



FPIinnovations 

# ANNUAL REPORT 2015-2016



# TABLE OF CONTENTS

03 \_ FINANCIAL RESULTS

06 \_ MESSAGE FROM THE CHAIRMAN  
OF THE BOARD AND PRESIDENT  
AND CHIEF EXECUTIVE OFFICER

10 \_ MESSAGE FROM THE EXECUTIVE  
VICE PRESIDENT

13 \_ MESSAGE FROM THE CHIEF  
FINANCIAL OFFICER

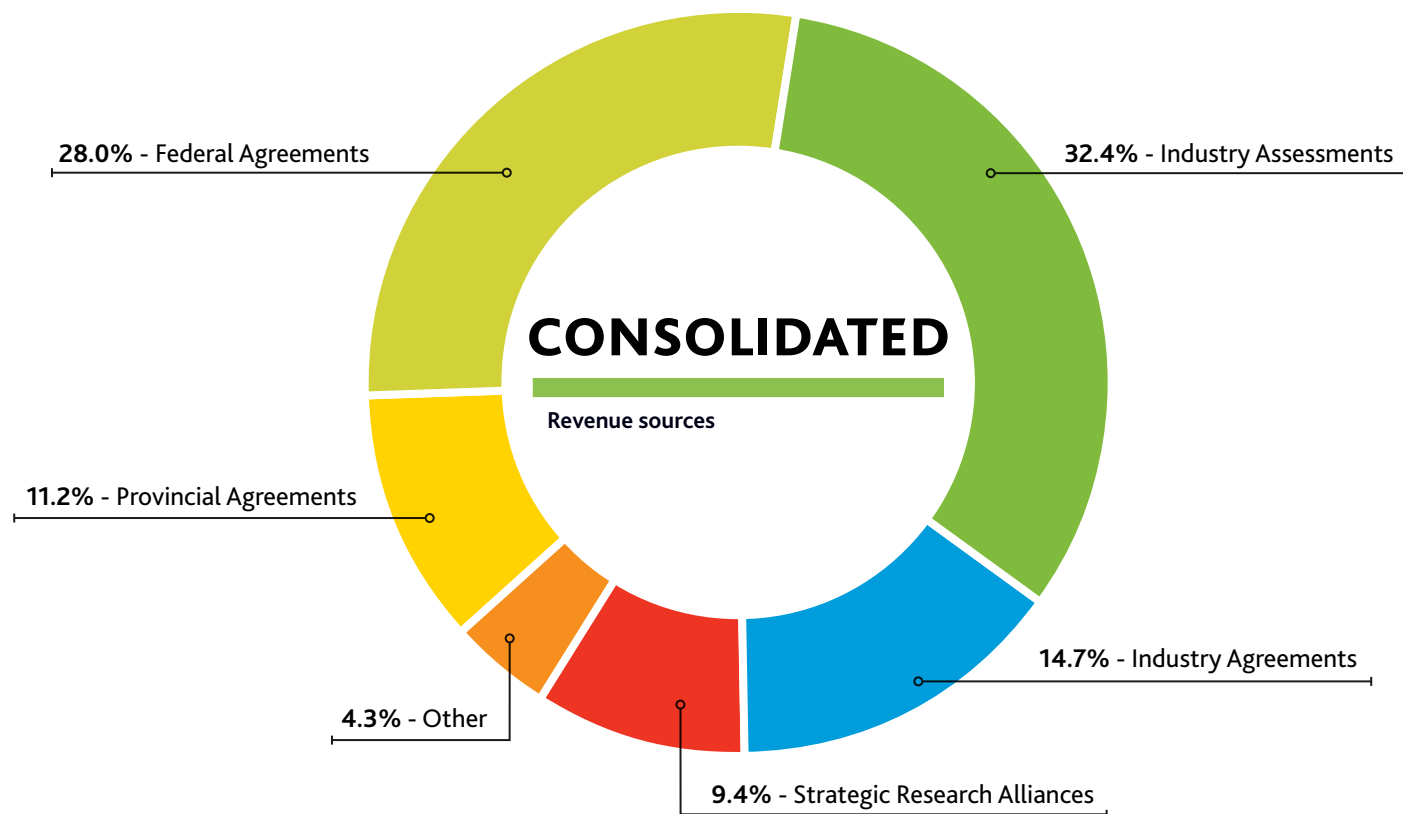
15 \_ OUR MEMBERS AND PARTNERS

19 \_ GOVERNANCE

20 \_ OUR ADVISORY COMMITTEES

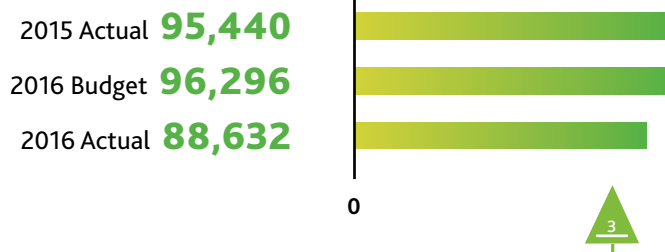
# FINANCIAL RESULTS

AS AT MARCH 31, 2016

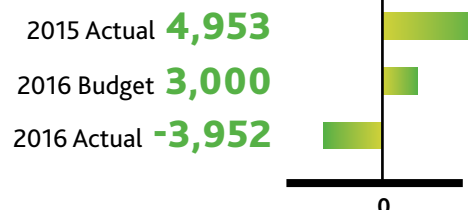


## REVENUE (\$000)

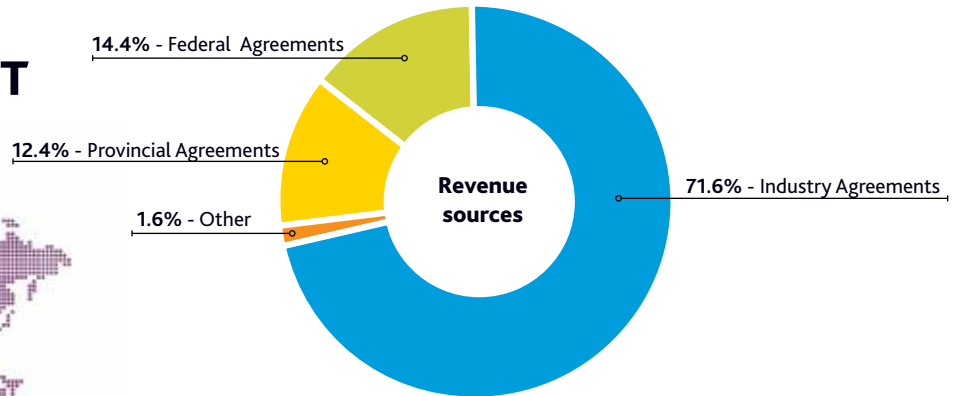
Before non-recurring projects



## SURPLUS (DEFICIT) (\$000)



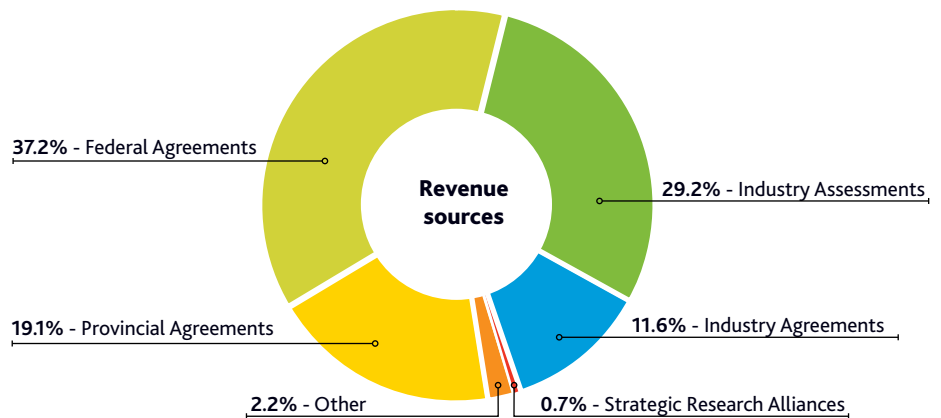
## BUSINESS DEVELOPMENT



### REVENUE<sup>1</sup> (\$000)



## WOOD PRODUCTS

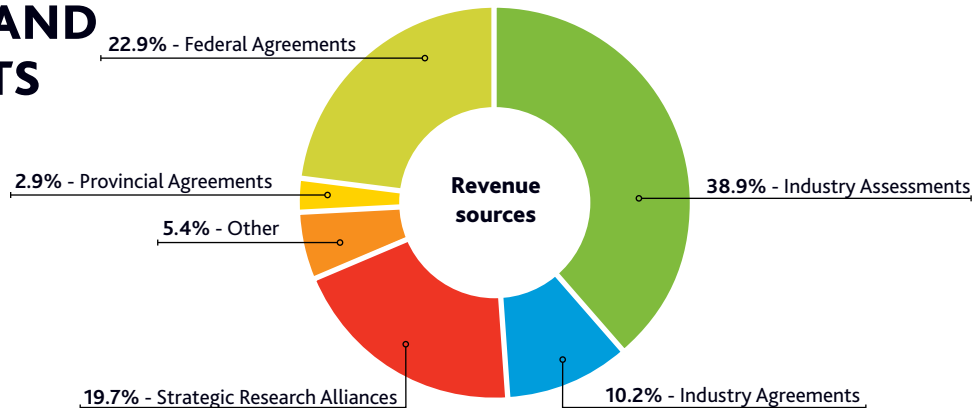


### REVENUE<sup>1</sup> (\$000)



<sup>1</sup>Before non-recurring projects

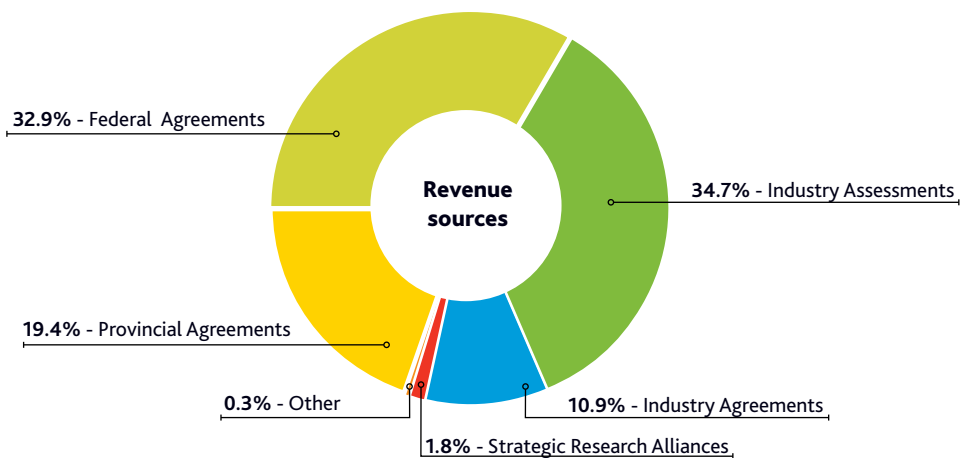
## PULP, PAPER AND BIOPRODUCTS



### REVENUE¹ (\$000)



## FOREST OPERATIONS



### REVENUE¹ (\$000)





# A YEAR OF TRANSITION

The forest products industry is in the midst of a critical transition period and, similarly, it has been a year of transition for FPInnovations. It was, by most accounts, a trying year from an industry perspective, as several headwinds prevailed across our sector, weak economic conditions, uncertainty around the new regulatory environment, and the challenges of outside forces, such as softness in certain markets, volatile oil prices, and currency fluctuation.



---

**MARK FELDINGER,**  
Chairman of the Board of Directors

---

**PIERRE LAPOINTE**  
President and Chief Executive Officer

## SUPPORTING THE NEEDS OF MEMBERS IS OUR FOCUS NOTHING IS MORE VITAL TO US

But with challenges come opportunities. It was a pivotal year for FPInnovations in many ways, as we focused on laying the groundwork and implementing strategies that will lead to long-term success. This year there were many examples of our ongoing leadership role in the continuing transformation of the forest sector; we delivered impacts from sustainable forest management, new and clean technologies, increased efficiencies in wood manufacturing, and pulp and paper mill operations, and developed innovative products and new markets, such as tall wood buildings, nanotechnologies and new biomaterials. We did all these by evolving and responding to meet the emerging expectations of members and stakeholders in this rapidly evolving sector.

Supporting the needs of members is our focus—nothing is more vital to us. That means ensuring that we are proactive and responsive to the issues that matter to member companies, as evidenced by the accomplishments over the past 12 months, all of which are detailed in IMPACT magazine, our annual review of R&D activities.

Over the year, we listened to industry members, partners and key stakeholders who made it clear that FPIInnovations is widely viewed as an innovative organization, with a strong global industry position and excellent opportunities for growth. To realize those opportunities we started to execute the five-year Strategic Action Plan, which describes our overarching role to deliver the right solutions and shape the future direction of the forest sector while increasing our flexibility and responsiveness to a changing industry. A key driver of success is the continuing collaboration

with international organizations, government, industry partners, and colleges and universities that provide a bridge to transfer technology from the laboratory to practice. Details of that are described by Executive Vice President Trevor Stuthridge in his message.

Indeed, these are exciting times for FPIInnovations as we transform into a more flexible organization that is highly responsive to a rapidly evolving and more competitive business ecosphere. We have ready-to-deliver projects in our portfolio, ranging from optimizing members' existing businesses, to clean technology innovation in the bioeconomy and value-added sectors. The challenge is to find the equilibrium between continuing to help companies reduce costs and improve their processes, and at the same time deliver new products and services to help members make money in new ways, growing the economic contribution from the forest sector.

**WE WILL CONTINUE TO BE MORE  
ADAPTIVE AND FLEXIBLE  
IN ORDER TO CARRY OUT OUR ROLE  
OF LEADING INNOVATION  
AND THE TRANSFORMATION  
OF CANADA'S FOREST INDUSTRY**

# MORE THAN JUST PROVIDING INNOVATION, WE ARE HERE TO LEAD INNOVATION

In 2016-2017, we expect to benefit from moving forward with our focused Strategic Action Plan and an enhanced business model, which are designed to create more space to foster creativity and create long-term value for members by expanding their investment options, accelerating development and deploying high-impact innovation outcomes, products and technologies.

We are undeterred by the challenges. We will continue to be more adaptive and flexible in order to carry out our roles of leading innovation and the transformation of Canada's forest industry. We have a great foundation of integrity and a strong culture of innovation excellence that we will continue to build upon. We do cutting-edge research; we have world-class partners and unique facilities, as well as the best team in place comprising an award-winning staff – all of which have allowed us to build a track record that has defined our success to date.

In closing, we thank our most important asset – our loyal employees, more than 500 strong – who rank among the world's best. We appreciate the knowledge, expertise and commitment of our people, and there is great pride in being a world-leading R&D institute with people who believe in the growth and prosperity of the forest sector. We remain dedicated to ensure safe work environments for our employees and believe that when people feel safe in a sound, smart and healthy environment, what they produce can truly be inspiring.

We also thank the Board of Directors for their confidence and continued support and guidance. Finally, we recognize our members, partners, and the people who have worked with us, for their invaluable contributions over the year. It is a privilege for us to serve our members and we thank them for the trust they continue to place in FPinnovations.

More than just providing innovation, we are here to lead innovation.



**MARK FELDINGER,**  
Chairman of the Board of Directors



**PIERRE LAPOINTE**  
President and Chief Executive Officer

# CREATING A CULTURE OF INNOVATION EXCELLENCE

# ENSURING THAT INNOVATION AND VALUE DELIVERY PLAY A KEY ROLE

In July, 2015, FPIInnovations released a five-year Strategic Action Plan. In the Plan, we outlined strategic priorities, research and innovation goals, and organizational performance indicators for 2015 to 2020. Feedback from staff, industry and government stakeholders suggest the Plan resonates well with our mandate to be a high-impact innovation provider and a strategic leader for industry transformation.

The first priority of the Strategic Action Plan—Creating a Culture of Innovation Excellence—has been a strong focus this year as we continue to place emphasis on the importance of employees to our success. Highlights include:

- ▲ A new Human Capital Strategy, embodying an enhanced Performance Management Plan for each staff member that focuses strongly on future career aspirations, learning opportunities and skills growth. We are confident this will help build and maintain our world-leading research capacity.
- ▲ An Innovation Recognition Program, which identifies activities best demonstrating our Values, including science excellence, organizational effectiveness and collaboration. During the program launch, we published a retrospective on major innovation outcomes for FPIInnovations over the past eight years. I encourage you to explore more than 100 sector deliverables summarised in this compilation.



---

**TREVOR STUTHRIDGE**  
Executive Vice President

▲ A new role – Entrepreneur in Residence – was created to engage with thought leaders from around the world. This year’s Entrepreneur in Residence – Lars Sandberg – brought important perspectives on the Scandinavian innovation ecosystem, which has some unique approaches we will seek to adopt, including use of Open Innovation. In the coming year, we will fill an Academic in Residence position, which will ensure we continue to build on our valued relationships with Colleges and Universities.

To facilitate implementation of the Strategic Action Plan we have also been consulting a wide range of stakeholders on a new business model for the organisation, which will be implemented over the next 12 months. The new model being proposed has been widely accepted and will respond to the priorities of members for continuous improvement and cost reduction in their operations, while ensuring that innovation and value delivery play a key role.

In October, we held the first FPIInnovates conference, which brought together 200 representatives from industry, governments and research providers. With a dual focus on what drives global innovation and recent examples of new, innovative technologies from across Canada, this conference proved to be very popular among attendees.

In addition to the many innovative technologies presented at FPIInnovates, our research staff once again delivered numerous exciting solutions to problems faced by industry. Some of these solutions are highlighted below while information about other projects can be found in the annual IMPACT magazine:

▲ Improvements to heavy transportation systems in the forest sector, such as axle configuration and load capacity, which increase efficiency and lower delivery costs

▲ Two new biorefinery platforms, currently being scaled up, which generate high-quality sugars and lignins from Canada’s sustainable wood resource

▲ A mid-rise building guide, which facilitates greater use of timber in the construction industry, creating a carbon reservoir in our cities that offsets national greenhouse gas emissions

▲ An environmental risk assessment for emerging biomaterials, such as nanocrystalline cellulose, helping to guarantee these novel feedstocks meet the highest standards of environmental performance and social acceptability

▲ A re-focused Indigenous strategy, exemplified by the success of the Opening Doors exhibit, where traditional design and artistry is combined with leading edge wood manufacturing technologies

▲ Growth in our market intelligence capacity, including advanced decision making tools that can ensure new products are well-aligned to end-user technical and market needs, an important aspect of our proposed business model.

Overall, this year we have embodied your feedback and needs into a robust Strategic Action Plan that will help build on our historical success and create a more responsive, flexible and impactful organization – one that will continue to play a pivotal role in future-proofing this sector.



**TREVOR STUTHRIDGE**  
Executive Vice President



## FOCUSED ON SERVICE AND COMMITMENT TO MEMBERS AND STAKEHOLDERS

For the Canadian forest sector, the past year was not without challenges and FPInnovations was not exempt. From fluctuating currency and commodity prices to volatility in oil prices, members' bottom lines were impacted, which was reflected in our membership revenue. Federal and provincial governments were also touched by the same market forces, which impacted their capacity to collaborate at levels similar to previous years.

FPInnovations' fiscal year 2015-2016 ended with total revenue of \$89.3 million, a decrease of 7% when compared to \$95.5 million the previous year. This resulted in an operating deficit of \$1.3 million plus a one-time restructuring cost of \$2.7 million required to prepare the organisation for future financial stability; this compares to a surplus of \$5 million for fiscal year 2014-2015. Corporate-wide cost control efforts resulted in lower than budgeted expenses while surpluses in each of the past three years provided a cushion to help temper

**YVES NADON**  
Chief Financial Officer

the impact of the deficit. At the same time we took strategic steps to ensure that all operating expenditures were well-aligned with areas most important to our members, thereby ensuring key R&D services were not affected.

In 2015-2016, membership revenue from FPIInnovations' 179 member companies amounted to \$28.7 million, down 12% from the previous year. Strategic Research Alliances, however, showed an increase of close to 10% at \$8.3 million. As we begin to implement our new business model, we fully expect to increase revenue from Strategic Research Alliances as we engage traditional and non-traditional sectors in exciting research opportunities in collaboration with current members. Our new business model also provides new membership opportunities from industries active in the Bioproducts sector, a sector without a dedicated path to membership in the current model.

Government support is another critical source of funding for the organization's programs. The federal and provincial governments' emphasis on clean technology, innovation in sustainable forest management, development of forest-based bioproducts and a forward-thinking vision of a strong and vibrant Canadian forest industry once again gave rise to strategic investments in research, development and technology transfer activities

at FPIInnovations. However public finances were also challenged by a wavering economy, and deficit-conscious governments were looking to reduce spending in many areas. As such, in 2015-2016, FPIInnovations received \$24.9 million in funding from the federal government and \$9.9 million from 9 provincial and 2 territorial governments, down \$0.7 million and \$2.2 million, respectively, from the previous year.

Once again this year, FPIInnovations focused on service and commitment to members and stakeholders, and took significant steps to adapt to the industry's evolving needs while being more responsive to members' priorities and reducing structural costs.

Whether you're a member, a partner, an employee or a stakeholder in the broader industry, we want you to know that although we anticipate continued financial challenges in the current fiscal year, we have set our finances on a firmer footing, and will continue to innovate efficiently and effectively.



---

**YVES NADON**

Chief Financial Officer

# OUR MEMBERS AND PARTNERS

AS AT MARCH 31, 2016

■ INDUSTRY MEMBERS

■ WILDLIFE OPERATIONS (WFORG) PROGRAM

■ PERFORMANCE INNOVATION TRANSPORT (PIT) PROGRAM

## A

Acadian Timber /  
AT Limited Partnership

ACQBUILT Inc.

[Agropur](#)

Airex Energy

Alberta Newsprint Company  
(West Fraser)

Alberta-Pacific Forest Industries Inc.  
(Al-Pac)

Alberta-Pacific Forest Industries Inc.  
(Al-Pac)

Altec Integrated Solutions Ltd.

Appalachian Flooring

Arch Wood Protection Canada Corp.  
(Division of Lonza)

Armoires Distinction

[Armour Transportation Systems](#)

[Arnold Bros. Transport Ltd.](#)

[Arrow Transportation System Inc.](#)

Atco Wood Products Ltd.

Autolog Inc.

AutomaTechRobotik Inc.

AV Cell Inc.

AV Nackawic

AV Terrace Bay Inc.

## B

Barrett Enterprises Ltd.

Barrette Structural

BC Hydro

BC Hydro

Bégin & Bégin Inc.

[Bison Transport](#)

Boa-Franc Inc.

Bois D'Oeuvre Cedrico Inc.

Bois Ditton Inc.

Bois Expansion Inc.

Bois Granval G.D.S. Inc.

Boisaco Inc.

Boise Cascade Alljoist Ltd.

Boucher Bros. Lumber Ltd.

BP Building Products of Canada

Brisco Manufacturing Ltd.

Britco

Buckman Canada

## C

Canadian Forest Service  
Natural Resources Canada

[Canadian National Transportation Ltd.](#)

Canfor Corporation

Canoe Forest Products

[Cascades Transport Inc.](#)

C.A.T. Inc.

[Centre de formation en Transport  
de Charlesbourg \(CFTC\)](#)

[Centre de formation du Transport  
Routier de Saint-Jérôme \(CFTR\)](#)

[Centre de gestion de l'équipement  
roulant \(CGER\)](#)

Chantiers Chibougamau

[Charger Logistics Inc.](#)

CLT de l'Outaouais Inc.

Conair Aviation

Conifex Timber Inc.

Coopérative Forestière  
de la Matapédia

Coopérative Forestière  
des Hautes-Laurentides

Corporation Internationale Masonite (La)

Corruven Inc.

Coulson Group

## D

Damabois Inc.  
Delco Forest Products Ltd.  
Delmhorst Instrument Co.  
Diacon Technologies Ltd.  
DK-Spec Inc.  
Domtar Corporation  
Doucet Machineries Inc.  
Dunkley Lumber Ltd.

## E

EACOM Timber Corporation  
Eassons Transport Ltd.  
East Fraser Fiber Co. Ltd.  
Éloi Moisan Inc.  
Équipements Comact Inc.  
Express Mondor

## F

Feutre National Felt Inc.  
Finitec Canada  
Foothills Research Institute (fRI)  
Forex Amos Inc.  
Fraser Specialty Products Ltd.

## G

Garant GP  
Genics Inc.  
Genics Inc.

Georgia-Pacific Canada  
Gestion Forestière Lacroix Inc.  
Giguère & Morin Inc.  
[Groupe Boutin Inc.](#)  
Groupe Concept PV Inc.  
Groupe Crête  
(Division of St-Faustin Inc.)  
[Groupe Jules Savard](#)  
[Groupe Morneau](#)  
Groupe Savoie Inc.  
[Groupe TYT](#)

## H

Hulldins Inc.  
Hybrid Joist Inc.

## I

Interfor Corporation  
Island Timberlands LP

## J

J.D. Irving Ltd.  
J.M. Champeau Inc.  
Janssen PMP (Division of Janssen  
Pharmaceutica NV)  
Jean Riopel Inc.  
(Division of Groupe Crête)  
Johnson's Construction Ltd.  
Juste du pin

## K

Kootenay Innovative Wood Ltd.  
Kop-Coat Inc.  
Kruger Inc.  
Kruger Products LP

## L

L&M Lumber Ltd. (Sinclar Group)  
Laboratoire Primattech Inc.  
Lamco Forest Products Inc.  
Laurentide Industriel  
(of Société Laurentide)  
Lauzon Industries Inc.  
Les Bois Poulin Inc.  
Les Industries JSP Inc.  
Les Planchers Mercier Inc.  
[Les Services JAG Inc.](#)  
Liebherr Canada Ltd.  
Louisiana-Pacific Canada Ltd.  
(Louisiana-Pacific Corporation)

## M

MC Forêt Inc.  
Machinerie Lico Inc.  
Maibec  
Marcel Lauzon Inc.  
[Martin Roy Transport](#)  
Matériaux Blanchet Inc.  
Matériaux Spécialisés de Louiseville  
McRae Lumber Company Ltd.  
Meadow Lake OSB LP

Mercer International Inc.

Meubles Canadel Inc.

[Midland Transport](#)

Mill & Timber Products Ltd.

Millar Western Forest Products Ltd.

Millar Western Forest Products Ltd.

Ministry of Agriculture and Forestry  
Government of Alberta

Ministry of Environment  
Government of Saskatchewan

Ministry of Environment  
and Natural Resources  
Government of Northwest Territories

Ministry of Forest, Lands and Natural  
Resource Operations  
Government of British Columbia

[Minimax Express](#)

Moulores distinction Outaouais

## N

Nawiinginokiima Forest Management  
Corp. (NPMC)

National Bank of Canada

Norampac Inc.

Norbord Inc.

NorSask Forest Products

Northland Forest Products Ltd.

North West Communities Wood  
Products Ltd.

## O

Olofsors Inc.

Outils Gladu S.E.N.C.

## P

Pacific BioEnergy Corporation

Paper Excellence

Parks Canada

Parquets Alexandra Inc.

Partner in Protection Association

Peinture Can-Lak Inc.

Peintures MF Inc.

Performance BioFilaments Inc.

Pinnacle Renewable Energy Inc.

Planchers de bois-francs Wickham  
(2639-1862 Québec Inc.)

[Polmax LCC](#)

Port Hawkesbury Paper LP

Poutrelles Internationales Inc.

[Praxair](#)

Preverco Inc.

Pro-Systèmes Inc.

Produits Forestier Arbec Inc.

Produits forestiers Temrex S.E.C

## R

Réné St-Cyr 1996 Inc.

Resolute Forest Products

Richmond Plywood Corporation Ltd.

Rio Tinto Minerals (U.S. Borax)

[Rosenau Transport Ltd.](#)

## S

Scierie Duhamel

Scierie St-Fabien Inc.

Scieries Chaleur

SCS Forest Products Inc.

Séchoir MEC Inc.

Seven Islands Land Company

Shelburne Wood Protection Ltd.

Silvana Import Trading Inc.

Sinclair Group Forest Products Ltd.

Skeena Sawmills Ltd.

[Skyline Transportation Inc.](#)

[SLH Transport Inc.](#)

[Sobeys](#)

[Société des alcools du Québec](#)

Spray Lake Sawmills (1980) Ltd.

Stadacona Inc.

Stella-Jones Canada Inc.

Structurlam Products LP

Synergy Pacific Engineered Timber Ltd.

## T

Tecolam Inc.

Tembec

Tembec Resin Group

The Sansin Corporation

The Teal-Jones Group

ThermoStructure Ltd.

Timber Specialties Co.  
(Division of Osmose Holdings Inc.)

TimberWest Forest Corp.

Tire Pressure Control International

Tolko Industries Ltd.

[Trailer Wizards](#)

[Transport Bourassa](#)

[Transport Bessette et Boudreau](#)

[Transport Canada](#)

[Transport Hervé Lemieux](#)

[Transport Jacques Auger](#)

[Transport Jocelyn Bourdeau](#)

[Transport Québec](#)

[Transport Robert](#)

[Trans-West](#)

[Twin Rivers Paper Company](#)

## U

University of Northern British  
Columbia

USNR

## V

VAB Solutions Inc.

Valspar Inc.

Vanderwell Contractors (1971) Ltd.

Vanderwell Contractors (1971) Ltd.

Vanico-Maronyx Inc.

[VersaCold Transportation Solutions](#)

Vexco Inc.

Viance

## W

Walker Emulsions Ltd.

Walls Alive Edmonton Ltd.

Waterax

West Fraser

Western Archrib

Western Forest Products Inc.

Westmill Industries Ltd.

Weyerhaeuser Company

White River Forest Products Ltd.

[Whitcourt Transport Ltd.](#)

Whitefeather Forest Community  
Resource Management Authority

Wildland Fire Management  
Government of Yukon

WoodPlus Coatings

## Y

[YN Gonthier](#)

## Z

Zavisha Sawmills Ltd.

## GOVERNMENT PARTNERS

### FEDERAL

Natural Resources Canada  
Canadian Forest Service

### PROVINCES AND TERRITORIES

Government of Alberta

Government of British Columbia

Government of Manitoba

Government of New Brunswick

Government of Newfoundland  
and Labrador

Government of Nova Scotia

Government of Ontario

Government of Québec

Government of Saskatchewan

Government of Northwest Territories

Government of Yukon

# OUR GOVERNANCE

AS AT MARCH 31, 2016

## OFFICERS OF THE CORPORATION

**Mark Feldinger**  
Chairman of the Board  
of Directors

**Pierre Lapointe**  
President and CEO

**Yves Nadon**  
Chief Financial Officer &  
Chief Human Resources Officer

**Trevor Stuthridge**  
Executive Vice President

**Norine Young**  
Corporate Secretary &  
Chief Communications Officer

## BOARD OF DIRECTORS

**Mark Feldinger**  
Canfor Corporation

**Daniel Archambault**  
Kruger Inc.

**Catherine Cobden**  
Cobden Strategies Inc.

**Kevin Edgson**  
EACOM Timber Corporation

**David Gandossi**  
Mercer International Inc.

**Richard Garneau**  
Resolute Forest Products

**Pierre Lapointe**  
FPInnovations

**Kathleen McFadden**  
Ministry of Natural Resources  
and Forestry  
Government of Ontario

**Murray McLaughlin**  
Bioindustrial Innovation Canada

**Bruce Mayer**  
Ministry of Environment and Parks  
Government of Alberta

**James Gorman**  
West Fraser

**Hal Sanders**  
Ministry of the Economy  
Government of Saskatchewan

**Tim Sheldon**  
Ministry of Forests, Lands and Natural  
Resource Operations  
Government of British Columbia

**Charles Tardif**  
Maibec

**Frédéric Verreault**  
TACT Intelligence-conseil

**Al Ward**  
RAW-ONE Management Consulting  
Ltd.

## OBSERVERS

**Glenn Mason**  
Canadian Forest Service  
Natural Resources Canada

**Richard Savard**  
Ministry of Forests, Wildlife and Parks  
Government of Québec

# OUR ADVISORY COMMITTEES

AS AT MARCH 31, 2016

## NATIONAL RESEARCH ADVISORY COMMITTEE (NRAC)

The key roles of the NRAC are to provide oversight for the research being done across the forest sector innovation system and review technical aspects of FPInnovations' research by key element. The NRAC receives reports from the Program Advisory Committees on outcomes from the Collaborative Research Program.

The Chair is appointed by the Board and reports back after each NRAC meeting. The committee meets three times per year. Committee members are drawn from FPInnovations' members and partners.

### CHAIRMAN

Vacant

**Rod Albers**  
West Fraser

**Kevin Blau**  
Tolko Industries Ltd.

**Alain Bourdages**  
Resolute Forest Products

**Geoff Clarke**  
Alberta-Pacific Forest Industries Inc.

**Alain Cloutier**  
Université Laval

**Catherine Cobden**  
Cobden Strategies Inc.

**André Denis**  
Ministry of Forests, Wildlife and Parks  
Government of Québec

**Lynn Embury-Williams**  
Wood WORKS!

**Martin Fairbank**  
Resolute Forest Products

**Jacques Girard**  
Lamco Forest Products Inc.

**Kenneth Greenway**  
Ministry of Environment and Parks  
Government of Alberta

**Eric Heine**  
Mercer International Inc.

**John Innes**  
University of British Columbia

**Robert Jones**  
Canadian Forest Service  
Natural Resources Canada

**Jim Ketterling**  
J.D. Irving Ltd.

**Bill Love**  
Tembec

**Janusz Lusztyk**  
NRC Institute for Chemical Process  
and Environmental Technology

**Dave McDonald**  
JDMcD Consulting Inc.

**Brian Merwin**  
Mercer International Inc.

**Daryl Nichol**  
Alberta-Pacific Forest Industries Inc.

**Diane Nicholls**  
Ministry of Forests, Lands and Natural  
Resource Operations  
Government of British Columbia

**Jack Saddler**  
University of British Columbia

**Brian St. Germain**  
LP Building Products

**Benoît Schmitt**  
Maibec

**Balázs Tolnai**  
Kruger Inc.

**Theo G.M. van de Ven**  
Pulp and Paper Research Centre  
McGill University

## PROGRAM ADVISORY COMMITTEES (PACS)

The PACs address national high-priority industry member and government partner needs within specific program areas of the Collaborative Research Program. They provide advice on research programs and projects and monitor individual project performance against common objectives. The PACs also provide advice to FPI on: optimization of synergies – including universities and research organizations worldwide; and technology transfer, knowledge sharing and cross-program projects.

The members of each PAC represent FPIinnovations' member organizations; they meet twice per year.

### PRIMARY WOOD PRODUCTS MANUFACTURING

#### CO-CHAIR

**Brian St. Germain**  
Louisiana-Pacific Corporation

#### CO-CHAIR

**Luke J. Drapeau**  
Canfor Corporation

**Frank Aubert**  
Richmond Plywood Corporation Ltd.

**Luc Bernier**  
Barrette Structural

**Elizabeth Cacchione**  
Norbord Inc.

**Jonathan Caouette**  
Chantiers Chibougamau

**Troy Connolly**  
Tolko Industries Ltd.

**Sébastien Coulombe**  
Produits Forestiers Arbec Inc.

**Gilbert Demers**  
Resolute Forest Products

**Julie Frappier**  
Nordic Structures

**Alain Gauthier**  
Produits Forestiers Arbec Inc.

**Orrin T. Greene**  
EACOM Timber Corporation

**Bob Jones**  
Canadian Forest Service  
Natural Resources Canada

**Jason Koivisto**  
Ministry of Natural Resources  
and Forestry  
Government of Ontario

**Dominique Lavoie**  
Boise Cascade

**Bill Love**  
Tembec

**Jean-François Martel**  
Resolute Forest Products

**Jean-Sébastien Pelletier**  
Maibec

**Bob Rosebrugh**  
Georgia-Pacific Canada

**Dean Rubisch**  
West Fraser

**Alan Rudson**  
Ministry of Forests, Lands and Natural  
Resource Operations  
Government of British Columbia

**Ted Szabo**  
Alberta Innovates Bio Solutions

**Manon Vincent**  
Ministry of Forests, Wildlife and Parks  
Government of Québec

**Shane Vermette**  
Ministry of the Economy  
Government of Saskatchewan

**Andre Verville**  
Uniboard Canada Inc.

### ADVANCED BUILDING SYSTEMS

#### CHAIR

**Jacques Girard**  
Lamco Forest Products Inc.

**Luc Bernier**  
Barrette Structural

**Kevin Blau**  
Tolko Industries Ltd.

**Rick Brouckxon**  
Louisiana-Pacific Corporation

**Eric Brousseau**  
USNR

**Kevin Butterworth**  
Ministry of Technology, Innovation  
and Citizens' Services  
Government of British Columbia

**Michel Charron**  
Canadian Forest Service  
Natural Resources Canada

**Jeremy Coad**  
Ministry of Technology,  
Innovation and Citizens' Services  
Government of British Columbia

**Marc-André Collard**  
Tecom Inc.

**Pedro Da Silva**  
Boise Cascade

**Michael de Lint**  
Ministry of Natural Resources  
and Forestry  
Government of Ontario

**Iain Donaldson**  
Western Forest Products Inc.

**Bill Downing**  
Structurlam Products Ltd.

**Kent Fargey**  
Western Archrib

**Julie Frappier**  
Nordic Structures

**Michael Giroux**  
Canadian Wood Council

**Michel Goulet**  
Matériaux Spécialisés Louiseville

**Helen Griffin**  
Canadian Wood Council

**Brad Hunt**  
West Fraser

**Robert Jones**  
Canadian Forest Service  
Natural Resources Canada

**Catherine Kerr**  
Canadian Forest Service  
Natural Resources Canada

**Jason Koivisto**  
Ministry of Natural Resources  
and Forestry  
Government of Ontario

**Bill Love**  
Tembec

**Suzanne Nash**  
Canadian Forest Service  
Natural Resources Canada

**Eric Paradis**  
Resolute Forest Products

**Dan Price**  
Tolko Industries Ltd.

**Dean Rubisch**  
West Fraser

**Benoît Schmitt**  
Maibec Inc.

**Bob Smith**  
Canfor Corporation

**Ted Szabo**  
Alberta Innovates Bio Solutions

**Ward Trotter**  
Ministry of Forests, Lands and Natural  
Resource Operations  
Government of British Columbia

**Phil Vacca**  
Louisiana-Pacific Corporation

**André Verville**  
Uniboard Canada Inc.

**Manon Vincent**  
Ministry of Forests, Wildlife and Parks  
Government of Québec

**Stephen Viszlai**  
Tolko Industries Ltd.

**Craig Wilson**  
Timber Specialties Co.

## SECONDARY WOOD PRODUCTS MANUFACTURING

**CHAIR**  
**Benoît Schmitt**  
Maibec

**ACQBUILT Inc.**  
**Appalachian Flooring**

**Armoires Distinction**

**Barrette Structural**

**Boa-Franc Inc.**

**Bois Ditton Inc.**

**Bois Expansion Inc.**

**Boise Cascade AllJoist Ltd.**

**Brisco Manufacturing Ltd.**

**Britco**

**Chantiers Chibougamau**

**CLT de l'Outaouais Inc.**

**Corruven Inc.**

**EACOM Timber Corporation**  
**East Fraser Fiber Co. Ltd.**

**Fraser Specialty Products Ltd.**  
**Giguère & Morin Inc.**

**Groupe Concept PV Inc.**

**Groupe Savoie Inc.**

**Hybrid Joist Inc.**

**Juste du pin**

**Kootenay Innovative Wood Ltd.**

**Lamco Forest Products Inc.**

**Lauzon Industries Inc.**

**Les Industries JSP Inc.**

**Les Planchers Mercier Inc.**

**Meubles Canadel Inc.**

**Mouleurs distinction Outaouais**

**Parquets Alexandra Inc.**

**Planchers de bois-francs Wickham**  
(2639-1862 Québec Inc.)

**Poutrelles Internationales Inc.**

**Preverco Inc.**

**Pro-Systèmes Inc.**

**René St-Cyr (1996) Inc.**

**Resolute Forest Products**

**Structurlam Products LP**

**Synergy Pacific Engineered Timber Ltd.**

**Tecolam Inc.**

**Tembec**

**ThermoStructure Ltd.**

**Tolko Industries Ltd.**

**Vanico-Maronyx Inc.**

**Western Archrib**

**Whitefeather Forest Community**  
**Resource Management Authority**

## FOREST OPERATIONS

### CHAIR

**Scott Marleau**  
West Fraser

**Matt Campbell**  
Canfor Corporation

**David Chamberlain**  
Kruger Inc.

**Michel Charron**  
Canadian Forest Service  
Natural Resources Canada

**Pierre Cormier**  
Resolute Forest Products

**Kevin Delguidice**  
Tembec

**André Gravel**  
Domtar Corporation

**Mark Hamilton**  
Tolko Industries Ltd.

**Troy Hromadnick**  
Paper Excellence

**John Innes**  
University of British Columbia

**Paul Kennedy**  
Ministry of Forests, Lands and Natural  
Resource Operations  
Government of British Columbia

**Jason Koivisto**  
Ministry of Natural Resources  
and Forestry  
Government of Ontario

**Serge Laplante**  
Groupe Savoie Inc.

**Luc Lebel**  
Université Laval

**Matt Parker**  
Department of Natural Resources  
Government of Nova Scotia

**Darcy Parkman**  
Weyerhaeuser Company

**Greg Safar**  
Alberta-Pacific Forest Industries Inc.

**Simon St-Onge**  
Québec Federation of Forestry  
Cooperatives

**Rob Stauffer**  
Millar Western Forest Products Ltd.

**Blair Sullivan**  
EACOM Timber Corporation

**Kevin Topolniski**  
Acadian Timber Corp.

**Kalin Uhrich**  
Conifex Timber Inc.

**Eric Young**  
Forestry and Agrifoods Agency  
Government of Newfoundland  
and Labrador

## PULP, PAPER AND BIOPRODUCTS

### PAPER, PACKAGING AND CONSUMER PRODUCTS CHAIR

**Balazs Tolnai**  
Kruger Inc.

**Marc Fitzgerald**  
Kruger Products LP

**Shaune Hanley**  
Resolute Forest Products

**Bevan Locke**  
Port Hawkesbury Paper LP

**Brian MacLean**  
West Fraser

**Terry Smith**  
Alberta-Pacific Forest Industries Inc.

### MARKET PULP CHAIR

**Eric Heine**  
Zellstoff Celgar

**Brian Grantham**  
West Fraser

**Shaune Hanley**  
Resolute Forest Products

**Peter Lau**  
Alberta-Pacific Forest Industries Inc.

**Brian McLean**  
West Fraser

### BIOREFINERY CHAIR

**Geoff Clarke**  
Alberta-Pacific Forest Industries Inc.

**Rod Albers**  
West Fraser

**Shaune Hanley**  
Resolute Forest Products

**Bevan Locke**  
Port Hawkesbury Paper LP

**Matthew Schacker**  
Canadian Forest Service  
Natural Resources Canada

### BIOMATERIALS CHAIR

**Gurminder Minhas**  
Performance BioFilaments Inc.

**Richard Berry**  
CelluForce

**Geoff Clarke**  
Alberta-Pacific Forest Industries Inc.

**Shaune Hanley**  
Resolute Forest Products

**Brain Merwin**  
Mercer International Inc.

**Eddie Peace**  
West Fraser

**Brent Rabik**  
Alberta-Pacific Forest Industries Inc.

**Balazs Tolnai**  
Kruger Inc.

**Tobias Ziegenbein**  
Mercer International Inc.



**FPInnovations**

570 SAINT-JEAN BLVD., POINTE-CLAIRE  
(QUÉBEC) H9R 3J9 CANADA  
[fpinnovations.ca](http://fpinnovations.ca)

PRINTED IN CANADA