



Ref: 147623

February 18, 2020

Silas Brownsey
Chair, Board of Directors
Forestry Innovation Investment Ltd.
Suite 1200–1130 Pender Street West
Vancouver, BC V6E 4A4

Dear Silas Brownsey:

I would like to extend appreciation on behalf of the Honourable John Horgan, Premier, and the Executive Council for your dedication, and that of your Board members, in leading your organization and helping Government deliver on our priorities to British Columbians.

Government remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Every public sector organization is accountable to the citizens of British Columbia (BC). The expectations of BC citizens are identified through their elected representatives, the members of the Legislative Assembly.

This mandate letter, which I am sending in my capacity as Minister responsible for Forestry Innovation Investment Ltd., on behalf of the Executive Council, communicates those expectations for your agency. It sets out overarching Government priorities that will inform your agency's policies and programs, as well as specific direction on priorities and expectations for the coming fiscal year.

Our goal is to build a strong, sustainable economy that works for everyone. We are committed to working with you and other Crown Agencies to provide quality, cost-effective services to BC families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and Framework for Improving British Columbian's Standard of Living to policy development, we will ensure that equity is reflected in Government budgets, policies and programs. You are encouraged to apply the GBA+ lens in your Crown Agency operations and programs. In the same vein, appointments to agencies, boards and commissions reflect Government's direction to promote equity and leadership at senior levels in the public and private sectors, with a view to building strong public sector boards that reflect the diversity of BC.

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Two key priorities that will underpin lasting prosperity are advancing reconciliation with Indigenous Peoples and moving towards a low-carbon economy.

In November 2019, Government passed the *Declaration on the Rights of Indigenous Peoples Act* (Act) which represents a crucial step towards true and lasting reconciliation. In keeping with the Calls to Action of the Truth and Reconciliation Commission, the Act was developed in collaboration with the First Nations Leadership Council to create a framework for reconciliation in BC. All Crown Agencies are expected to incorporate the Act and Calls to Action of the Truth and Reconciliation Commission within their specific mandate and context.

Announced in December 2018, the CleanBC plan puts our province on the path to a cleaner, better future—with a low-carbon economy that creates opportunities while protecting our clean air, land, and water. As part of the new accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization plans to align operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk. Please be prepared to work with Government to report out on these plans and activities.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your Board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2020/21. This will include online training modules and in-person conferences, as Government works to support strong public sector boards that reflect the diversity of BC.

Finally, having Canada's Digital Supercluster located in BC creates an opportunity for industries, Government ministries, crown agencies, public institutions and non-government organizations to collaborate in digital research and development projects. Should Forestry Innovation Investment Ltd. intend to participate in or be a funding partner for Digital Supercluster projects, you are asked to work closely with the Ministry of Jobs, Economic Development and Competitiveness (Ministry) staff to ensure that investments are aligned with Government's priorities and wherever possible undertaken collectively with partner ministries and organizations. The Ministry will work with the Deputy Minister's Committee on the Digital Supercluster to ensure that projects are coordinated effectively across Government.

As the Minister Responsible for Forestry Innovation Investment Ltd., I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2020/21 Service Plan:

- Promote wood's environmental merits as a preferred, sustainable and renewable building material.
- Expand international market diversification for BC wood products by opening new opportunities in existing and new markets, with a strong focus on high-potential markets in Asia, including China, Japan, South Korea, India and Vietnam.

- Showcase BC's leadership in manufacturing and using wood by profiling innovative projects, and leverage that experience to expand the use of wood at home and abroad.
- Collaborate with BC Provincial Government partners to jointly deliver on the Province's objective to expand our mass timber and engineered wood-products sector in BC.

Each Board member is required to sign the Mandate Letter to acknowledge Government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2020.

I look forward to continuing to work with you and your Board colleagues to build a better BC.

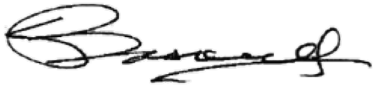
Sincerely,



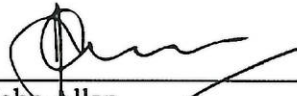
Michelle Mungall
Minister of Jobs, Economic Development
and Competitiveness



Silas Brownsey
Chair, Forestry Innovation Investment



Shannon Baskerville
Director, Forestry Innovation Investment



John Allan
Vice Chair, Forestry Innovation Investment



Shauna Brouwer
Director, Forestry Innovation Investment

pc: Honourable John Horgan
Premier

Honourable Doug Donaldson
Minister
Ministry of Forests, Lands, Natural Resource Operations and Rural Development

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

Heather Wood
Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Fazil Mihlar
Deputy Minister
Ministry of Jobs, Economic Development and Competitiveness

John Allan
Deputy Minister
Ministry of Forests, Lands, Natural Resource Operations and Rural Development, and
Vice Chair, Forestry Innovation Investment Ltd.

Shannon Baskerville
Deputy Minister
Ministry of Advanced Education, Skills and Training, and
Director, Forestry Innovation Investment Ltd.

Shauna Brouwer
Deputy Minister
Ministry of Tourism, Arts and Culture, and
Director, Forestry Innovation Investment Ltd.

Michael Loseth
Chief Executive Officer
Forestry Innovation Investment Ltd.