



Rick Doman Board Chair
Forestry Innovation Investment Ltd.
Suite 1200-1130 West Pender Street
Vancouver, BC V6E 4A4

Dear Rick Doman:

On behalf of Premier Eby and Executive Council, I would like to extend my thanks to you and your board members for your organization's leadership, dedication, and expertise in which you serve the people of British Columbia.

Public sector organizations-including Crown corporations, Health Authorities and Post-Secondary Institutions-support British Columbians by delivering vital public services and are accountable to the public through their Minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This mandate letter, which I am sending in my capacity as Minister responsible for Forestry Innovation Investment, communicates our government's priorities for the entire public sector and provides specific direction and expectations of your organization for the duration of Government's term.

Government's priority is to make a tangible difference in people's lives through growing the economy, creating good paying jobs, strengthening health care and making our communities and neighbourhoods safer for British Columbians. British Columbians expect public sector organizations to deliver responsible, quality services equitably in all regions across the province. This includes strategic stewardship in planning, operations, financial, risk, and human resource management including information security and privacy protection. Providing equitable service requires due consideration of the diverse needs of local communities with specific attention to the unique needs of rural, remote and First Nation communities.

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In the current economic and fiscal context including the threat of U.S. tariffs and other global economic challenges affecting British Columbian families, your organization is to work with ministry staff to review all existing programs and initiatives to ensure programs remain relevant, efficient, sustainable, grow the economy, and help keep costs low for British Columbians. Public sector organizations are expected to adhere to the principles of: cost consciousness, accountability, appropriate compensation, service, and integrity. This includes following the spirit and intent of core government fiscal management practices to make all efforts to achieve administrative and operating efficiencies while delivering core programs and services.

Strategic stewardship requires public sector organizations keep up-to-date systems and implement effective cybersecurity practices, including maintaining information management and cybersecurity policies, guidelines, and standards; assessing enterprise risk for high-value information and services, including confidential and sensitive data; and continuously evaluating and updating security practices to align with industry standards. The [Office of the Chief Information Officer](#) within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas including communication protocols with core government.

As required by the *Climate Change Accountability Act*, you must ensure your organization implements plans and strategies for minimizing greenhouse gas emissions and managing climate risk. Your organization is expected to work with my ministry to report out on these plans and activities as required by legislation. Public sector organizations will continue to take action on climate change, a commitment that remains foundational and key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples and our commitment to advancing reconciliation. I expect your organization to comply with the *Declaration on the Rights of Indigenous Peoples Act*, including implementing existing commitments made under it. I expect your organization to work in partnership with First Nations rights-holders to advance shared interests.

Public sector organizations must also adhere to government direction provided through the [Public Sector Employers' Council Secretariat](#) (PSEC) with respect to public sector compensation and bargaining mandates. Your organization's compensation decisions must be consistent with policy direction provided through PSEC. Please coordinate closely with PSEC before finalizing compensation decisions for existing CEOs or Presidents and

Vice Presidents and in the recruitment of new CEOs or Presidents. PSEC consultation is also encouraged prior to hiring for Vice President positions.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the [Crown Agencies and Board Resourcing Office](#) will continue to support your board on recruitment, appointments and professional development by ensuring board composition and governance reflects the diversity of our province.

I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and as you develop plans to address the following priorities:

- Conduct a comprehensive review of all programs provided by, and complementary to, Forestry Innovation Investment (FII), focusing on ensuring that funds are directed toward expanding emerging markets, attracting new entrants and innovative businesses to set up in BC, and opening new markets for B.C. wood products.
- Diversify international markets for B.C. forest products.
- Promote wood's environmental merits, and B.C. as a preferred supplier of forest products from sustainably managed forests, and support communications on B.C.'s forest sector.
- Collaborate with B.C. Provincial government ministries and partners to support mass timber and value-added manufacturing with a focus on strengthening the Wood First Act and positioning BC as an economic hub for modular and prefabricated housing.
- Develop a business case for FII to assume a function in lumber marketing, aimed at supporting small and medium-sized forestry and value-added companies in BC to access the inputs required to create more jobs and innovative products.
- Develop a strong brand for B.C. wood products that highlights Indigenous products and partnerships.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by November 2025.

I look forward to continuing to work with you and your board colleagues to ensure the sustainable delivery of the services the public relies on.

Sincerely,

Ravi Parmar
Minister

Date:

cc: Honourable David Eby, KC
Premier

Shannon Salter
Deputy Minister to the Premier, Cabinet Secretary
and Head of the BC Public Service

Doug Scott
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Elenore Arend
Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Fazil Mihar
Deputy Minister
Ministry of Jobs, Economic Development and Innovation

Ian Meier
Director
Forestry Innovation Investment

Silas Brownsey
Director
Forestry Innovation Investment

Bobbi Plecas
Director
Forestry Innovation Investment

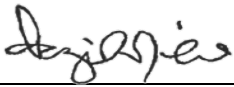
Michael Loeth
Chief Executive Officer/President
Forestry Innovation Investment



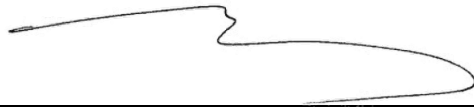
Rick Doman
Chair, Forestry Innovation Investment
Date:



Ian Meier
Director, Forestry Innovation Investment
Date:



Fazil Mihar
Director, Forestry Innovation Investment
Date:



Silas Brownsey
Director, Forestry Innovation Investment
Date:



Bobbi Plecas
Director, Forestry Innovation Investment
Date: