

Generating Demand ON EVERY LEVEL

MOTO Apartments, Denver, CO
Architect: Gensler
650,143 board feet
Credit: Ronnie Leone



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Credit: Brian Patrick Flynn



Hines T3 West Midtown, Atlanta, GA
Architect: DLR Group
3,670,476 board feet
Credit: Hines

Healthy Forests. Thriving Industry. Strong Communities.

From sustainable forestry and efficient production to education, training, building, and promotion, growing the softwood lumber industry affects every level of economic development.

STRONG MARKETS SUPPORT COMMUNITIES

- 515 mills
- 470 communities
- 32 states

RESPONSIBLE FOREST MANAGEMENT

has resulted in more than 50 consecutive years of net forest growth.

775,000+ JOBS

The softwood lumber industry supports more than 775,000 direct and indirect jobs in harvesting and manufacturing.

3 NEW TREES PLANTED FOR EVERY 1 HARVESTED

Strong markets for lumber keep forests as forests.

18-STORY WOOD BUILDINGS

The SLB, U.S. Endowment, and AWC support has opened up opportunities for softwood lumber in taller wood buildings. Three states/jurisdictions that have approved 2021 language.

35 JOBS SUPPORTED

for every 1 million board feet processed.

6.3+ BILLION BOARD FEET OF NEW DEMAND

since 2012, thanks to the SLB investments — 1.45 billion board feet in 2019 alone.

853,151 MEDIA IMPRESSIONS

and 17 project leads were generated by the Think Wood Mobile Tour.

1,539 PROJECTS CONVERTED

in the U.S. in 2019, thanks to the collective impact of the SLB programs.

8 MILLION CARS OFF THE ROAD

The 6.3+ billion board feet generated by the SLB since its inception has sequestered carbon equal to taking 8 million cars off the road.

WOODWORKS CONVERTED 351 PROJECTS

In 2019, 277 light-frame and 74 mass timber buildings were built.

OVER 108,000 HOURS OF EDUCATION TAKEN BY PROS

The SLB CEUs kept architects, engineers, building officials, and developers consistently engaged in 2019.

OVER 75% OF A WOOD DECK ADDITION INVESTMENT

is recouped in increased resale value according to the Cost vs. Value Report and remains one of the best remodeling projects homeowners can perform.²

1.29 MILLION HOUSING STARTS IN 2019

69% single-family and 31% multifamily, a 3.2% increase from the previous year.¹

¹Source: <https://www.nahb.org/News-and-Economics/Industry-News/Press-Releases/2020/01/Housing-Starts-Finish-2019-Strong>

²Source: <https://www.remodeling.hw.net/cost-vs-value/2019/>

Growing, Protecting, and Refining



George Emmerson

Dear Industry Colleagues,
The Softwood Lumber Board (SLB) started our second term with a new leadership team and refocused strategy. With Cees de Jager, CEO; Ryan Flom, Chief Marketing Officer; Maureen Pello, Vice President of Operations;

and Kabira Ferrell, Vice President of Marketing and Communications (who joined the team in August 2019), at the controls, the SLB continues to be well positioned to generate significant incremental demand for softwood lumber in the United States.

In my inaugural year as Chairman of the Board, I've seen the SLB's evolution from a growing start-up to a more mature, strategic organization that continues to review and improve processes and practices. This includes streamlining and strengthening operating procedures, tightening compliance communications and collections, and managing to a balanced budget—all while leveraging data to inform decisions on how best to manage and invest the softwood lumber industry's assessments.

“The combined efforts of SLB-funded programs have a visible and measurable impact across the industry. We've seen an upward trend in softwood lumber demand in tandem with a general shift in perception of the future of the built environment. As more cities experience densification and look to build both taller and more sustainably, they're turning to wood construction as a smart solution.”

After comprehensive research, analysis, and discussion, the SLB's Board of Directors has determined a need for additional funding. In November, the Board, with overwhelming support, approved an assessment increase of \$0.06/mbf. This increase ensures we can protect the gains we've collectively made over the past eight years and SLB-funded programs can continue to reach, educate, and influence industry leaders and professionals—both new and existing wood specifiers—to maintain and increase the demand for wood in residential, commercial, and industrial construction.

On behalf of the SLB Board of Directors, thank you for your continued support and commitment to the softwood lumber industry.

Sincerely,

George Emmerson, Chairman

**SLB Investments
Continue to Increase
Demand**

6.3+ Bbf
of new demand has
resulted from SLB
investments since 2012

Brooklyn Riverside, Jacksonville, FL
WoodWorks Wood Design Award Winner
Architect: Dwell Design Studio
3,327,907 board feet
Credit: Pollack Shores, Matrix Residential



Purposeful Growth



Don Kayne

Dear Industry Colleagues,
At the beginning of 2019, SLB-funded programs kicked off the year refocused and ready to accomplish their most ambitious goals to date.

Together, SLB-funded programs set out to generate 1.270 billion board feet of incremental softwood lumber demand. I am proud to share that through combined efforts, the programs generated 1.449 billion board feet of incremental demand. That's 14% over our goal and a 204 million board feet increase over 2018.

“Powerful growth of this magnitude doesn't happen overnight.”

It is the result of strategic planning, optimization, and purposeful change. Each funded program approached its work strategically and continued to move the needle in 2019.

The American Wood Council was instrumental in supporting jurisdictions looking to adopt the 2021 International Building Codes (IBC) that recognizes taller mass timber construction. Think Wood shifted to strategic account-based marketing to generate, nurture, and deliver highly qualified leads interested in specifying wood on upcoming projects. Staff also created and launched the Think Wood Mobile Tour, a traveling interactive exhibit that showcases the environmental and economic benefits of wood products firsthand, enabling visitors to gain a deeper understanding of the ever-expanding potential for softwood products in commercial, multifamily, and residential construction.

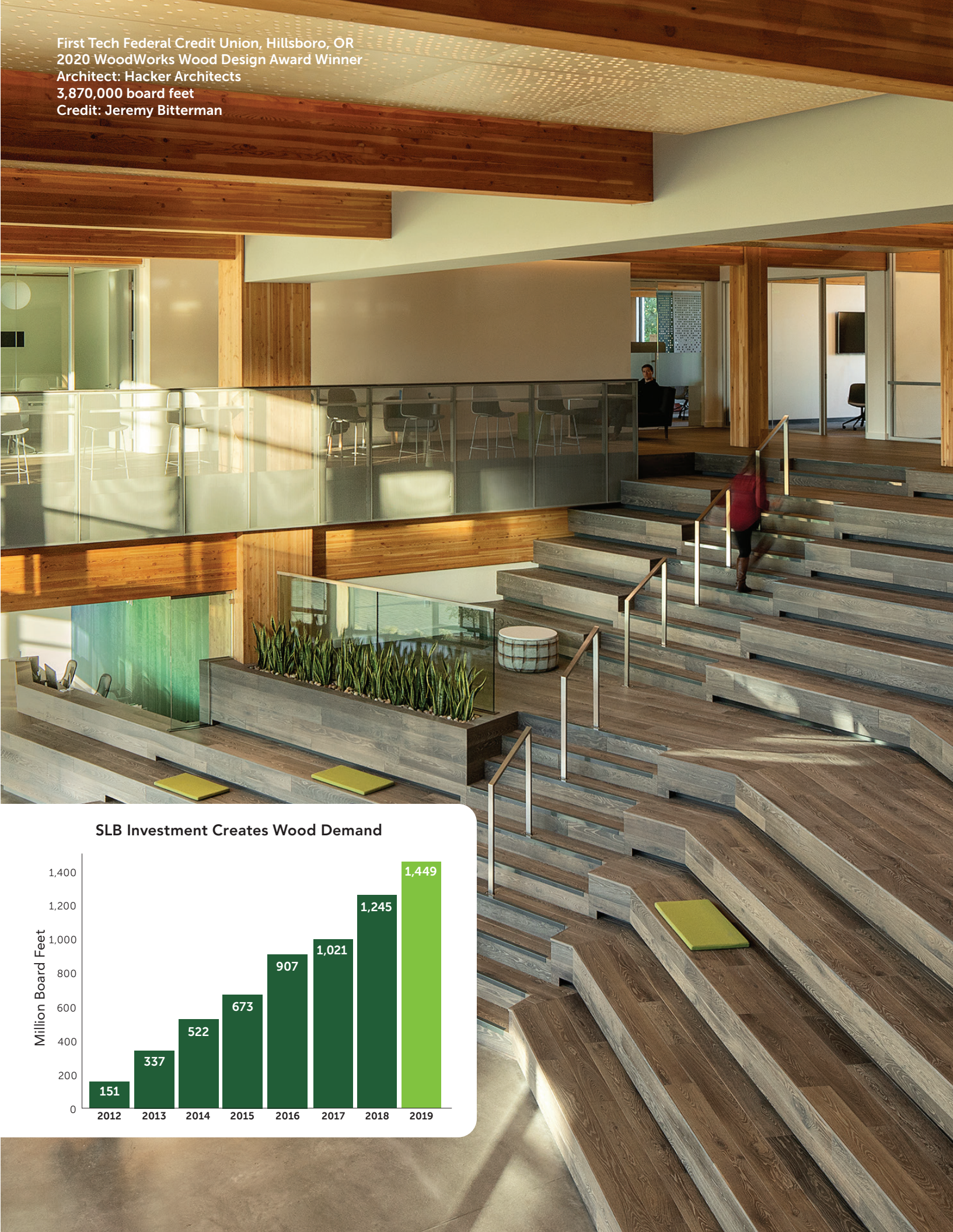
WoodWorks continued to convert buildings to light-frame and mass timber building solutions through construction management and installer training to ensure target audiences at every level of the project life cycle know and understand the benefits of building with wood.

As we move forward, the SLB and its funded programs are well positioned to respond to market opportunities and competitive challenges. Designers and developers are exploring and tackling diversified building types, ever taller heights, larger footprints, and repeatable designs that can increase occupant density quickly and efficiently. We've positioned wood as a scalable solution and are ready to meet the increased demand.

The SLB has been one of the most transformational initiatives I have been a part of in my nearly four decades in the lumber business. I strongly believe that a highly engaged board and exceptional management group has been instrumental in enabling the industry to achieve the progress and success we have. It has been an honor to serve with the committed group of people who have worked so well together for the benefit of the softwood lumber industry. I will remain engaged even though my term as Director and Programs Committee Chair has concluded, and I look forward to the SLB's growth and positive impact for our industry.

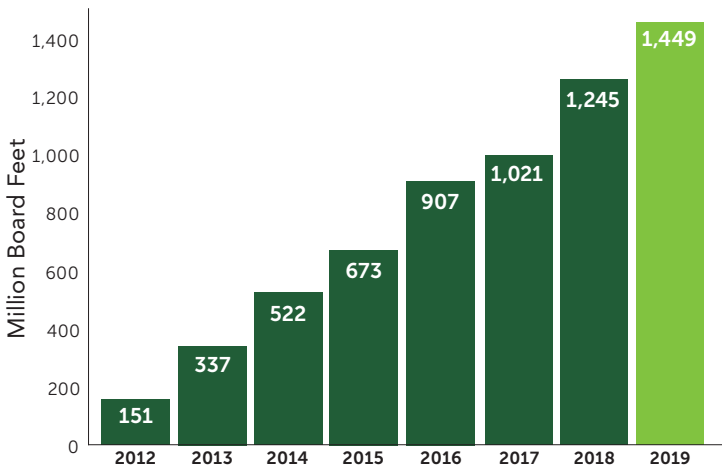


Don Kayne, Research and Promotion Programs Committee Chairman



First Tech Federal Credit Union, Hillsboro, OR
2020 WoodWorks Wood Design Award Winner
Architect: Hacker Architects
3,870,000 board feet
Credit: Jeremy Bitterman

SLB Investment Creates Wood Demand



The American Wood Council Influences New Building Codes for 2021

In 2019, the AWC continued work on the Group B process related to 2021 International Code Council (ICC) building standards to recognize the construction of mass timber buildings up to 18 stories in height, reviewing more than 1,300 proposed code changes and nearly 300 public comments. The AWC has been assisting several state and local jurisdictions in accelerated adoption of the 2021 IBC, with positive results in Denver, Colorado, and promising results in California, Utah, Virginia, Montana, Georgia, and Maine.

In addition, the AWC is now represented on two ICC committees: Ken Bland serves on the newly created ICC Off-Site and Modular Construction Committee, and Bradford Douglas serves on the ICC Multi-Hazard Resiliency for Residential Construction Standard Committee. The SLB would like to thank both men for their work in representing the softwood lumber industry on these committees.

Embodied Carbon in Construction Calculator

Embodied carbon—the carbon emitted during the manufacture, transport, and construction of building materials—accounts for almost half of total new construction emissions. In late 2019, the AWC became a new member of the Embodied Carbon in Construction Calculator (EC3) project led by the Carbon Leadership Forum. The goal of the new calculator is to bring transparency to the environmental impacts reported in industry wide and manufacturer-specific Environmental Product Declarations (EPDs), often cited to achieve green building system ratings.

Education and Outreach

The AWC kicked off 2019 with a goal to increase education and outreach efforts, and it achieved a 15% overall increase in attendance compared with 2018. The AWC provided technical program presentations and online courses to over 5,800 building and fire code officials, engineers, and more. Additionally, the AWC prioritized firefighter education, sponsoring a two-day course about wood construction during an International Association of Fire Fighters conference. In partnership with International Association of Fire Chiefs (IAFC), Fire and Life Safety Section, the AWC is developing and conducting presentations on mass timber. This is a particularly big achievement as IAFC had previously publicly opposed tall mass timber buildings.



The Canyons, Portland, OR
1,733,810 board feet
Credit: PATH Architecture



Origine, Quebec, Canada
Credit: Stéphane Groleau

2019 AWC By The Numbers:

470	Code Official Connections
885	Help Desk Responses
103	Professors Teaching Wood
1,556	Students Using AWC Standards
129	Education Events
25,576	Attendees at Education Events
41,065	Contact Hours Provided



Yobi Mircohousing, Seattle, WA
Architect: Neiman Taber Architects
108,534 board feet
Credit: William P. Wright

Optimized Marketing Strategies Drive Increased Engagement

In 2019, staff completed an operational assessment that covered execution, staffing, agency partners, budget, and results. Reflecting the campaign’s strategic reset, Kabira Ferrell was brought onboard to lead Think Wood to a new execution model in 2020, relying on tightly integrated talent that used both dedicated contractors and specialty agencies. Think Wood continued its transformation from traditional to account-based marketing to nurture targeted audiences with educational and industry-specific information that cultivates interest in using wood as a construction material.

After taking a Think Wood CEU or engaging in paid social media activity, prospects are enrolled in a Welcome Email Series. Based on industry and title, they are funneled into a second series, which continues to nurture them with weekly email campaigns that provide case studies, performance, and cost data to further increase the opportunity to specify wood as their preferred building material.

LEAD SCORING CONVERSION FUNNEL



As the targeted individuals continue to engage and interact with Think Wood assets, they earn more points and move down the funnel from being a prospect to a lead, then a marketing-qualified lead (MQL), and finally a sales-qualified lead (SQL). SQLs are shared with the WoodWorks team for follow up and further nurturing, increasing the opportunity for the individual to choose wood for a project.

Strong Digital Marketing Performance

Think Wood reached its 2019 social media awareness goal in October, achieving 7.2 million impressions across its social media platforms. Collectively, between paid and organic efforts, Think Wood surpassed its goal by 43% and drove a strong 1.12% click-through rate (CTR) for 2019.

Think Wood’s paid search efforts exceeded both the website click and conversion volume goals for 2019 because of campaign and budget optimizations. More than 46,000 clicks to paid search campaigns drove increased website traffic and qualified users who engaged with content by downloading a resource or clicking out to a CEU. Audience retargeting advertisements were an effective strategy in 2019, resulting in strong conversions across target audience segments.

The Think Wood website had more than 350,000 web sessions and 280,000 unique visitors, successfully surpassing the year-end session goal by 11%, with an average session duration of about a minute and a half.

Learning Management System (LMS) – Update

The LMS Steering Committee (Think Wood, AWC, and WoodWorks) continued to advise on system needs, content, and use cases for the RFP issued in November. The LMS consultant evaluated all RFP responses and presented the findings to the committee in January 2020. A vendor has been selected and the project has kicked off - the team is aiming to launch the LMS in Q2 2020.

Western Forest Products Office
Credit: Upper Left Photography



Albina Yard, Portland, OR
Architect: Lever Architects
161,000 board feet
Credit: Lever Architects



2019 Think Wood By The Numbers:

11,812	CEU Test Takers
28,989	Resources Downloaded
37,228	Number of Leads
15,651	Marketing Qualified Leads
16	Sales Qualified Leads

WREN, Los Angeles, CA
4,066,663 board feet
Credit: Kevin C. Korczyk





2019 Think Wood Mobile Tour By The Numbers:

6	2019 Mobile Tour Locations
853,151	Estimated Media Reach
7,500+	Estimated Tour Visitors
17	Project Leads

Think Wood Mobile Tour

**THINK
WOOD®**

See, Touch and Experience Wood First-Hand

The Think Wood Mobile Tour hit the road in October 2019, inviting visitors across the country to experience wood and wood products up close. The museum-quality exhibit showcases many different softwood products and their uses in residential and commercial buildings.

The Think Wood Mobile Tour's overall design includes architectural building models, interactive kiosks, and multimedia tools that convey wood's performance under fire, seismic loads, and high-wind events. Videos spanning three LED screens inside the unit take visitors through wood's life cycle from sustainably managed forests to the multitude of products used in the built environment.

The Think Wood Mobile Tour engaged thousands of architects, developers, builders, contractors, elected officials, business leaders, students, homeowners, softwood lumber industry, media, and forestry professionals in 2019. When people had the opportunity to see, touch, and smell wood, they were quick to understand the incredible potential for the future of wood.

"This is a cool way to get people access to the 'idea' of mass timber."

- CTBUH attendee

The successful launch of the Think Wood Mobile Tour sparked many great conversations about building with wood. Looking forward to 2020, the Think Wood Mobile Tour team is primed to continue sharing wood's story and inspiring building professionals to incorporate wood into their upcoming projects.

The Tour is provided in partnership by:



U.S. Endowment
for Forestry and Communities



Think Wood Mobile Tour 2019 Events



2020 Tour Schedule
www.thinkwood.com/tour

Species and Uses of Wood for Think Wood Mobile Tour

- Dimensional lumber
- Douglas Fir interior flooring
- Eastern White Pine interior ceiling
- Glulam and NLT beams
- Heavy Timber, CLT, PSL, LVL, and posts
- Hemlock accents on the doors
- Mass Timber Display with NLT, DLT, CLT, PSL, and Glulam
- NLT ceilings
- Plywood
- Ponderosa Pine cabinetry
- Southern Yellow Pine decking
- Western Red Cedar slat wall and railings

Diversified Building Types Increase Wood Project Conversions

In 2019, the WoodWorks team continued to focus on driving project conversions and providing valuable wood-focused education and training for architects, engineers, developers, general contractors, and installers. WoodWorks' efforts in positioning wood as the preferred solution for all building types have resulted in stronger project conversions, more education, and a substantial increase in incremental softwood lumber demand.

Project Conversions

WoodWorks reported a total of 351 converted projects in 2019, a 13% increase over the previous year. This represents 86 million square feet of new construction and 571 million board feet of incremental softwood lumber demand attributable to WoodWorks' efforts. While over 55% of the reported projects were multifamily, the WoodWorks team was also successful in converting more diverse building types and taller buildings. The team drove conversions in one- and two-story retail, office, and educational buildings and saw further success in four- to six-story structures where the addition of mass timber is driving up wood consumption.

Education and Training

WoodWorks delivered a total of 46,648 hours in 2019, a 20% increase over last year. This, coupled with a nearly 10% reduction in event-related expenses, demonstrates increased efficiency as WoodWorks grows its education portfolio.

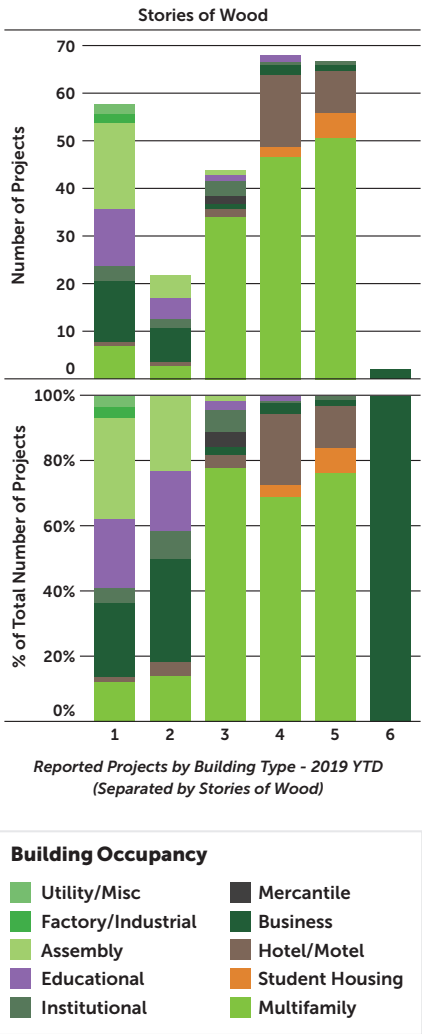
Construction Management Seminar Series

As the market evolves, the WoodWorks field team continues to identify and address education and training gaps. In 2019, the team created and launched a new Construction Management Seminar series. The topic is clearly in high demand, as the first event sold out in just two weeks. After changing venues and doubling the capacity, they sold out again - reaching

100+ professionals. The team has 11 similar events planned across the United States in 2020.

Industry Trends

WoodWorks has expanded its reach, influencing projects in nearly every state in the United States. A significant number of WoodWorks' 2019 projects were in California, followed by Texas, Florida, North Carolina, Massachusetts, and Washington. Across the United States, WoodWorks reported momentum for states to adopt the 2021 IBC, allowing for up to 18 stories of mass timber construction.



The Canyons - Portland, OR

Description: Type III, four stories of mass timber
Volume of lumber: 1.7 million board feet
Status: Under construction

DPR Construction Office - Sacramento, CA

Description: Type V-B, one new story of mass timber over an existing structure
Volume of lumber: 97,577 board feet
Status: Complete

Foxridge Clubhouse, Blacksburg, VA

Description: Type III-A, wood-frame walls and roof with CLT floors/ceiling
Volume of lumber: 177,893 board feet
Status: Complete

Fruitville Commons, Sarasota, FL

Description: Four Type V-A buildings, each with four stories of wood-frame construction
Volume of lumber: 1,982,143 board feet
Status: Under Construction

2019 WoodWorks By The Numbers:

65 Million	Square Feet of Wood Project Construction (Direct and Indirect)	46,648	Education Hours
571 MMBF	Board Feet of Incremental Softwood Lumber Demand (Direct and Indirect)	4,907	New Contacts
351	Projects Converted	12	Webinars Hosted

Mass Timber Gains Momentum

Stories about proposed mass timber projects appear in national, regional, and local mainstream news publications and social media feeds each week—a strong testament that perceptions are shifting regarding the built environment. Mass timber continues to evolve as a solution for building sustainable cities to accommodate growing urban populations.

Through important work to influence building code changes and advocate for the adoption of mass timber products, and with the help of industry innovators taking the lead to build taller and stronger with wood, the future of the built environment may look very different than it does today.

Evolving Code

The existing International Building Code (IBC) allows for timber construction up to six stories; 14 tall mass timber code change proposals have been approved for the 2021 IBC, allowing for more diverse and taller wood buildings.

Evolving codes pave the way for taller mass timber construction projects, and many jurisdictions around the United States are eager to adopt the new code provisions and begin work on proposed mass timber builds.

Early Code Adoption in the U.S.

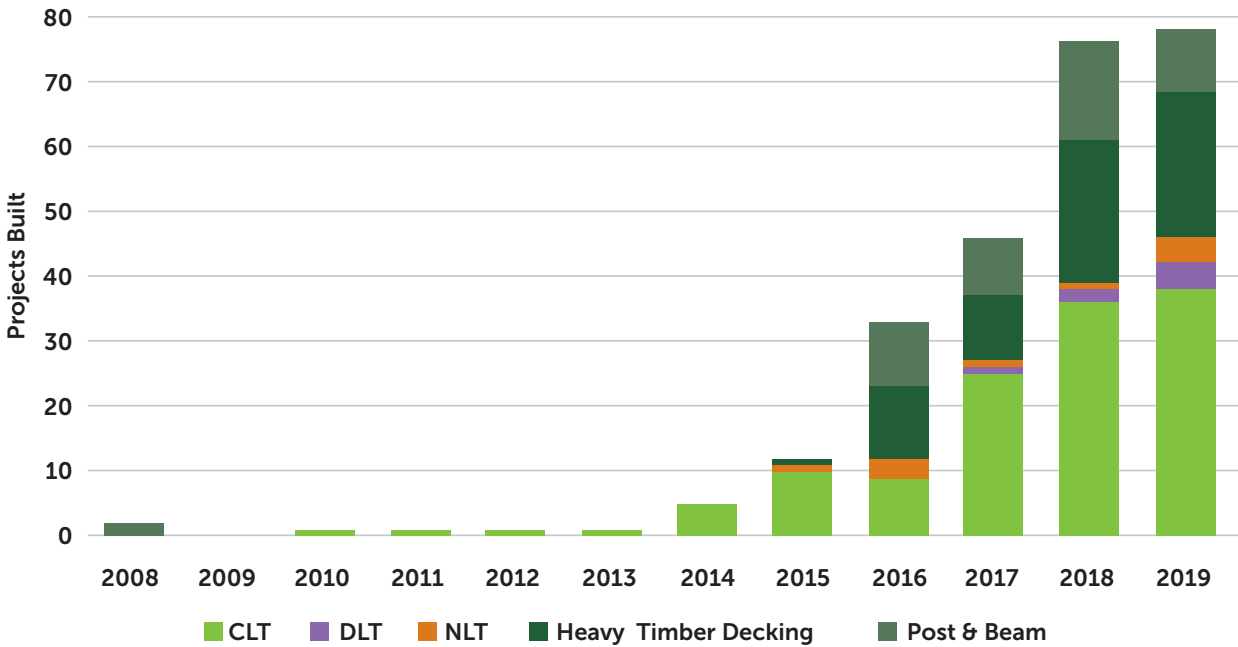
After the International Code Council (ICC) announced the new provisions for mass timber, forward-thinking states like Oregon and Washington, and well as the city of Denver have seized the opportunity to build taller with timber, adopting new building codes to include tall mass timber. Several other jurisdictions are considering provisions to accelerate the adoption of the 2021 mass timber code language.

Proposed Mass Timber Projects

Today, the SLB is aware of over 450 tall mass timber projects in the design and construction phase and more than 250 completed around the United States, with the highest concentration of projects on the east and west coasts, in Texas, and in Colorado.



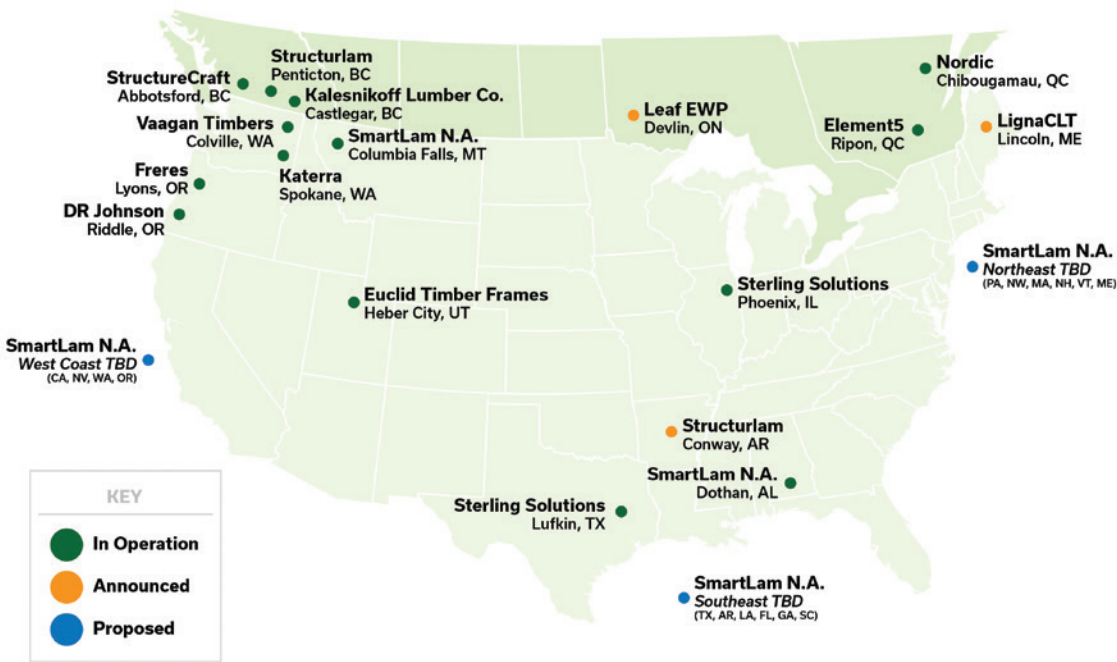
Overview of Wood Projects



North America's Growing Supply Chain

The growing number projects moving from proposed to in-production has driven significant growth in the North American mass timber supply chain. In 2012, three suppliers supported the growing industry. Today, in 2020, 14 suppliers are producing in North America, with an additional seven production facilities announced or proposed. Continued growth of this magnitude is dependent on sustainable forest management, responsible production, and a continued interest in using locally grown and produced products in mass timber construction projects.

North American Mass Timber Production - 2020



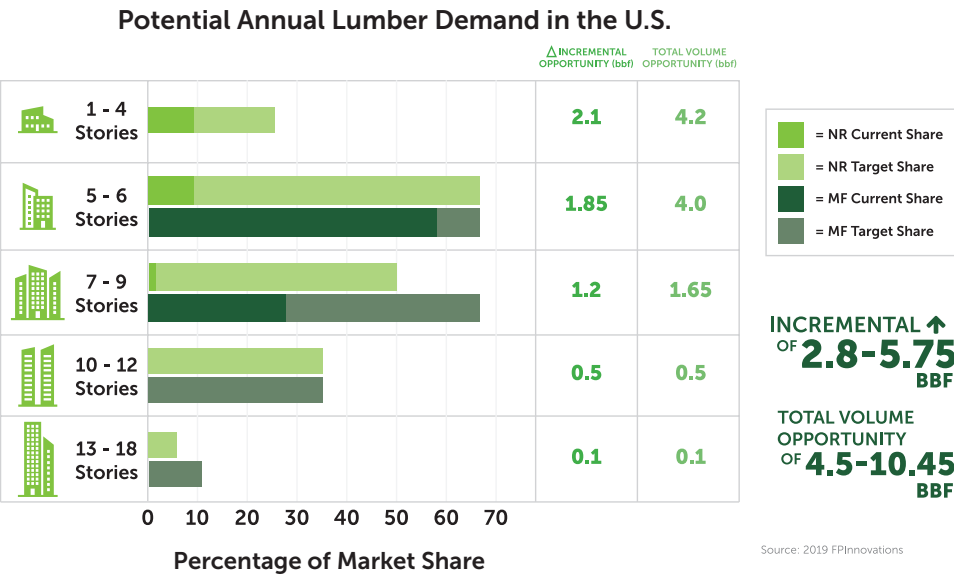
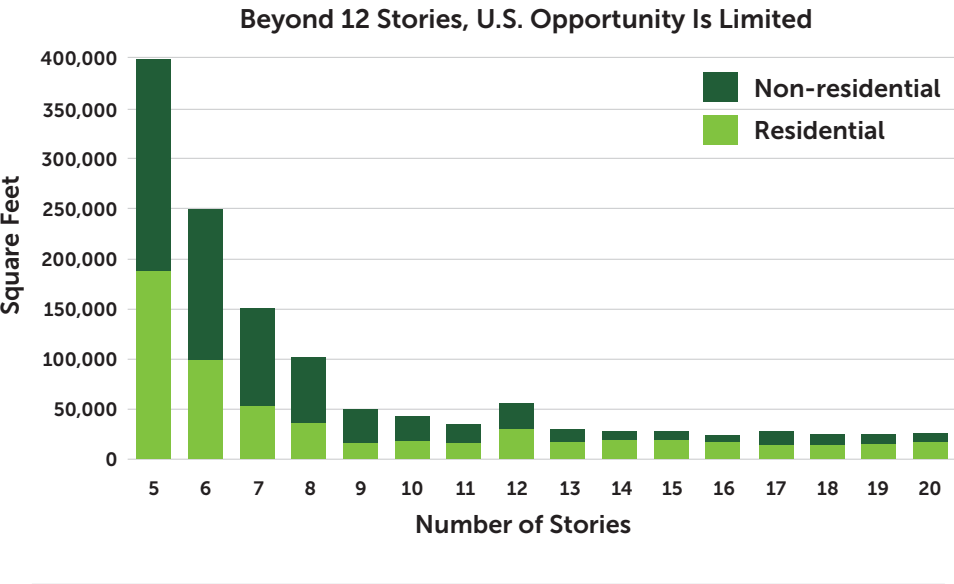
Hitting Where the Market is Hot

Although evolving building codes will support taller wood buildings, the SLB has identified the largest margin for growth lies in the multi-family residential and non-residential builds within the one- to 12-story market. This sector remains our highest priority.

By dedicating resources to specific building heights because there is ample opportunity for growth, the SLB can maximize its investments and make a more significant impact.

Light-frame wood construction has always performed well in single family residential. Now, thanks, in part, to the work of SLB funded programs, light-frame has an over 80% share in one to four story multi-family projects and more than 60% in the five and six story multi-family segment.

Non-residential buildings like offices, hotels, hospitals, medical care facilities, and dormitories have presented a significant opportunity for increased wood consumption. Strategic efforts to promote wood for these types of non-residential projects will have a long-lasting impact on the softwood lumber market.



Embracing Offsite Prefabrication

Offsite prefabrication of wood products and modular construction has the potential to provide an incremental 1.1 billion board feet of softwood lumber volume as both residential and non-residential construction continues to grow. In 2019, 7% of construction projects used prefab, up from just 3% from previous years. Designers and developers are embracing the many benefits that prefabrication offers—faster construction speeds, decreased labor costs, and less on-site waste due to materials being created to the exact specifications required. While prefabrication lends itself easily to light-frame construction, prefabricated cold-formed steel is a competitive threat that the industry needs to understand and adapt to.

Offsite prefabrication is sometimes met with a misperception of repetitive mass production, where every project is identical to the last. For large-scale construction projects, structural components created offsite and assembled like a kit of parts on the job create efficiencies that are providing the reason for potential changes in the construction industry.

An Influx of Hybrid Construction

Hybrid construction – combinations of light-frame and mass timber, or structural steel with mass timber elements – is an opportunity for builders to take advantage of the best features of both building materials. Many hybrid projects are currently underway, allowing wood buildings to reach greater heights and excellent structural stability.



Portland, Oregon's The Canyons is Type III-A construction featuring four stories of mass timber and light-gauge steel over a concrete podium. The unique design allowed for a taller wood build that melds residential spaces with both indoor and outdoor retail on the ground floor.

Overbuilds Bring Mass Timber to New Heights

The opportunities for the structural use of wood are not limited to new construction. Architects and developers are using light-frame and mass timber in proposed overbuild projects. Overbuilds are a smart strategy for further developing urban areas, where density requirements are strict, and often, the only way to increase density in crowded urban areas is to add height to existing structures. The SLB is exploring data pertaining to overbuild opportunities in the United States.



The American Trucking Associations has announced plans to relocate to the Washington, D.C., Navy Yard district after completing a two-story, 105,000-square-foot mass timber expansion on top of an existing seven-story brick and glass-clad building. Mass timber will be used to support high ceilings and create open, contemporary office space.



With project assistance from WoodWorks, DPR construction added 6,000 square feet of additional space to its new office space in Sacramento, California, last year. Glulam beams and CLT aided in the fast timeline for this project, the structure of which was completed in just six days.

Protecting and Expanding Softwood Lumber Markets

The SLB’s multifaceted funded programs approach supports the industry’s top priority of creating incremental demand for softwood lumber.

The AWC focuses on informing codes and standards to provide new strategic opportunities for wood in construction. Think Wood deploys a sophisticated communication methodology to challenge, coach, and activate target audiences in the promotion and use of softwood lumber. WoodWorks converts projects from competitive materials to wood through education and project support. Together, these three strategies drive a tangible impact in the industry and the future of wood, but as the market fluctuates and evolves, new challenges and obstacles must be addressed. The SLB’s success has also encouraged its competition to elevate their approach and more aggressively attack our gains.

After comprehensive research, analysis and discussion, the SLB’s Board of Directors determined the need for additional funding. In November, the Board approved an assessment increase of \$0.06/mbf. Given uncertain market conditions and an increasingly competitive environment, additional investments will enable the SLB and its funded programs to protect the market share gained over the past eight years while addressing education and training gaps, including a scholarship or internship program, knowledge and data gaps for the insurance and financial sectors, assisting developers in overcoming practical project barriers to projects in the targeted growth segments, and exploring opportunities for small group tours at completed structures in the United States.

With effective industry leadership and oversight, a strong management team, strategic results-oriented vision, and sufficient funds to support both existing and new initiatives to increase demand for softwood lumber, the SLB is eager to seize opportunities that continue our outstanding success.



SLB Board of Directors and Staff

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Maureen Pello
VP, Operations



Kabira Ferrell
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Cover Credit

MOTO Apartments, Denver, CO
Architect: Gensler
650,143 board feet
Credit: Ronnie Leone