

Forestry Innovation Investment Wood First Program

Investment Plan

2026/27



**Forestry Innovation
Investment**

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How to use this investment plan

This document provides an overview of FII's Wood First program priorities for 2026/27. 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 funding from FII.

Applicants should clearly communicate 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 2026-27 [Wood First Program Application Guide](#), [Wood First Program 2026-2029 Strategy](#), [British Columbia Market Development Summary](#), 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.



Light wood house frame, Vancouver Island, B.C. | Photo credit: Nik West

Introduction

The British Columbia (B.C.) forest economy involves everything to do with wood—from harvesting and product manufacturing to building construction and design. With a small population relative to its forest resource, B.C. relies on export markets to prosper. Forestry Innovation Investment (FII) was established as a provincial agency in 2003 to support the development of the provincial forest sector and diversify markets for B.C. forest products. To support these efforts, FII's Wood First program works with industry and government to build capacity and advance wood construction in B.C. FII then leverages this leadership to promote B.C. internationally as a leading supplier of wood products and building solutions.

This Investment Plan details FII's Wood First program investment priorities for 2026/27 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 organizations, such as industry trade associations and academic and research organizations.

Government agencies/ministries can also receive funding for work that they propose and deliver in relation to the Wood First Investment Plan.

The annual Investment Strategy is developed in the context of FII's Strategic Plan, which covers a five-year horizon, and FII's more detailed annual three-year Service Plan. These documents and other corporate reports are available on FII's corporate website www.bcfii.ca.



Modular housing construction—Kelowna Airport Hilton Hampton Inn, Kelowna, B.C.
Photo credit: Jason Babakaiff Photography, courtesy Blackbox Offsite Solutions

About FII

FII is B.C.'s market development agency for forest products. As a Crown agency of the B.C. government, FII helps to develop and diversify markets for B.C. forest products to ensure the forest sector continues to be a key contributor to the provincial economy.

FII works with the forest industry, research institutions, government, Indigenous organizations and other stakeholders to deliver innovative, forward-looking programming that responds to today's market dynamics as well as tomorrow's challenges and opportunities. This is done through delivering and co-funding a mix of research and capacity building, as well as market development and promotional activities.

Mandate

1. Expand the use of wood domestically and B.C.'s leadership in wood innovation and construction technology.
2. Diversify international markets for B.C. forest products.
3. Promote wood's environmental merits and B.C. as a preferred supplier of forest products from sustainably managed forests.
4. Collaborate with B.C. Provincial government partners to support mass timber and value-added manufacturing.



330 Goldstream Ave, Colwood, B.C.

Photo credit: James Jones Photography, courtesy Cascadia Architects

Programs

Wood First

Advancing innovation and capacity in B.C.

The Wood First program works with B.C.'s manufacturing, education, training, design and construction industries as well as government to advance wood construction technologies and expertise in B.C. FII then leverages this leadership to promote B.C. internationally as a leading source of technology, products and expertise for the use of wood in construction, interior design and daily living.

Market Initiatives

Diversifying markets globally

The Market Initiatives program leads the development of export markets and new market segments in priority markets around the world. This helps to diversify the sector, reduce market risk and open new opportunities in higher-value segments of the forest economy.

Market Outreach

Promoting B.C. forests and products around the world

The Market Outreach program positions wood as an environmentally responsible, preferred building material and highlights B.C. as a reliable supplier of quality products from sustainably managed forests. By providing credible, fact-based information, FII ensures that audiences in B.C. and globally understand that using wood from B.C.'s sustainably managed forests can help to address climate change and advance low-carbon innovation.

FII has separate strategies and investment plans for its Market Outreach, Market Initiatives and Wood First programs. **This [Wood First Investment Plan](#) summarizes the activities and highest-priority areas for Wood First investments in the 2026-27 funding cycle. More information on FII's strategic priorities, programs and activities can be found at www.bcfii.ca.**

Funding and governance

As a Crown corporation of the B.C. Government, FII is funded by the B.C. Ministry of Forests (FOR). Funding supports both industry-led market initiatives and specific goals set by the B.C. Government for the sector and FII. FII's activities align with the international and domestic market development objectives of both FOR and the B.C. Ministry of Jobs and Economic Growth (JEG). A Board of Directors governs FII, ensuring consistency with government's strategic priorities. Industry has an active role in advising FII and its Board to ensure that programs reflect industry priorities and growth opportunities.

While FII works closely with forest sector associations on these activities, it also leads 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 with them directly to assist with or lead project implementation.



Vienna House construction, Vancouver, B.C. | Photo credit: Wade Comer

Guiding principles for investments

To maximize economic benefit to the forest sector and the province, FII's decisions regarding its activities and funding to other organizations are guided by the following key principles. These principles provide a framework to balance investments across markets and areas of competing interest within the forest sector.

- **Developing fact-based market strategies:** Priorities and strategies must be firmly rooted in current, relevant and comprehensive market information that provides a compelling business case for each market initiative.
- **Generating measured results:** FII must evaluate and demonstrate the results of its investments on an annual basis. Projects must have well-developed performance measures, details on how the project's results and outcomes are measured and explanations for how they relate to overall performance objectives.
- **Balancing short- and long-term investments:** As a priority, FII looks for projects that generate the desired impact and return on investment in the short term (i.e., within one year). FII recognizes, however, the need to take a long-term perspective in funding some activities in emerging markets where there is a compelling business case to do so, and that the return may take several years to be achieved.
- **Fostering collaboration:** FII encourages collaboration among industry stakeholders, the research sector and government to ensure a coordinated international approach and strong Canadian brand. Higher priority will be given to activities that clearly demonstrate a high degree of stakeholder support and collaboration.
- **Encouraging innovation:** FII anticipates changing market, economic and geopolitical forces that impact the forest economy. To respond to market dynamics and ensure the best activities are identified for each market, FII encourages industry to bring fresh ideas and approaches to help achieve industry priorities.
- **Supporting the B.C. industry:** Ensuring the overall health of B.C.'s forest economy means that funded activities should benefit as much of the industry as possible. FII seeks to support proposals that encourage market development in terms of:
 - primary and secondary manufacturing, including value-added products
 - different producing regions within B.C. that supply a variety of commercial species (e.g., S-P-F, hem-fir, cedar)
 - a variety of product groupings, including solid wood, mass timber, panels, value-added, bioenergy, bio-chemical, and pulp and paper products.

Commitment to diversity, equity and inclusion

FII recognizes that our work impacts our stakeholders, partners and employees in different ways. We aim to identify and mitigate the barriers that diverse groups may experience in accessing our information, programs and services. We acknowledge our shared responsibility amongst all levels of the organization to ensure that our work considers the diverse needs of the populations we aim to serve.

Wood First program

FII's Wood First program promotes and supports innovation in manufacturing, building design and construction to advance wood use in the Province. The program achieves its goals by positioning wood as a preferred building material and B.C. as a global leader in wood innovation.

The focus of the program is to advance wood use and innovative wood technologies in both residential and non-residential buildings in B.C. Furthermore, it aims to establish B.C. as a showcase for forest products in design, manufacturing, construction and daily living.

Planning and delivering the Wood First program is a joint effort involving the building industry, the forest sector and the government. FII manages and administers the program, aligning priorities and ensuring funds are used effectively.

The Wood First Advisory Committee is an advisory group representing a cross-section of primary and secondary manufacturing industries, design and construction professionals, and wood product end-use sectors. It provides recommendations on program priorities. Based on these recommendations, FII creates an investment plan that allocates and prioritizes funding annually across activities in several categories, including research, education, marketing and value-added capacity building.

Most of the program's activities are carried out by third-party organizations under a cost-sharing framework, with some funding coming from industry contributions. These organizations receive funding from FII through an annual competitive Call for Proposals.

Wood First strategy

Goal: B.C. is a leader in using innovative forest products and building systems.

Objective 1: Support innovation

B.C. is capable of manufacturing, designing and constructing with innovative, next-generation, wood-based products and building systems that respond to market demand.

Objective 2: Accelerate adoption

Owners, architects, engineers, designers, developers and builders specify more wood because they understand the benefits and have the skills, ability and confidence to choose wood products and building systems over alternative materials.

Objective 3: Drive leadership

B.C. advances the use of wood by mobilizing provincial research, experts and technology that embrace and showcase wood, including community and Indigenous projects in B.C.

For more details, see the 2026-2029 Wood First Strategy

Funding

This Investment Plan aims to align priorities and ensure the best use of funds to support the advancement of wood use in B.C. The funding for FII's Wood First program comes from B.C. Ministry of Forests.

Eligibility

FII Wood First funding is to result in benefits that can be accrued or accessible to not-for-profit groups or associations representing multi-company interests and other industry stakeholders. FII invites funding proposals from non-profit organizations, including:

1. groups or associations representing multi-company interests and serving the objectives of a large geographic area or the majority of producers of a specific species or product category
2. academic and research institutions, including universities, colleges and trades
3. First Nations Regional Tribal Councils and Indigenous non-profit organizations
4. B.C. Government Ministries/Agencies and Municipal non-profit organizations

Benefits should not be limited to the proprietary interests of any single organization or company. FII does not provide business loans or small business grants, and individual businesses are not eligible to apply for Wood First funding. For more details on eligibility, see the [Wood First Application Guide](#).

Proposal requirements

This Investment Plan is a key reference tool for organizations developing their funding proposals. Proposals must follow the format and requirements of the FII online funding management system. They will be evaluated by a panel 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 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 align with the priorities outlined in this Investment Plan, FII reserves the right to allocate investments to activities delivered by FII (or others) in that same category to support the advancement of wood use in B.C. and to fill gaps not covered by eligible funding applicants.

Accountability and measurement

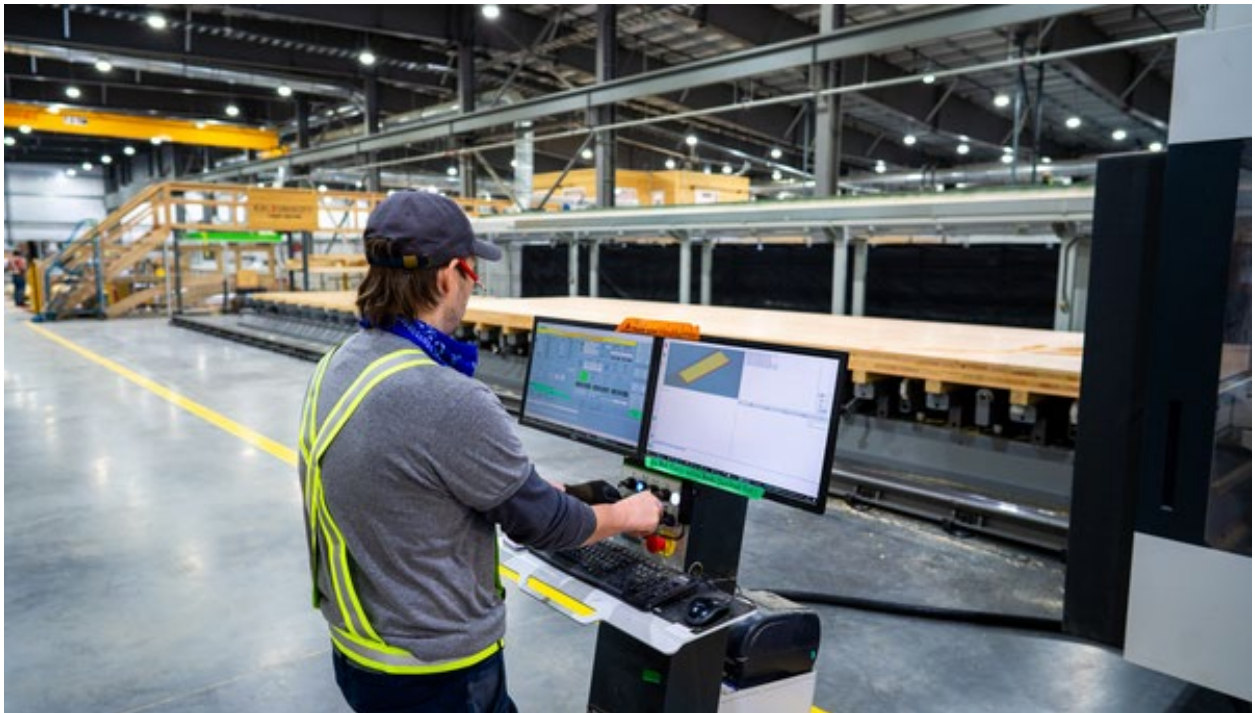
Funding recipients are accountable for the funds they receive and are expected to assess and report on the deliverables and outcomes of their funding programs and activities. The FII Wood First program will monitor funded projects to ensure funds are used appropriately and activities are on track. Tracking projects and activities is important for measuring progress towards the Wood First program objectives and target behaviours.

FII expects projects to include measures and metrics, including tasks and methods to obtain feedback (e.g., satisfaction, economic benefits gained) and/or key information and data (e.g., attendance at events, amount of wood use). This information will be linked to explicit metrics used to track the performance of 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.

2026/27 Investment priorities and activities

FII's Wood First program investments and priorities are organized into four investment categories to provide a framework for planning, funding and assessment from year to year:

1. Strengthening manufacturing and business capability
2. Research and innovation
3. Education and skills development
4. Marketing, promotion and outreach



Kalesnikoff mass timber facility, Castlegar, B.C. | Photo credit: Nik West

The following sets out the target audiences, desired outcomes and priority activities for each investment category. All desired outcomes and priority activities relate to wood products and wood and wood-hybrid building assemblies, unless indicated otherwise.

The following elements are important to consider across ALL investment categories, audiences and activities:

- **Priorities and single vs. multi-year activities:** Funding applicants should ensure their proposals directly address the objectives, priority audiences and activities outlined in this plan. While funding is only committed for the next fiscal year and funding cycle, if activities like research are expected to span multiple fiscal years, an overview of key steps and work elements for each additional year should be clearly outlined. Include results from earlier research phases related to the proposal.
- **Collaboration:** FII encourages collaboration among recipient organizations with similar activities. If multiple recipients target the same audiences or activities, **it is strongly recommended that they collaborate on a coordinated strategy that demonstrates a common vision, plan and alignment with target audiences and priority activities.** Examples include events and educational activities that profile wood products, building systems and technologies to architects, engineers, developers and manufacturers, such as workshops and lunch and learns, or collaborative research projects between universities and non-profit research organizations.
- **Knowledge mobilization:** Knowledge mobilization includes activities related to the production and use of research results, including knowledge dissemination, synthesis, transfer, exchange and co-creation by researchers and knowledge users. FII expects projects to publicly share information, results and lessons learned. For projects funded under the Research and Innovation investment category (4.1), FII requires a **knowledge mobilization plan**. The knowledge mobilization plan requirements are in the [Wood First Application Guide](#).
- **Activity impact tracking:** FII requires funding recipients to assess and report on deliverables and outcomes for their funding programs and activities. One core measurement tactic for some activities is **exit surveys**, which evaluate activity effectiveness and impact. To improve data collection and analysis, FII will work with funding recipients to administer online exit surveys using technologies that facilitate efficient and economical workflow. Further details are in the [Wood First Application Guide](#).

Investment category: Strengthening manufacturing and business capability (SMBC)

This category focuses on increasing productivity, improving cost efficiency and enhancing capacity across the wood manufacturing and construction supply chain. Priority is placed on scaling the adoption of prefabrication and industrialized wood construction methods to meet the growing demand for sustainable, affordable housing and infrastructure, and to address productivity gaps in B.C.'s manufacturing and construction sectors.

As legislative and building code updates remove regulatory barriers, and as market demand for low-carbon solutions grows, **this category targets the industry's ability to deliver cost-competitive, scalable**

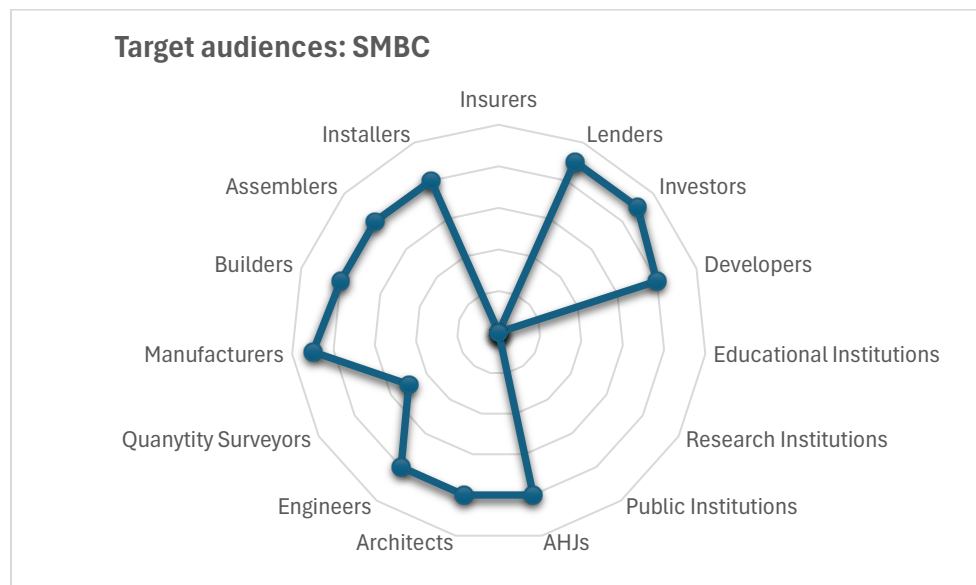
wood products and building systems. Providing expert technical guidance to manufacturers, designers, building officials and builders—especially in prefabrication, design for manufacture and assembly, and standards and code compliance—is essential to improving project economics and streamlining construction timelines.

Manufacturing-related activities should address **business improvement, product and system design, manufacturing process optimization and workforce capacity building.** Proposals are encouraged to tackle specific productivity bottlenecks, such as manual production steps, fragmented value chains, or inefficient design-to-manufacture processes. **Advancing prefabrication and off-site construction** approaches, including modular and panelized wood building systems, **will be prioritized**, particularly where these support **repeatable, scalable project types in residential and institutional markets.**

Activities under this category may also include the development of technical tools, strategies for plant optimization, certification for prefabrication and market-driven business models that enhance competitiveness. General industry outreach and communication efforts will be supported only if they clearly drive the adoption of SMBC-focused innovations, such as participation in company-specific optimization projects or prefabrication market expansion.

Proposals must define **performance indicators and outcome measures** that demonstrate how activities contribute to improved manufacturing capacity, cost and schedule efficiencies, and increased market adoption of advanced wood systems.

The target audiences for this investment category are Lenders, Investors, Manufacturers, Builders, Assemblers, Installers, Authorities Having Jurisdiction (AHJs), Architects, Engineers, Developers and, to a lesser extent, Quantity Surveyors.



Desired outcomes

- **Accelerate adoption of wood-based solutions** through regulatory alignment, streamlined approvals, and industry-wide access to technical guidance and best practices.
- **Improve sector productivity and competitiveness** by advancing digital tools, prefabrication methods, and company-level innovation across the wood manufacturing ecosystem.
- **Strengthen industry capacity** through targeted workforce development, expanded knowledge-sharing networks, and strategic support for market and product growth.

Priority activities

Initiatives or projects related to manufacturing improvement, productivity, product development, human resources, training, networking, marketing, communication, and building design and construction, with a focus on innovative building systems, code and policy alignment, solutions to reduce barriers and incentivize mass timber adoption, and expert technical and advisory support to:

- enable adoption through regulatory alignment and permitting solutions to streamline processes and provide expert guidance that supports cost-effective, sustainable construction
- advance productivity and digital integration by supporting plant optimization, DFMA, and the use of technical tools across the manufacturing and design value chain
- strengthen business competitiveness through tailored support for procurement, branding, product development, and company-specific innovation projects
- build workforce and firm capacity via targeted training, recruitment, and retention strategies
- drive market development and product innovation by supporting interprovincial trade, energy-ready systems, and product standardization
- facilitate knowledge transfer and industry engagement through events, case studies, workshops, and training tools that accelerate shared learning.



Kalesnikoff mass timber facility, Castlegar, B.C. | Photo credit: Nik West

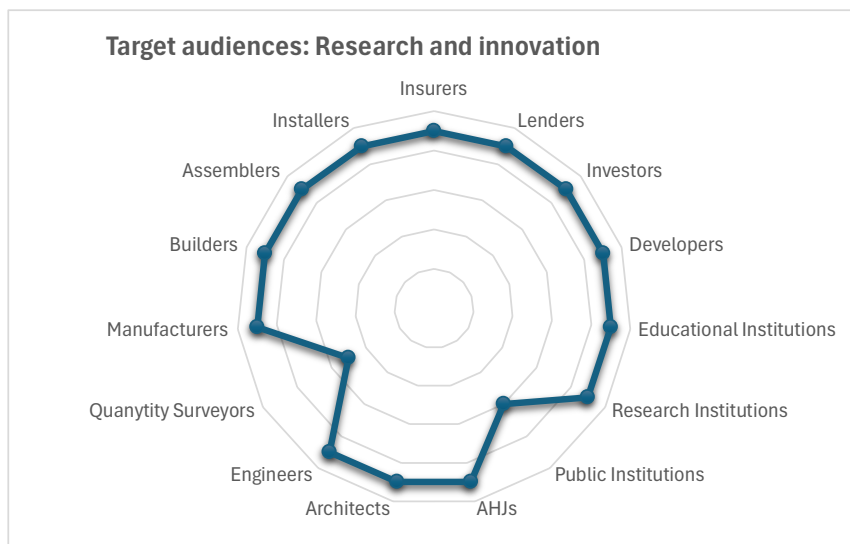
Investment category: Research and innovation

This category supports applied research that identifies solutions and opportunities to overcome barriers to using wood-based products and systems. Research spans codes and standards, policies, markets, supply chains, finance, design, engineering, materials, health, construction methods and climate-related performance. Emphasis is placed on solutions that improve housing affordability through cost and time savings—such as standardization, prefabrication, and circular design approaches.

Projects may include new product development, feasibility studies, digital tools, best practices, and market research related to mid-rise and tall buildings for rental, condominium, and other scalable wood and hybrid typologies. Priority is given to research that leverages partnerships and funding from other sources and demonstrates strong collaboration with B.C. industry and research networks such as the [Canadian Wood Construction Research Network](#), [Mitacs](#), [National Research Council](#) and the [Wood Research Library](#).

Research projects are typically expected to be completed within a single year. Multi-year projects should clearly outline phases, timelines, and links to earlier research outcomes. Each project must include a knowledge mobilization plan to ensure that findings are shared and adopted across the sector, as outlined in the [Wood First Application Guide](#).

The target audiences for this investment category are broad and include most groups, except Quantity Surveyors and Public Institutions.

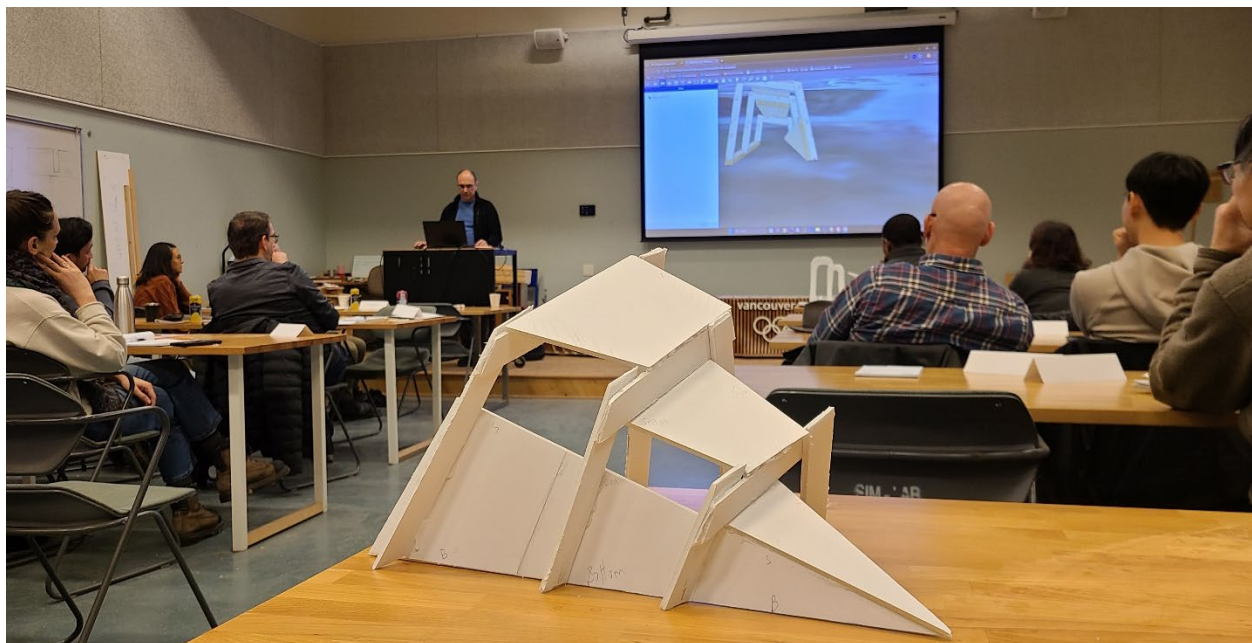


Desired outcomes

- Advance expertise in wood and hybrid systems, biophilic design, and scalable applications.
- Drive innovation through circular models, new technologies, and supply chain efficiencies, including underutilized species and productivity-enhancing tools.
- Support real estate development with guidance on OCPs, zoning, and bylaws (Bills 44, 46, 47), while enabling performance-based design approaches.
- Expand adoption of wood across sectors by showcasing best practices that strengthen viability, overcome barriers, and accelerate market growth.

Priority activities

- **Building physics and performance:** Advance understanding of energy, moisture and indoor environmental performance in wood buildings through modeling, field studies and monitoring to support durable, high-performance design.
- **Construction, DfMA and prefab:** Support industrialized construction methods through research on prefabrication, modularity and DfMA to improve constructability, digital coordination and productivity.
- **Design, codes and standards:** Develop design resources, guides and performance-based standards that align codes and policies, enabling broader application of wood and hybrid systems in new building types.
- **Market, economics and adoption:** Assess market drivers, cost competitiveness and policy impacts to strengthen confidence in wood construction and inform investment, planning and affordability strategies.
- **Materials and products:** Advance innovation in materials and components through testing and optimization of coatings, adhesives, hybrid assemblies and engineered wood systems.
- **Resilience and safety:** Enhance structural safety, durability and fire performance through research on resilience, repairability and emergency response for mass timber and hybrid structures.
- **Structural systems and connections:** Refine modeling, testing, and design of structural systems and connections to improve efficiency, repeatability and code compliance in mid- and high-rise applications.
- **Sustainability, carbon and circularity:** Quantify wood's environmental benefits and enable circular practices through life cycle assessment, carbon accounting, adaptive reuse and design for disassembly.



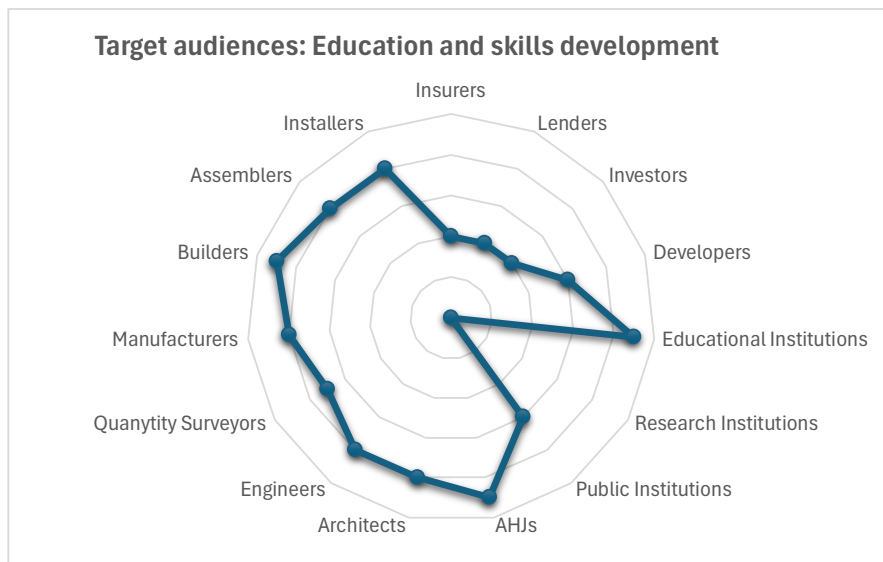
Mass Timber: DfMA Workshop at The Centre for Advanced Wood Processing, UBC
Photo credit: naturallywood.com

Investment category: Education and skills development

This investment category aims to **increase knowledge and experience** in designing and constructing with wood products by **developing educational programs, materials and tools for new talent and professionals**. These efforts are designed to address the industry's challenges of labour shortages and decreasing productivity.

Proposals in this category may also focus on **professional development and upgrading of skills of both new and experienced talent**. FII encourages strategic collaborations and networking with third parties and/or material- agnostic venues to deliver these programs.

The target audiences for this investment category include Educational Institutions, Authorities Having Jurisdiction (AHJs), Architects, Engineers, Quantity Surveyors, Manufacturers, Builders, Assemblers and Installers and Lenders, Investors, Developers and Public Institutions to a lesser degree.



Desired outcomes

- Improved industry and regulatory capacity through increased knowledge and practical application of building code updates, wood-based structural systems, and planning tools that support broader adoption of mass timber and prefabricated construction.
- Expanded and modernized education and training pathways with new and updated curricula, programs, and learning tools that reflect emerging technologies, sustainability goals, and the evolving needs of the wood construction sector.
- A workforce equipped for industrialized wood construction with specialized technical skills and credentials in areas such as off-site fabrication, BIM, digital tools, and advanced manufacturing aligned to current and future industry demand.

Priority activities

- Promote code-aligned design and regulatory literacy through learning tools and guides that illustrate BC Building Code changes, exposed wood provisions, and pathways for alternative solutions.

- Showcase best practices in wood product use and installation by developing technical content on B.C.'s secondary wood products, engineered systems, and mass timber construction.
- Advance digital integration and modern delivery methods by sharing tools and case studies on BIM, DfMA, integrated project delivery, costing, QA/QC, and standardization strategies.
- Support high-performance, sustainable building practices through educational resources on energy efficiency, embodied carbon, occupant wellness, and circularity approaches.
- Develop curriculum and training pathways by embedding new materials and systems into post-secondary programs, hosting design/build workshops, and advancing careers in wood-based construction.
- Equip the workforce with specialized trade skills by supporting training in CNC, BIM, prefabrication, and transitions from traditional trades to mass timber roles.
- Drive engagement through multiplatform tools and experiential learning via workshops, online content, student competitions, and event-based knowledge exchange.



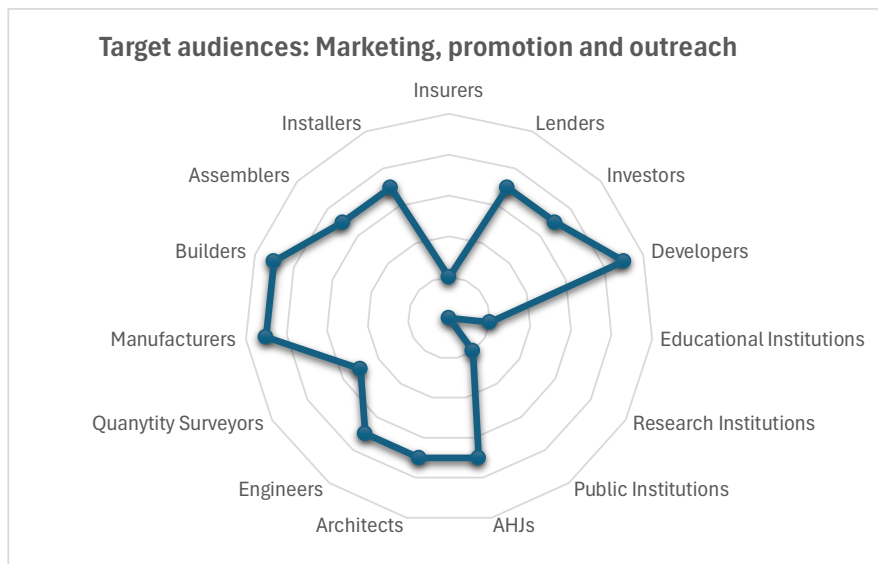
Timber Tech Connect event led by The Wood Innovation Group (TWIG)
Photo credit: naturallywood.com

Investment category: Marketing, promotion and outreach

B.C. has made significant advancements in building awareness and use of wood and mass timber in low- and mid-rise building systems. To **protect existing and build new market share**, initiatives should focus on **strengthening engagement, building relationships and creating collaborations**.

[naturally:wood](#) showcases the benefits of wood products and wood as a building material both domestically and internationally. Funding recipients should **leverage messaging and materials from naturally:wood and other funding recipient organizations and programs to create highly relevant and current content, ensuring consistent information and facts** are shared with target audiences.

Target audiences for this investment category should focus on Lenders, Investors, Developers, Manufacturers and Builders, while maintaining a modest outreach to Lenders, Authorities Having Jurisdiction (AHJs), Architects, Engineers, Assemblers and Installers.



Desired outcomes

- Increased market acceptance of wood as a sustainable and economical building material.
- Demonstrated industry leadership along the supply chain and innovative business best practices/solutions.
- Positive perception of careers in manufacturing, trades, design and consulting.

Priority activities

- Showcase projects, highlighting guidance related to measures to increase productivity, new building systems, code and alternative solutions options, particularly around new code requirements, post-disaster resilience, durability, value and life cycle costing and climate change adaptation and mitigation.
- Educate audiences on alternatives to new construction, including renovation, design for disassembly, reuse and overbuild.
- Promote excellence and innovation in B.C. businesses, their workforce development and utilization:
 - Manufacturing
 - Assembly
 - Installation
- Highlight careers in wood-related trades, addressing opportunities and misperceptions associated with wood construction trades.

2026/27 Allocations and cost sharing

FII receives most of its annual funding from the Ministry of Forests. At the time of publishing this Investment Plan, FII expects to receive a similar level of funding as in current and past years.

Funding allocations

FII's total budget for Wood First activities through the Wood First Call for Proposals is expected to be \$2.5 million.

Table 1 shows the investment category allocations of FII's 2026/27 Wood First Investment Plan. These allocations are based on the priorities for this funding cycle (outlined in Section 4.2) identified by the Wood First Advisory Committee (WFAC), FII staff, B.C. industry consultation and market assessments. FII reserves the right to adjust these allocations until FII enters into formal funding agreements.

Table 1: 2026/27 Wood First Investment allocations—Call for Proposals

Investment category	Amount	Percent of subtotal
Strengthening manufacturing and business capability	\$900,000	36%
Research and innovation	\$850,000	34%
Education and skills development	\$600,000	24%
Marketing, promotion and outreach	\$150,000	6%
TOTAL	\$2,500,000	

Cost sharing

FII funding is provided on the premise of collaboration, partnerships and cost-sharing contributions. Most projects must be cost shared with contributions from industry or other sources (funding recipient contribution). It is the proponent's responsibility to secure and confirm these contributions by the time they submit their application. Funding recipient cost-sharing must be in cash; in-kind contributions cannot be used to calculate the cost-sharing contributions. Projects with contributions above the minimum level show strong support and will be ranked higher in some aspects of the proposal evaluation.

The following table shows the **minimum-level** cost-sharing requirements.

Table 2: 2026/27 Minimum-level cost-sharing requirements

Investment category	Funding Recipient Percent Contribution (At Least)	FII Percent Contribution (Up To) (See Note 1)
Strengthening manufacturing and business capability	20	80
Research and innovation	n/a	100
Education and skills development	20	80
Marketing, promotion and outreach	50	50

Note 1. If one or more third parties contribute to a given eligible activity, FII would, subject to available funds, reduce its share proportionally.

FII reserves the right to adjust these cost sharing ratios until they sign a final contract. If FII receives less than the anticipated program funding from the Province, available funding will be adjusted on a pro-rata basis. Proponents will be notified of changes should any occur.

Appendix 1: Target audiences

(in alphabetical order, not in order of priority)

Audience	Definition
Architects	Persons or entities who/that plan, design and review the construction of buildings.
Assemblers	Persons or entities who/that (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 prefabricated wood wall product).
Authorities having jurisdiction	Planning, Building, Procurement and Fire Officials (Provincial and Municipal).
Builders	Persons or entities who/that run construction projects; work with both Assemblers (off-site) and Installers (on-site).
Developers	Persons or entities who/that assume the risk of and manage adding value to property for a profit.
Educational institutions	Elementary, secondary and post-secondary 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.
Engineers	Persons or entities who/that analyse and design buildings and the built environment with expertise in performance of building materials
Installers	Persons or entities who/that install pre-manufactured products, with some site-fabrication as necessary, on a construction project.

Insurers	Persons or entities who/that underwrite an insurance risk.
Investors	Persons or entities who/that invests capital in property, including private equity firms, investment funds, pension funds, endowments, foundations and similar.
Lenders	Persons or entities who/that provide financial backing for real estate development (e.g., in form of construction loans), including banks, credit unions, and other financial institutions.
Manufacturers - primary	Persons or entities who/that manufacture raw materials or materials in their near-natural state (e.g., logs) to produce primary products such as cants and lumber.
Manufacturers - secondary	Persons or entities who/that 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 and healthcare.
Quantity surveyors	Persons or entities with expert knowledge on construction costs and contracts who/that provide services such as cost consulting, cost estimating, value determination, risk management, loan monitoring and calculation.
Research institutions	Private or public organizations that carry out research on wood-based products or building systems.