about it? In a nutshell, all that we can:

- We are working with all levels of Government to help them understand that careful harvesting of a portion of the old-growth is essential to a healthy and vibrant community.
- We are strengthening our relationships with the Indigenous communities that will be highly influential in land use and forest management decisions going forward.
- Our Woodlands group is meeting the spirit and intent of the proposed Old Growth deferrals so as to maintain our social licence, while keeping wood flowing to our facilities.
- We are working with environmental groups and other resource users to find the balance that protects the variety of interests and values that exist on the landscape, including timber harvesting.

There's no doubt, these are exciting (and interesting) times – and who doesn't like a little excitement? And, although change can be stressful, now is the time for us to embrace it and pursue the opportunities that change often brings.

(hey! who moved my cheese???)

As the saying goes, if you don't adapt to change, you die. As for me? I choose life!



DOWNIE TIMBER/SELKIRK: WE MUST GET THE BALANCE RIGHT ON OLD- GROWTH TIMBER

NICK ARKLE

SUBMITTED TO [HTTPS://WWW.REVELSTOKEREVIEW.COM/](https://www.revelstokereview.com/)

NOVEMBER 15 2021

Most people in Revelstoke will be aware of the announcement on Nov. 2 from the BC Provincial Government regarding timber harvest deferrals across the province. The announcement identified the Province's intention to work in partnership with First Nations to defer 2.6 million hectares of BC's most at-risk old-growth forests. This step is part of the process that started in 2020 to identify which old growth forests with special attributes are at risk of irreversible loss. A strategic review by the Province was followed by a group producing maps that show the areas that will require two-year deferrals from harvesting while the longer-term decisions are made.

Many views and opinions have been presented since the announcement. As is normal, the views are positional, with some saying it is not enough and others saying it is far too much. Regardless of the different opinions presented, we need to be clear that there will be a significant impact. The question is, what level of impact are the various interests prepared to accept?

This is not a simple challenge, and to get it wrong will lead to severe negative impacts on individuals losing their livelihood, communities losing services, and excessive negative environmental impacts.

Quite simply, we can not afford to get it wrong. This situation applies to the Revelstoke community and its immediate geographical region.

Downie Timber/Selkirk is one of, if not the main economic driver of the Revelstoke community. It has invested nearly \$150 million since 1990 to develop an operation with the latest design and technology to produce high-quality products from the least amount of resources.

The high-value products allow it to create more from less while offsetting the very high costs associated with working in this area and employing far more people than expected for this size of operation. Downie Timber has 300 employees with family-supporting jobs who live, play, volunteer and spend their money in the shops, restaurants, coffee shops and recreation areas. A standard multiplier of an additional 1.1 indirect jobs to direct jobs suggests that a minimum of 630 people, and their families, within a community of 8,000 depend on getting the old-growth timber balance right.

Our employees, and your neighbours, are concerned about the future of the environment, the working forest, supporting their families, earning a decent living, paying local taxes, and living in a place that is their home. Many of our employees are multi-generational Revelstoke families. I can not tell our employees or others in the community not to be concerned. Quite simply, decisions that do not seek a well thought out balance will put livelihoods and communities at risk.

Downie Timber is committed to working towards reconciliation with Indigenous Nations and their active partnership in land management. We are committed to continue working with the various groups that have shared interests in and on the land, and we are committed to working with the government to ensure that a sustainable forest management model, based on sound science and shared values, is reached. I believe those shared values include the mutual desire to have vibrant communities and a healthy environment.

Downie Timber is committed to being respectful and factual. We will not exaggerate or give misleading statements. The community of Revelstoke should hold Downie Timber and all parties in the discussion accountable for accurate communication through this process. I encourage you to challenge us if numbers or facts are not understood. We need everyone to accept that they must be accountable for what they say and the positions they put forward. Those actively involved in this process have a consequential responsibility to the whole community.

Revelstoke has a proven and well-deserved reputation for solving complex challenges together. It is an isolated, often-overlooked community that leads the province in 'made-at-home' solutions. I have faith that by coming together, we will find a balance that brings together the Indigenous groups, community, interest groups, businesses, and government to find a satisfactory way forward.

It is, after all, the Revelstoke way!

Thank you


MOVEMBER[®]
2021

Thank you to everyone who participated in this years Movember event! All money raised went towards the Movember organization, the leading charity changing the face of men's health. The moneys raised will go to much needed research towards Men's Mental Health, Prostate Cancer Research, and Testicular Cancer Research! The Gorman Group has matched all donations given up to the amount of \$5000! The site that raised the most money will win a Pizza Dinner for the entire operation!

Without further ado - drum roll please...

GORMAN
Group **\$6,043**

If you, or anyone in your family is struggling, please contact HR for resources that are available for you.



The Winner of the Pizza Dinner is!

DOWNIE
TIMBER LTD.
SELKIRK

\$2,767

GORMAN
The Finest Boards

\$2,117

CANOE brand[®]
Canoe Forest Products

\$1,160

Most Notable Mo-Team Mate



Deloros
 With Most \$ Raised
\$950

Battle of the Biker-Stash



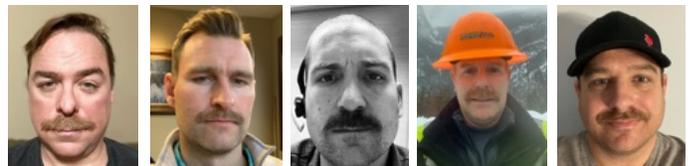
Team Tom Selleck



Team Beard



Showed Up



Congratulations

ON YOUR RETIREMENT

CANOE brand[®]
Canoe Forest Products

DOWNIE
TIMBER LTD.
SELKIRK

GORMAN
The Finest Boards



OROVILLE
REMAN & RELOAD

Brad Murdoch | 44 Years
Alvin Baron | 42 Years
Bill Coldwell | 43 Years
Roy Clarke | 38 Years
Steve Mcdonald | 33 Years
Kevin New | 20 Years
Pak Chang | 15 Years

Elaine Brown | 33 Years
Richard Moskowec | 29 Years
Robert Larson | 28 Years
Rob Klein | 28 Years
Ross Keilty | 18 Years
Donna Park | 14 Years

John Sol | 45 Years
Andy Carr | 45 Years
Peter Brown | 44 Years
Ken Shaw | 37 Years
Paramjit Pabla | 34 Years
Jas Heera | 33 Years
Shawn Clerke | 30 Years
Ivan Vidovic | 27 Years
Tom Kruger | 14 Years

Glen Hughes | 5 Years

*Design your own
Christmas Tree*

*Submit your Drawing to our
Facebook to Win a Prize!*

