

Investment Plan

Wood First Program

2018 - 19



**Forestry Innovation
Investment[®]**

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Executive Summary

This investment plan presents the priorities for advancing wood in British Columbia in the fiscal year 2018-2019, through Forestry Innovation Investment's (FII) Wood First program. This investment plan draws upon and reflects the Wood First 3-Year Strategic Plan and recommendations of FII's Wood First Advisory Committee.

The Wood First program strategic objectives are:

1. Grow the culture of living and building with wood in B.C. and beyond
2. Maximize the appropriate use of wood in public and private projects
3. Strengthen B.C.'s capacity to produce competitive wood-based products and building systems that create and respond to market demand
4. Accelerate adoption of existing and emerging wood-based products and building systems
5. Position B.C. as a world leader in sustainable and innovative wood-based products and building systems in design, production, and application

For 2018-19, FII's total budget for Wood First activities will be \$2.8 million. Of that, \$2.4 million is available for non-profit organizations to deliver projects and activities through the Wood First annual Call for Proposals. The results of funded projects will be made available to the public. The remaining portion of \$400,000 will be for activities delivered directly by FII. The budget is allocated across the following five investment categories:

Investment Category	2018-19 Allocations	
	Call for Proposals	
	Amount	% of Subtotal
Identification of Opportunities & Barriers	\$480,000	20%
Research & Innovation	\$360,000	15%
Education & Skills Development	\$600,000	25%
Marketing, Promotion & Outreach	\$240,000	10%
Strengthening Manufacturing & Business Capability	\$720,000	30%
TOTAL	\$2,400,000	

FII's investments in each category will be limited to the levels of the respective allocations. Funding applicants are expected to align programs and funding proposals with the priorities identified in this Investment Plan if they wish to secure cost-shared funding from FII. If proposed activities do not respond to the priorities outlined in this investment plan, FII reserves the right to allocate investments to activities delivered by FII (or others) for that same category. Funding recipients are accountable for funding received and are expected to assess and report on deliverables and outcomes of their funding programs and activities. FII continuously assesses these outcomes to refine the Wood First program strategy and priority investments.

1. Introduction

The British Columbia forest industry is recognized globally for its production of quality wood products, leadership in sustainable forest management, and innovation in harvesting, processing and the development of advanced wood construction technologies and building systems. Forest products exports represent \$14 billion or 36% of the province's total exports and the industry continues to be a major contributor to the provincial economy. Nearly 60,000 British Columbians are directly employed in over 7,000 businesses that rely on forestry. Maintaining B.C.'s forest sector requires constant innovation and continuing efforts to develop and diversify markets both internationally and at home in B.C.

Forestry Innovation Investment (FII) was established in 2003 as the provincial agency responsible for maintaining and expanding markets for B.C. forest products. FII works in collaboration with the forest industry, research institutions, the federal government and other stakeholders to deliver innovative, forward-looking programming that responds to today's domestic and international market dynamics, as well as tomorrow's challenges and opportunities.

This Investment Plan details FII's Wood First Program investment priorities for 2018-19, and provides guidance for organizations seeking FII funding through its annual Wood First program Call for Proposals process. FII's investment focus is informed by an ongoing program of market research and input from a range of B.C. building, industry and government stakeholders who are involved at all steps of the strategy development and planning process. FII provides funding to non-profit forest sector organizations such as industry trade associations, academic and research organizations for work that they propose and ultimately deliver in relation to the Wood First Investment Plan.

This annual Investment Plan is developed in the context of the 3-Year Strategic Plan for the Wood First Program, as well as FII's 5-year Strategic Plan, and FII's more detailed three-year Service Plan¹.

¹ FII's Strategic Plan, Service Plan and other corporate reports are available on the FII website at www.bcfii.ca

2. FII Investments & Programs

FII's mandate is to work with the forest industry to develop and diversify markets for B.C. forest products, while promoting B.C. as a world-class supplier of environmentally friendly forest products.

As directed by the Province of British Columbia, the mandate of FII is to:

- position British Columbia as a global supplier of world-class environmentally friendly forest products
- actively maintain, create and diversify demand for B.C. forest products in Canada and in key world markets
- help break down non-tariff trade and market barriers to ensure opportunities for B.C. forest products
- work with the forest industry to promote B.C.'s forest products and forest management to the global marketplace
- help ensure that the forest sector, through product development and strong international sales, continues to be a leading contributor to the B.C. economy

2.1 Guiding principles for investments

As a B.C. Government Crown Corporation, FII receives its funding from the Province of British Columbia's Ministry of International Trade. Part of FII's funding is used to share the cost of industry-led market initiatives, and part is used to pursue specific objectives the B.C. Government has set for the sector and for FII. This is typically done in close cooperation with other public agencies and with the forest industry.

With the intent of maximizing economic benefit to the forest sector and the province, the following key principles guide FII's decisions about its own activities and about providing funding to other organizations. These guiding principles provide a framework to balance investments across markets and areas of competing interest within the forest sector.

Innovation — FII anticipates changing market, economic and geo-political forces that impact the forest economy and invests in new programs, research and product development that offer competitive advantages to the forest sector.

Credibility and integrity — FII activities and funded projects are based on government and industry priorities and strategies developed in partnership with stakeholders. FII services are transparent, timely and openly communicated.

Collaboration — FII works in partnership with key stakeholders in industry, the research sector and government to develop initiatives and ensure programs are delivered effectively.

Engagement — FII is actively involved in the market and product development programs it funds and delivers. FII not only responds to government and industry priorities, but also takes the initiative to identify new market opportunities and counsel industry and government on emerging issues.

Evidence based decision-making — FII is oriented towards growing markets, but recognizes that there are risks in pursuing opportunities. As much as possible, investment decisions are firmly rooted in current, relevant, and comprehensive market information that provides a sufficiently compelling business case for each market initiative.

Accountability — FII strives for transparent decision-making and investment processes. FII staff have a duty to ensure the appropriate use of the public funds entrusted to them. Activities are expected to be founded on clear objectives, generate a positive return and have well-developed performance measures.

FII works collaboratively with industry trade associations, with other levels of government including the Government of Canada and other provinces, and with research institutions to deliver programs and activities that respond to today's domestic and international market dynamics, as well as tomorrow's challenges and opportunities. FII invests in innovative, forward-looking programming to enhance the value of B.C.'s forest resources and strengthen employment throughout the province.

While FII continues to work closely with forest sector associations on these activities, it plays a lead role in initiating and managing related projects on behalf of the Province. Where forest sector organizations or research institutes are positioned to support project activities, FII may contract directly with these organizations to assist with, or play a lead role in, project implementation. FII's investments are focused on pursuing priorities of the government and industry for the B.C.'s forest sector.

2.2 Programs

FII organizes its efforts under three key programs:

- **Market Outreach** - communicating the benefits of wood, and positioning B.C. as a global leader in the supply of environmentally-friendly products from sustainably managed forests.

While industry associations and companies promote their specific sectors and products, there is a need for communications that position the B.C. forestry sector, building innovation in B.C., and its competitive advantages as a whole. Such initiatives support industry products and practices, as well as ensure informed and consistent messaging. This messaging is developed and delivered through FII's Market Outreach program (B.C.'s "naturally: wood" brand).

Strategies for FII's Market Outreach Program are informed by a Market Acceptance Advisory Committee made up of senior-level representatives from across the B.C. forest sector. Specific program activities under Market Outreach such as B.C.'s naturally:wood brand are delivered by FII on behalf of industry and government partners.

- **Market Initiatives** - developing and expanding markets for B.C. wood products internationally.

The Market Initiatives Program encourages the development of export markets and new market segments. Expanding B.C.'s trade relationships to fast growing markets in Asia helps to diversify the sector, open up new opportunities, and sustains forest sector employment. This includes managing outreach and relationship building in China with Chinese authorities and State-owned real estate development companies, and undertaking early market development and profile building in India. Recognizing the longstanding importance of the North American market, FII is also investing in high potential market segments to grow demand for B.C. wood products closer to home. FII works collaboratively with the forest industry, the federal government and the research community, focusing activities and leveraging resources to maximize results.

While activities to explore emerging markets are an important element of the Market Initiatives program, significant effort and investment under the program is focused on advancing opportunities in existing markets such as the U.S., China, Japan and South Korea where the greatest short and medium term opportunities exist for the sector.

Strategies for FII's Market Initiatives Program are informed by a Market Priorities Committee of senior industry representatives established to provide FII with external guidance and advice with respect to establishing priorities for market development programming. Activities under the Market Initiatives program are primarily delivered by third-party organizations on behalf of the industry-government collaborative. Available funding under the program is managed through the annual Market Initiatives program Call for Proposals² process.

- **Wood First** - advancing wood use and innovative forest products, wood construction technologies and building systems in British Columbia.

The Wood First program aims to establish British Columbia as a showcase for B.C.'s forest products by promoting wood for construction, interior design, and daily living. A Wood First Advisory Committee (WFAC) provides strategic guidance to FII in the design and implementation of the Wood First program, and recommends annual priorities for funding across broad investment categories. The Committee is made up of senior representatives from the wood products industry and a wide cross-section of wood product end user groups, such as architects and engineers. Available funding under the program is managed through the annual Wood First program Call for Proposals process.

FII has separate strategies and investment plans for its Market Outreach, Market Initiatives and Wood First Programs. This Wood First Investment Plan for 2018-19 summarizes the activities and areas where FII places the highest priority for Wood First investments in 2018-19 in alignment with the Wood First Program 3 Year Strategic Plan 2017-2020 strategic focus areas.

² Information on the Market Initiatives program Call for Proposals can be found at www.bcfii.ca

3. Wood First Program

The British Columbia Government initiated Wood First in 2009 to ensure that the province's forest industry is vibrant and globally competitive, providing benefits for current and future generations and acting as one of the foundations for strengthening B.C. communities. The responsibility for advancing Wood First was transferred to Forestry Innovation Investment (FII) in 2011. FII's Wood First program focuses on advancing wood use in the province by promoting and supporting innovation in manufacturing, building design and construction. These goals are achieved by positioning wood as a preferred building material, and British Columbia as a global leader in wood innovation.

3.1 Funding, progress and results

Funding for FII's Wood First program comes from the Province of British Columbia's Ministry of Jobs, Trade and Technology. The investment plan seeks to align priorities and ensure the best use of available funds to support the advancement of wood use and a wood culture in British Columbia. The activities in the Wood First program are delivered primarily by non-profit organizations under a cost-sharing framework that functions partly on contributions from the forest industry.

FII invites funding proposals from non-profit organizations that are able to provide services in line with the allocations, activities and audiences outlined in this investment plan. This investment plan serves as a key reference tool for interested organizations to develop their funding proposals. Proposals must conform to the format and requirements of the FII online funding management system. Proposals will be evaluated by a panel made up of FII staff, the Chair of the Wood First Advisory Committee, and independent industry experts. Final funding decisions are made by FII's CEO. Successful applicants will then enter into recipient agreements with FII.

FII's investments in each category will be limited to the levels of the respective allocations. If proposed activities do not respond to the priorities outlined in this investment plan, FII reserves the right to allocate investments to activities delivered by FII (or others) for that same category to support the advancement of wood use in B.C., and to fill gaps in the program that are not covered by eligible funding applicants.

Funding recipients are accountable for funding received and are expected to assess and report on deliverables and outcomes of their funding programs and activities. Funded projects will be monitored by the FII Wood First program to ensure the funds are used appropriately, and activities are proceeding in the intended direction. Tracking projects and activities is important for measuring the progress towards the Wood First program objectives and target behaviours. FII expects that projects include tasks and methods to obtain feedback (such as satisfaction, economic benefits gained, etc.) and/or key information and data (such as attendance at events, amount of wood use, etc.). The information will be linked to explicit metrics that are used to track performance of the Wood First program-funded Recipients and projects, as well as to refine Wood First investment priorities. FII continuously assesses these outcomes to refine the Wood First program strategy and priority investments.

3.2 Wood First Program - 3-Year Strategic Plan

FII and the Wood First Advisory Committee established the following goal and strategic objectives for the Wood First program which are further described in the 3-Year Strategic Plan for the Wood First program.

3.2.2 Goal

British Columbia is a leader in using innovative forest products and building systems.

3.2.3 Strategic objectives

The following objectives provide direction and context for the Wood First program to contribute to employment opportunities for British Columbians.

Objective 1: Grow the culture of living and building with wood in B.C. and beyond

The beauty of wood, its social and sustainable qualities, and structural properties are valued by all British Columbians as the material to design, build, and live with. British Columbians take pride in producing high quality wood products from sustainably managed forests.

Objective 2: Maximize the appropriate use of wood in public and private projects

British Columbians involved in specifying building, finishing and furnishing materials choose wood over other options, in all appropriate parts of design, construction, and finishing.

Objective 3: Strengthen B.C.'s capability to produce competitive wood-based products and building systems that create and respond to market demand

B.C. companies continuously invest in equipment, technology and personnel in new or existing operations. They have sound business cases developed from a solid understanding of market demand and supply dynamics, improved product development and manufacturing processes, and effective marketing plans. They support fundamental research and incorporate research results into their operations. Companies collaborate effectively along the supply chain and B.C. has competitive, advanced wood-based products and building systems.

Objective 4: Accelerate adoption of existing and innovative wood-based products and building systems

Architects, engineers, designers, developers, and builders specify more wood because they have the skills, ability, and confidence to choose wood-based products and building systems over alternatives, encouraging ongoing changes to the B.C. Building Code that facilitate expanded use of wood.

Objective 5: Position B.C. as a world leader in sustainable and innovative wood-based products and building systems in design, production, and application

Governments, design teams and customers from around the world visit British Columbia to learn how wood innovation is advancing in the Province, and increasingly draw on innovative B.C. design resources and wood-based products and building systems.

4. 2018-19 Investment Priorities

FII's Wood First program continues to adjust priorities to meet strategic objectives, while considering various external trends and industry factors. The 2018-19 priority audiences and activities in this investment plan are aligned with the opportunities and challenges as outlined in the Wood First Program 3-year Strategic Plan.

FII's Wood First program investments are categorized into five groups of activities. These investment categories provide a framework for planning, funding and assessment from year to year. They also facilitate the preparation, submission and evaluation of funding applications.

The Wood First program targets a range of audiences and activities and seeks to:

- advance innovation through research and product development
- reduce barriers to wood use
- educate professionals on opportunities to utilize and innovate with wood
- promote B.C.'s wood species, wood products and the benefits of building with wood
- raise the competitiveness of B.C.'s value-added wood sector

4.1 2018-19 priority audiences

The following are priority audiences to be addressed through 2018-19 funded projects and activities. Appendix A lists the definitions for these priority audiences, as well as secondary target audiences.

(in alphabetical order)

- Assemblers
- Builders
- Building Inspectors
- Building and Fire Officials – Municipal and Provincial
- Developers
- Educational Institutions –Ministry of Advanced Education, Post-Secondary
- Insurers
- Manufacturers – Primary, Secondary
- Public Institutions
- Research Institutions
- Specifiers
 - Architects
 - Engineers
 - Quantity Surveyors

4.2 2018-19 priority activities

The following tables set out, for each investment category, the priority audiences for investment, the desired behaviours that these investments support, and priority activities to achieve these behaviours.

Funding applicants should ensure their proposals directly respond to the objectives, priority audiences and activities outlined in this plan. While funding can only be committed to for the 2018-19 fiscal year, if activities such as research are anticipated to span more than one fiscal year, a clear overview of the key steps and elements of work for each additional year should be clearly outlined. Results of earlier phases of research associated with the proposal should also be included.

FII encourages closer links between similar activities carried out by Recipient Organizations. **Where multiple funding recipients are targeting the same audiences or activities, it is strongly recommended that Recipient Organizations collaborate in planning and implementing a coordinated strategy that demonstrates a common vision, plan and alignment in relation to target audiences and priority activities.** For example, events and educational activities that profile wood products, building systems, and technologies to specifiers and manufacturers such as workshops and lunch & learns.

4.2.1 Identification of opportunities and barriers

This investment category focuses on identifying and assessing opportunities for increasing, and barriers preventing, the use of wood use in structural and non-structural applications in British Columbia, particularly what would be needed to strengthen and develop the supply chain.

There is need to better understand:

- the barriers to wood use for builders, developers, building inspectors, building and fire officials
- the implications of increased regulatory changes to energy efficiency standards (B.C. Energy Step Code) in B.C. on single family, multifamily and other wood construction building types
- the broad range of opportunities for increasing wood use, (e.g., alternative solutions, hybrid building systems)
- innovative manufacturing opportunities for using B.C.'s wood fibre in mass timber products more effectively

Activities are listed in order of priority.

Audience	Priority Activities	Desired Behaviour
Builders Developers Insurers Engineers Quantity Surveyors	<ul style="list-style-type: none"> • Identify relevant information on wood-based building systems (e.g., cost competitiveness, competitive advantages, suppliers to identify the economic/performance gaps and disincentives with current wood product or building systems offerings) • Assess opportunities and barriers of current design values, costing tools and processes • Develop cost/benefit analysis including insurability of mass timber and wood-based and hybrid building systems 	Understand advantages of using wood and how to overcome challenges

	<ul style="list-style-type: none"> • Develop standardized wood-based designs/systems/components to better meet the economic and performance needs for tall buildings (7+ storeys) • Identify options and considerations for wood-frame and mass timber building systems as it relates to the new B.C. Energy Step Code • Conduct research to understand tall wood building business case differentiating between 7-12 storey and 21+ storey 	
Public Institutions	<ul style="list-style-type: none"> • Gap and opportunity analysis for wood use in public education, healthcare and/or community buildings, including retrofits. 	Mitigate barriers and identify opportunities to facilitate wood use in public institutions
Building Inspectors Building and Fire Officials – Municipal and Provincial	<ul style="list-style-type: none"> • Develop data supported matrix to assess priorities and barriers to wood use in residential and non-residential buildings at regional and municipal levels • Develop information required for officials to support approval of specific projects via alternative solutions provisions • Develop materials on fire safety and performance of wood buildings • Identify barriers and opportunities around alternative solutions 	Provide guidance in reviewing applications of existing building code provisions and in evaluating new building systems
Manufacturers – Primary and Secondary	<ul style="list-style-type: none"> • Conduct market research or gap analysis on demand versus supply • Analyze implications of changing fibre supply in B.C. for mass timber products • Transfer learnings on success factors and best practices with B.C. building projects • Transfer learnings on success factors and best practices regarding wood use from other jurisdictions 	Develop and collaborate in design of products and building systems to satisfy demand
Educational Institutions - Ministry of	<ul style="list-style-type: none"> • Assess current state of wood-based curriculum and materials 	Support development of training programs and/or training

Advanced Education	<ul style="list-style-type: none"> • Prepare projection of needs for building design professionals and trades jobs 	materials to facilitate wood use in B.C. by professionals, trades, and code officials
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4.2.2 Research and innovation

This investment category focuses on developing solutions, through applied research, to overcome barriers advancing the applications of wood-based products and building systems.

Research projects should improve target audience understanding and enhance the performance of wood in applications that offer significant market potential. Needed also is market research that will identify ways to improve performance along the supply chain.

FII understands that significant federal support already exists and is being accessed for research. FII recognizes also that a number of research programs and projects related to wood design and construction are underway throughout Canada. Wood First program investments focus on worthwhile research topics that are currently receiving insufficient support or are not currently being funded.

Wood First program investments are intended for short-term research projects that can be completed within the funding period. Research results are to be disseminated in appropriate formats to relevant stakeholders in B.C., including manufacturers, developers and building officials.

Activities are listed in order of priority.

Audience	Priority Activities	Desired Behaviour
Builders Developers Building Inspectors Building and Fire Officials – Municipal and Provincial	<ul style="list-style-type: none"> • Technical research and documentation on performance, durability and maintenance best practices and lessons learned from notable low-rise non-residential, mid-rise and taller residential and commercial projects using wood or wood-hybrid systems 	Develop knowledge and proficiency in delivery of wood building systems Provide guidance in reviewing applications of existing building code provisions and in evaluating new building systems
Manufacturers – Primary and Secondary Research Institutions	<ul style="list-style-type: none"> • Identify opportunities for innovation in the supply chain supported by B.C./Canadian market demand and industry capacity assessments • Identify and conduct gap analysis on research done domestically and internationally for mass timber and wood-hybrid performance, particularly as it relates to low-rise commercial, midrise and 	Guide research institutions and manufacturers in development of new equipment, procedures, and products

	taller wood applications energy efficiency models (Passive House, Net Zero, Super E, etc) and their applicability in B.C.	
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4.2.3 Education and skills development

This investment category focuses on increasing knowledge and experience related to designing and building with wood, including products and building systems. It covers a range of species, products, design applications, and construction techniques.

Outreach to building and fire officials regarding innovations and performance of wood-based products and building systems (particularly mass timber and hybrid) is a priority. Particular emphasis is also placed on activities specific to the needs of developers, builders, assemblers, and installers to develop understanding of the benefits and appropriate uses of wood. There is a need to break down misperceptions and barriers as it relates to wood acceptance in the current codes, as well as alternative solutions.

FII and the Wood First program have supported many activities in past years to educate and train a range of audiences in many topics. We are looking for innovative, effective and efficient delivery methods and topics, balancing efforts on continuing education of practicing professionals versus educating future practitioners.

Activities are listed in order of priority.

Audience	Priority Activities	Desired Behaviour
Building Inspectors Building and Fire Officials – Municipal and Provincial Quantity Surveyors	<ul style="list-style-type: none"> Provide high-level expert technical assistance, advisory services and guidance in reviewing applications of existing building code provisions and in evaluating new building systems Focus on communities in the Lower Mainland, Greater Victoria and those based on proven data that have the greatest opportunity to influence projects for increased acceptance of wood 	Increase acceptance of wood in mid-rise and taller buildings
Assemblers Builders Building Inspectors Building and Fire Officials – Municipal and Provincial Developers	<ul style="list-style-type: none"> Deliver events and/or materials on upcoming new mixed use mid-rise building code provisions, tall wood and hybrid building systems Provide tools or expertise regarding alternative solutions in non-combustible projects, e.g., symposium on alternative solutions 	Facilitate immediate efficient application of new building code provisions Encourage increased construction of mid-rise wood-frame residential buildings Initiate and encourage construction of mid-rise

Engineers		wood-frame commercial buildings
Specifiers: Architects Engineers	<ul style="list-style-type: none"> Deliver events and/or materials on B.C. value added products (including but not limited to doors, windows, mouldings, joinery, engineered wood products and prefabricated solutions) 	
Educational Institutions – Post-secondary	<ul style="list-style-type: none"> Work with educational institutions and professional associations to incorporate wood design into undergraduate educational curricula to ensure architects and engineers have a solid understanding of the use of wood in tall buildings, including hands-on design/build workshops 	<p>Institutions develop and offer courses on wood applications and performance</p> <hr/> <p>Professors and trainers are equipped to teach undergraduate and graduate courses on wood engineering and design</p>

4.2.4 Marketing, promotion and outreach

This investment category focuses on promoting the benefits of and extending the latest developments in wood construction and building design.

Efforts should be on communicating to key parts of the supply chain (such as developers, builders, manufacturers), while maintaining a modest outreach to architects, engineers and municipal elected and building officials. Proposed activities should take a cost-effective approach to reaching key audiences with consistent wood messaging.

Messaging about the benefits of wood as a building material (strength, adaptability, cost-effectiveness, beauty, sustainability, carbon sequestration, and other environmental and health benefits) are already captured and promoted domestically and internationally through FII's information resource "naturally:wood." Funding recipients are required to leverage this messaging and material, and further collaborate with other Recipient Organizations on consistent information and facts shared with target audiences.

Activities are listed in order of priority.

Audience	Priority Activities	Desired Behaviour
Builders Developers Specifiers Public Institutions	<ul style="list-style-type: none"> Showcase projects and disseminate materials addressing costs, performance, health and environmental impacts, as well as how using wood helps address specific issues important to local regions and communities 	<p>Champion and support wood as sustainable and environmentally friendly</p> <hr/> <p>Specify wood where appropriate and available</p>

4.2.5 Strengthening manufacturing and business capability

Growing demand for new and innovative wood-based products and building systems, and changes in B.C. timber supply, are driving a need to improve the capacity and effectiveness of all components of the supply chain—primary and secondary manufacturers, specifiers, developers, builders, assemblers, installers—and strengthen relationships to reduce gaps between producers and users. A key part of being successful is the economic viability of each link in the supply chain.

This category focuses on strengthening the supply chain, and improving the competitiveness of the manufacturing sectors by developing sustainable approaches to manufacturing wood-based products and building systems. In particular, there is a need to seek immediate solutions to current supply challenges in B.C. that will improve competitiveness, address gaps, and strengthen the supply chain.

Activities should improve manufacturing and marketing capabilities and fill gaps in the supply of wood products. Considered also are activities that would facilitate dialogue along the supply chain, including specifiers, manufacturers and assemblers.

FII supports the continuation of highly effective activities that help manufacturers improve their production, marketing and business processes – and thus, competitiveness. The emphasis is on projects specific to sectors and/or companies. General-industry outreach and communication activities will be supported only to the extent that they would drive interests and adoption of other program elements under this category (e.g. company-specific projects).

For all sector-specific projects (and other activities), specific efforts to evaluate the impacts and results of all investments (each project) must be included in plans. Where more than one service delivery agency is involved in delivering company-specific projects, FII will require a common project evaluation format to be used by all organizations.

Activities are listed in order of priority.

Audience	Priority Activities	Desired Behaviour
Manufacturers – Secondary	<ul style="list-style-type: none"> Conduct company-specific projects (e.g. product testing, design and product development support, protocol development for manufacturing, plant layout support, standardized training program development, branding exercises and strategies, preparing for and attending conferences and trade shows, social media training, search engine optimization and training), including assessments of outcomes from previous company-specific projects. 	Develop products and building systems to effectively meet customer demand
Manufacturers – Primary and Secondary	<ul style="list-style-type: none"> Hold events to facilitate dialogue between specifiers and manufacturers Organize presentations by specifiers or researchers/academics on trends: <ul style="list-style-type: none"> consumers / specifiers preferences 	Enhance collaboration in the design of products and building systems to satisfy markets
		Manufacturers understand market needs

	<ul style="list-style-type: none"> ○ building trends ○ research, e.g. alternate species ○ fibre supply ● Assess product development in other jurisdictions and barriers and opportunities for innovation in wood-based building systems and products, including doors and windows 	<p>and demands, as well as potential opportunities in the supply chain relative to mass timber</p>
<p>Assemblers Builders Developers Installers Manufacturers – Secondary</p>	<ul style="list-style-type: none"> ● Identify barriers, opportunities and key considerations for prefabrication, its role and benefits in addressing mid-rise and taller buildings 	<p>Innovation clusters and sector groups emerge to increase technical knowledge and skill sets</p> <p>Develop products and building systems to effectively meet customer demand</p>

5. 2018-19 Allocations

FII receives the majority of its annual funding from the Ministry of International Trade. For 2018-19, FII anticipates receiving a level of funding similar to the current year.

The 2018-19 Wood First program Call for Proposals focuses on market and industry capacity development activities focused in B.C. International market development activities delivered outside of British Columbia are funded through a separate Market Initiatives program Call for Proposals³.

For 2018-19, FII's total budget for Wood First activities will be \$2.8 million. Of that, up to \$2.4 million is available for non-profit organizations to deliver Wood First activities through the annual Call for Proposals. The remaining portion of \$400,000 will be for activities undertaken by FII.

Table 1 shows the allocations of the 2018-19 Wood First investment plan in the five investment categories. These allocations are based mainly on the 2018-19 priorities recommended by the WFAC as outlined in Section 4.2. FII intends to maintain the allocations as stated. FII reserves the right to make adjustments to this information up until the time that FII enters into formal funding agreements.

The focus of this funding is on the priority activities as outlined under the five investment categories identified by the Wood First Advisory Committee (WFAC), and further B.C. industry consultation and market reviews. A summary of these priorities is included in Section 4.

Table 1: 2018-19 Wood First Investment Allocations

Investment Category	2018-19 Allocations	
	Call for Proposals	
	Amount	% of Subtotal
Identification of Opportunities & Barriers	\$480,000	20%
Research & Innovation	\$360,000	15%
Education & Skills Development	\$600,000	25%
Marketing, Promotion & Outreach	\$240,000	10%
Strengthening Manufacturing & Business Capability	\$720,000	30%
TOTAL	\$2,400,000	

* Allocations reflect the recommendations of the Wood First Advisory Committee

The allocations for each category in this Call for Proposals are maximum amounts. Only projects of high priority will be considered for funding. If proposed activities do not address the priorities outlined in this investment plan, FII reserves the right to decline the proposal and re-allocate the resources to activities delivered by FII or other commissioned third parties.

³ Information on the Market Initiatives program Call for Proposals can be found at www.bcfii.ca

5.1 Cost-sharing

FII-funded work is built on the premise of partnerships and industry cost-sharing contributions. Most of the projects are required to be cost shared with contributions from industry or other sources. It is the proponent's responsibility to seek out, obtain and confirm these contributions by the time of the submission of the application. Industry cost-sharing must be based on cash contributions. In-kind contributions cannot be used as a part of calculating the industry cost-sharing contributions. Projects with a higher-than-required industry contribution, which indicates strong industry support for the project, will be ranked higher in some aspects of the evaluation of proposals.

For 2018/19, the following table identifies the minimum required cost-sharing requirements.

	Percent Contribution	
	Funding Recipient At Least	FII up to (See. Note 1.)
1. Identification of Opportunities & Barriers;	n/a	100
2. Research & Innovation;		
3. Education & Skills Development;	20	80
4. Marketing, Promotion & Outreach;	50	50
5. Strengthening Manufacturing & Business Capability		
- Company-Specific Needs Assessments	n/a	100
- Company-Specific Site Visits, Plant Tours or Consultations	20	80
- Company-Specific Projects	50	50

¹If the funding recipient receives other government funding for a given activity, FII may reduce its share accordingly.

FII reserves the right to adjust these cost sharing ratios up until the time that a final contract has been signed by FII. If FII receives less than the anticipated program funding from the Province, available funding in the Call for Proposals will be adjusted on a pro-rata basis. Proponents will be notified of any changes, should any occur.

6. Conclusion – How to Use this Investment Plan

The information included in this document provides an overview of FII's Wood First program priorities for 2018-19. The Investment Plan is a key element of FII's Wood First program Call for Proposals process, providing guidance to anyone interested in proposing activities to FII for cost-shared funding.

Funding applicants are expected to align programs and funding proposals with the priorities identified in this Investment Plan if they wish to secure cost-shared funding from FII.

Applicants should clearly articulate in their funding proposals how proposed activities fit with the strategic objectives, priority activities, audiences and behaviours laid out in this plan. Funding applicants are **strongly encouraged** to review the Wood First Program Application Guide 2018-19, Wood First Program 3 Year Strategic Plan, and other information provided as a part of the Call for Proposals process. All relevant information can be found at www.bcfii.ca or by contacting FII.

Successful funding recipients are accountable for funding received and are expected to assess and report on deliverables and outcomes of their funding programs and activities. FII continuously assesses these outcomes to refine the Wood First program strategy and priority investments.

Appendix 1: Target Audiences

Audience	Definition
Assemblers*	Those who (in-plant or on-site) take wood-based components and assemble into a wood-based product (e.g., assemble engineered wood panels, insulation, barriers and cladding into a pre-fabricated wood wall product)
Builders*	Run a construction project; work with both assemblers (off-site) and installers (on-site)
Building and Fire Officials – Municipal and Provincial	Officials concerned with building performance and fire safety
Building Inspectors	Persons who ensure that the construction and quality of buildings meet codes and standards
Consumers	Persons considering making a purchase of, or who have in the past purchased, wood-based products or building systems
Developers	Persons who assume the risk and reward to add value to real estate. They arrange rezoning, financing, design, construction, and sales/leasing to meet market demand
Educational Institutions – Ministry of Advanced Education	The Ministry ensuring B.C.'s post-secondary system delivers value while providing educational and training opportunities for young people entering the workforce and existing workers who need to upgrade their skills
Educational Institutions – Post-secondary	Includes public education institutions (universities, institutes of technology, colleges), private and out of province public degree granting institutions, seminaries and theological colleges, First Nations-controlled institutes, and other private career-training institutions
Elected Officials – Municipal and Provincial	B.C. elected municipal government officials (includes city, town or village incorporated for local self-government) and provincial government officials
General Public	Every citizen in British Columbia
Influencers	Anyone (government, non-government, industry, public, etc.) who can affect a purchasing decision at some point in the value chain. Need to identify the specific influencer (person) in each situation, and target communication to that individual
Installers*	Persons who install pre-manufactured products, with some site-fabrication as necessary, on a construction project
Insurer	Persons or company that underwrites an insurance risk

Manufacturers – Primary*	Manufacture raw materials or materials in their near-natural state (e.g., logs) to produce primary products such as cants, lumber
Manufacturers – Secondary*	Further process products that have already undergone some manufacturing (e.g. lumber) to produce value-added products (e.g., doors, cabinets, walls, flooring, furniture, glulam, plywood)
Public Institutions	School Boards, facility manager associations, and authorities responsible for the decisions related to public services infrastructure such as schools, healthcare etc.
Research Institutions	Private or public organizations that carry out research into wood-based products or building systems
Specifiers <ul style="list-style-type: none"> • Architects • Engineers • Quantity Surveyors 	Persons who specify use of wood products and wood-based building systems (e.g., architects, interior designers, engineers, quantity surveyors)

*In this document, “**supply chain**” is defined as a chain of events that transforms natural resources, raw materials and components into a finished product that is delivered to the end customer. The audiences involved in the supply chain are considered to be Manufacturers - Primary and Secondary, Specifiers, Builders, Assemblers and Installers.