



Forestry Innovation Investment

Wood First Investment Plan

2014-2015

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Executive Summary

This investment plan presents the strategy and priorities for advancing Wood First in British Columbia in the fiscal year 2014-2015 as part of the Wood First Program of Forestry Innovation Investment (FII). It is largely based on the recommendations of the Wood First Advisory Committee dated December 10, 2013. Critical success factors, opportunities, key decision makers and their desired contributions toward meeting the strategic objectives were considered.

The Wood First strategic objectives and their corresponding desired future states are:

Strategic Objective	Desire Future State
1 Grow the culture of living and building with wood in BC 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.
2 Maximize the appropriate use of wood in public and private projects	Volume and value of sales of wood products in B.C. increases year over year.
3 Strengthen BC's capacity to produce competitive wood-based products and building systems that create and respond to market demand	B.C. companies increasingly develop and produce sustainable, quality, and innovative wood-based products, resulting in sales growth trends.
4 Accelerate adoption of existing and emerging 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 BC Building Code that facilitate expanded use of wood.
5 Position BC as a world leader in sustainable and innovative wood-based products and building systems in design, production, and application	BC is recognized internationally as leading in design, manufacturing, and application of wood-based products and building systems, and innovation in the Building Code.

FII's budget allocation for Wood First activities in 2014-2015 will be \$2.8 million, of which \$2.4 million will be made available to other organizations in an annual Call for Proposals and allocated as follows:

Investment Category	2014-2015 Allocation
Identification of Opportunities and Barriers	\$175,000
Research and Innovation	\$350,000
Education and Skills Development	\$550,000
Marketing, Promotion and Outreach	\$550,000
Policy Development and Implementation	\$175,000
Manufacturing and Business Capability	\$600,000

The remaining portion of \$400,000 will be for other activities undertaken by FII to add to the advancement of Wood First and to fill gaps in programming.

1 Introduction

The British Columbia (B.C.) forest industry is recognized globally for its production of high quality wood products, its leadership in sustainable forest management, and for innovation in harvesting, processing and the development of advanced wood technologies and building systems. More than 50,000 British Columbians are directly employed in the sector, and more than 40 per cent of regional economies across the province are dependent on forestry.

Maintaining B.C.'s forest sector leadership requires constant innovation and continuing efforts to develop and diversify markets both internationally and at home in British Columbia. 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 partnership with the forest industry, research institutions 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 document outlines FII's strategy to provide funding through its Wood First Program in 2014-15, largely by way of providing funding to non-profit, forest-sector organizations for work that they propose and ultimately deliver. FII's investments are focused on pursuing priorities of the Government and industry for the sector.

1.2 FII's Mandate and Mission

As directed by the Province, 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; and
- Help ensure that the forest sector, through product development and strong international sales, continues to be a leading contributor to the B.C. economy.

Vision

The British Columbia forest sector is innovative, diverse and prosperous, based on sustainable forest practices and a commitment to continuous product and market development.

Mission

To develop and diversify domestic and international markets for B.C. forest products by working collaboratively with industry, government, and institutional partners, and by making well balanced investments that respond to government and industry priorities while maximizing value to the Province.

Values

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 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.

Risk Management — FII is oriented towards growing markets and market segments, 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 investment.

Accountability — FII strives for transparent decision-making and investment processes. FII staff has 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.

2 Overview of Wood First

This investment plan presents the strategy and priorities for advancing Wood First in British Columbia in the fiscal year 2014-2015, as part of the Wood First Program of Forestry Innovation Investment.

2.1 Wood First

The British Columbia Government wants to ensure that the province's forest industry is vibrant and globally competitive, providing benefits for current and future generations, and as one of the foundations for strengthening B.C. communities. To that end, FII's Wood First Program focuses on creating a culture of wood in the province by promoting and supporting innovation in manufacturing, and increased use of wood in building design and construction.

The Wood First Program contributes to achieving this goal by positioning wood as a preferred building material and British Columbia as a global leader in wood innovation. The program carries out a wide range of activities to meet various strategic objectives for achieving its goal.

2.2 Wood First Investment

Funding for FII's Wood First Program comes from the Province of British Columbia. FII's annual budget is set by the Minister to whom FII reports. A major portion of the annual budget is made available by FII for delivery of activities by other organizations. The investment seeks to align priorities and ensure the best use of available funds to support the advancement of a wood culture in British Columbia.

2.3 Planning Wood First Investments

The planning of how to invest the Wood First funding is a collaborative effort informed by a range of stakeholders including the wood building design and construction industry and the forest/wood industry. FII recognizes the importance of drawing on the breadth of expertise that exists within the many organizations currently working to build British Columbia's capability to manufacture and use wood products.

Established by FII, the Wood First Advisory Committee (WFAC) provides strategic guidance for the Wood First Program and recommends annual priorities for funding. It considers input from key research, training, and technical organizations in the wood building industry in making its recommendations. Members of WFAC are selected by FII from senior professionals in BC's wood processing, design and end-use sectors. The members provide a credible "voice" for their areas of professional focus and exhibit a high degree of professionalism and commitment to expanding the appropriate use of wood in British Columbia. The Committee is supported by an independent Chair and Secretariat, both appointed by FII.

The planning for the Wood First investments involves identifying, defining and setting strategic objectives, desired future states, key decision makers, priority outcomes and suggested activities. Funding is then allocated based on these parameters with consideration of current status, progress, capability and needs. These steps are carried out by the WFAC with input from the organizations that have been undertaking Wood First activities, and drawing 2014-15 on the knowledge gained from previous years' planning and activities.

This document constitutes the outcome of the annual planning process and incorporates in large parts the WFAC's recommended

- priorities,
- strategic objectives,
- desired future states,
- contributions by key decision makers, and
- suggested Wood First Program activities.

2.4 Implementation of Wood First Program

The activities in FII's Wood First Program are delivered primarily by non-profit organizations under a cost sharing framework that functions partly on contributions from the forest/wood industry.

As in recent years, FII will invite funding proposals from not-for-profit organizations that are able to provide services in line with the allocation and activities outlined in this investment plan. Organizations are expected to budget activities accordingly, and their management of funded activities will have to conform to the format and requirements of the FII web-based funding management system. Proposals will be evaluated by a panel made up of FII staff, the Chair of the Wood First Advisory Committee, and an independent industry expert(s). Successful applicants will then enter into "recipient agreements" with FII.

This investment plan serves as the reference for interested organizations to develop their funding proposals.

3 Wood First Vision

This section is based on the strategic objectives and desired future states recommended by the WFAC, and adopted by FII.

3.1 Strategic Objectives

There are five strategic objectives for Wood First, aimed at making BC a world leader in using innovative wood products, enhancing employment opportunities for British Columbians.

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

3.2 Desired Future States

Associated with each Wood First strategic objective is a desired future state (DFS). It describes the condition in the industry or in the province in general when the objective is reached, thus providing more context for the strategic objective. The DFS also helps assessment of progress in the future.

DFS 1: *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.*

People value wood as important to the aesthetically and spiritually, and identify wood as an environmentally friendly choice. People are drawn to use local wood from an economic, environmental, cultural and health and wellness standpoint. Consumers understand why and where wood is a good choice and use it appropriately for a wide variety of applications. Consumers view wood as an intrinsically high quality product and are willing to spend more for wood.

DFS 2: *Volume and value of sales of wood products in B.C. increases year over year.*

Public projects adhere to the spirit of the *Wood First Act*. Municipalities create and implement Wood First or sustainable/low carbon footprint material policies. Appropriate and ongoing changes to the BC Building Code expand the use of wood in all building types. Engineers and architects use wood for innovative and new applications, and take full advantage of changes to the BC Building Code that allow for expanded use of wood, including building taller and larger. People involved in specifying building materials and furnishings choose wood over other options, in all parts of design, construction, and finishing. Research and development support efforts to develop a performance-based Building Code.

DFS 3: B.C. companies increasingly develop and produce sustainable, quality, and innovative wood-based products, resulting in sales growth trends.

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 their influence on it, improved product development and manufacturing processes, and effective marketing plans. They collaborate effectively along the supply chain. They support fundamental research and incorporate research results in their operations. B.C. has increased capacity for competitive, advanced wood-based products and building systems.

DFS 4: 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 BC Building Code that facilitate expanded use of wood.

Code committee members and building code officials process code changes and permits submissions in a timely and efficient manner. Performance-based codes are in place. Public investment supports the implementation of building code changes and practitioner training. Policymakers and officials support the adoption of emerging wood based products and building systems.

DFS 5: BC is recognized internationally as leading in design, manufacturing, and application of wood-based products and building systems, and innovation in the Building Code.

The world looks to British Columbia for innovative design and application of wood-based products and building systems because of B.C.'s expertise, culture of living and building with wood, and how it values and uses its forests sustainably. B.C. hosts world-class research and development for wood-based products and building systems, and is a world leader in methodologies and products throughout the supply chain. B.C. showcases the use of existing and emerging wood-based products and building systems in design, manufacturing, and construction. B.C. excels in educating professionals and tradespeople in appropriate applications of wood.

4 Investment Priorities in 2014-2015

FII's Wood First priorities are reflected in a suite of investment categories with attendant budget allocations, descriptions of key decision makers, and the contributions desired from them.

4.1 Wood First Investment Categories

The Wood First budget allocation in the annual Call for Proposals will be allocated across the six investment categories shown in Table 1. The table illustrates to which Strategic Objectives each is expected to contribute.

Table 1: Wood First Investment Categories

Investment Category	Definition	Strategic Objective				
		1	2	3	4	5
Identification of Opportunities and Barriers	broaden structural and architectural applications of wood	•	•		•	
Research and Innovation	develop solutions to address opportunity areas for wood			•	•	•
Education and Skills Development	increase understanding of the benefits of using wood, and build knowledge and experience in the range of species, products, design and construction	•	•	•	•	•
Marketing, Promotion and Outreach	promote benefits of wood: strength, adaptability, beauty, cost, sustainability, carbon sequestration, and other environmental and health benefits	•	•		•	•
Policy Development and Implementation	support provincially-funded projects to increase use of wood in a cost effective and performance-based manner		•		•	•
Manufacturing and Business Capability	improve competitiveness of value-added industry			•		•

Identification of Opportunities and Barriers

This investment category focuses on identifying opportunities for and reducing barriers to using wood in structural and architectural applications in B.C. It includes activities that address specific code-related barriers; policy barriers that inhibit wood use; and barriers related to fire safety and perceived risks associated with using wood.

Research and Innovation

This investment category focuses on improving the understanding and advancing the applications of wood-based products and building systems through applied research. This includes undertaking technical research to enhance the performance of wood in applications that offer significant market potential or to advance the use of wood in new building systems. It also includes undertaking market research to identify ways to increase the demand for B.C. wood-based products and building systems. It is important to ensure that B.C.'s priorities are considered in Canada's national research agenda. One key part of the activities is to disseminate research results adequately to B.C. wood manufacturers and end users.

FII understands that significant federal support already exists and is being accessed for research. FII recognizes that a number of fundamental research projects are underway in Canada (e.g., fire safety). Emphasis of this Wood First investment plan is on worthwhile research topics that are currently receiving insufficient support, or are not currently being funded.

Education and Skills

This investment category focuses on increasing understanding of the benefits of using wood; increasing knowledge related to designing and building with wood; and developing knowledge and experience related to species, products, design, construction, and building systems.

Advancing knowledge of those involved in design, manufacture, specification and use of wood-based products and building systems is critical to support an innovative culture. The funding available in this category will support continuing education of designers, officials and builders. Of equal importance is ensuring that existing knowledge and information about wood-based products and building systems is readily available to key audiences in appropriate formats and venues. FII agrees that, to grow a culture of wood in BC, the provincial education system of K-12 schools, trade institutes, and universities should include contents related to forestry and to benefits and potential applications of wood. Students, educators, and professionals should have easy access to appropriate curriculum material.

Marketing, Promotion and Outreach

This category focuses on increasing demand for wood-based products and building systems by promoting the benefits of wood. FII acknowledges the high cost of successful market campaigns and emphasizes that this category of activities should focus on cost-effective ways of reaching key audiences with wood messaging.

Policy Development and Implementation

This category focuses on development and implementation of wood use regulations and wood related policies by governments and their officials. For regulations and policies that are already in place, including the Wood First Act, the focus will be on how publically funded projects could be procured efficiently by the local governments/Ministries and to maximize the use of wood. FII supports work to provide governments/policy makers with information and technical support that would allow them to recognize the benefits of and decide on the appropriate use of wood-based products and building systems.

Manufacturing and Business Capability

This category focuses on improving industry competitiveness by developing sustainable approaches to manufacturing wood-based products in B.C. The emphasis is on activities that improve manufacturing and marketing capabilities and fill gaps in the supply of wood products

FII supports the continuation of highly effective activities that help manufacturers improve their production, marketing and business processes - and thus, competitiveness. FII expects the emphasis and the majority of the funding to be on company specific projects. General industry outreach and communication will be supported only to the extent that it drives interest and adoption of the other program elements under this category (e.g. company-specific projects).

4.2 Allocation

For 2014-2015, the portion of the Wood First investment budget made available by FII for delivery of activities by other organizations is **\$2,400,000**. Based on the recommended priorities from the WFAC, FII allocates the total investment to the six Wood First investment categories, as shown in Table 2.

Availability of funding from other sources was considered in setting the budget allocations. The funding for activities delivered directly by FII is in addition to the investment presented in this plan.

Table 2 includes an allocation to “Manufacturing and Business Capability”, a category of activity that has been, at FII’s direction, beyond the purview of the WFAC for 2014-2015.

In evaluating funding proposals from other organizations FII reserves the right to alter the budget allocations or directly deliver elements where proposals do not adequately address the priorities outlined in this Investment Plan. FII may also provide additional funding, and/or reallocate funds, to effect transition of existing programs that support the Wood First objectives.

Table 2: Wood First Investment 2014-2015 Allocation

Investment Category	Funding Allocation
Identification of Opportunities and Barriers	\$175,000
Research and Innovation	\$350,000
Education and Skills Development	\$550,000
Marketing, Promotion and Outreach	\$550,000
Policy Development and Implementation	\$175,000
Manufacturing and Business Capability*	\$600,000
Total	\$2,400,000

*The allocation for this Investment Category was not within the WFAC’s scope.

4.3 Key Decision Makers and Desired Contributions by Them

To help provide focus on the strategic objectives and the desired future states for the investment categories, key decision makers and their desired contributions have been identified for each of the categories. The desired contribution is similar to the desired future state, in that it gives an idea of what the outcomes might be. In other words, the audiences and contributions indicate what the targets of the planned activities could or should be. They also facilitate making and identifying any changes in priority for a given year. To guide the planning of activities, this table includes examples of activities that might be carried out by funding recipients to reach the named decision makers and stimulate their desired contribution. Table 3 shows the key audiences and their corresponding desired contributions and example activities for the six investment categories for 2014-2015. The order shown carries no ranking.

Table 3: 2014-2015 Wood First Key Constituencies and Desired Contributions

Investment Category	Key Decision Makers*	Desired Contribution	Example of Relevant Wood First Activity
Identification of Opportunities and Barriers	Elected Officials (various levels of government)	Facilitate the implementation of research and development in codes, to advance commercialization and use of wood products and related technologies.	Encourage implementation of R&D in innovative design projects and code changes that support innovation.
	Building Inspectors Fire Officials	Understand properties, benefits, appropriate applications of wood. Evaluate new building systems and provide guidance in safety, efficacy for use within existing code.	Survey building inspectors and fire officials regarding apparent barriers in codes and standards. Undertake activities to advance wood use within the code, or drive changes to codes to enable broader wood usage.
	Researchers Specifiers Manufacturers	Collaborate in designing products and building systems to satisfy domestic and international markets.	Events/programs to bring researchers, manufacturers, and specifiers together as a means to advance wood use.
	Provincial Government Officials	Develop infrastructure, policies across ministries to support use of wood.	Policy gap analysis. Support / inform new policy development.
Research and Innovation	Building Inspectors Fire Officials	Understand properties, benefits, appropriate applications of wood. Evaluate new building systems and provide guidance in safety, efficacy for use within existing code.	Conduct local demonstration and/or efforts to advance the knowledge of what is possible using modern wood products and related technologies.
	Elected Officials	Support research and development to inform codes. Support appropriate code amendments.	Encourage implementation of R&D in innovative design projects and code changes. Identify priority areas to focus on code / regulatory revisions, and present the business case and technical support for changes.
	Specifiers	Choose wood over other materials where a choice is available and wood is appropriate.	Validate efficacy of wood solutions through targeted research.
	Code Consultants	Understand properties, benefits, appropriate applications of wood. Evaluate new building systems & provide guidance in safety, efficacy for use within existing code. Facilitate use of wood within existing code.	Inventory opportunities for alternative solutions and code changes. Initiate efforts to fill information gaps or inform regulatory change.

Investment Category	Key Decision Makers*	Desired Contribution	Example of Relevant Wood First Activity
Education and Skills Development	Municipal Officials	Implement community plans, policies, bylaws to facilitate/reward use of wood.	Provide technical advice/support.
	Specifiers	Choose wood over other materials where a choice is available and wood is appropriate.	Program/tools to make it easier for specifiers to use wood (technical support and project intervention).
	Code Consultants	Understand properties, benefits, appropriate applications of wood. Evaluate new building systems & provide guidance in safety and efficacy for use within existing Code. Facilitate use of wood within existing code.	Work with building officials to determine what is needed for approvals (e.g., test results or product certifications).
	Building Inspectors Fire Officials	Understand properties, benefits, appropriate applications of wood Evaluate new building systems and provide guidance in safety, efficacy for use within existing code	Fire demonstration projects in BC. Advance engagement with officials to address their information needs in use of wood products and construction technologies.
	Builders Developers	Understand and promote cost/schedule and other advantages of wood.	Pilot projects for mass market buildings. Maximize information flow and experience of early adopters.
	Researchers, Specifiers Manufacturers	Collaborate in designing wood based products and building systems to satisfy domestic and international markets.	Establish a central or collective source of information.
	Practitioners, Specifiers	Seek current information on materials, techniques, sources of wood based products and building systems. Understand the benefits of wood based products and building systems (e.g., cost, schedule, energy, carbon)	Deliver new research results; and bring to discussions. Advance the flow of relevant and timely information to target audiences, as a means to facilitate greater wood use.
	Risk Management Professionals (banks, insurance companies)	Participate in creating financial structures that encourage development and use of innovative building materials and systems	Provide risk statistics and relevant information to reduce impediments to wood use.
	Government agencies (local, province, FII)	Showcase innovative use of wood based products and building systems	Create and distribute case studies and examples of innovative wood use and the benefits they present
	Educational Institutions (K-12)	In pursuing course-specific learning outcomes, use teaching materials based on examples of forest management/products/marketing and the environmental benefits of using wood from sustainably managed forests	Create teaching materials to be incorporated in the school system's existing curricula

Investment Category	Key Decision Makers*	Desired Contribution	Example of Relevant Wood First Activity
Marketing, Promotion and Outreach	Elected officials	Champion wood as sustainable and environmentally friendly, and BC as a jurisdiction with a strong wood culture	Provide materials to elected officials (e.g., speaking notes, PPT, brochures)
	General Public Influencers Consumers	Understand benefits of wood as safe, progressive, and sustainable	Targeted approach to advance the understanding of wood's many benefits in a modern world.
	Municipal Officials	Implement community plans, policies, bylaws to facilitate/reward use of wood	Work with municipal planning departments; tie wood message in with other municipal objectives (e.g., carbon) and link to municipal benefits
	Specifiers	Choose wood over other materials where a choice is available, appropriate Collaborate to use wood effectively in alternative solutions	Create tools (e.g., templates, workshops, interviews) to encourage specifiers to document project key facts, share why they chose wood, benefits, costs
	Builders Developers	Understand cost/schedule and other advantages of wood	Promote new technologies
	Practitioners & Specifiers	Seek current information on materials, techniques, sources of wood-based products and building systems Understand the benefits (e.g., cost, schedule, energy, carbon) of wood based products and building systems	Develop wood champions to promote to different groups
	Government agencies (local, province, FII)	Showcase innovative use of wood based products and building systems	Track projects, intervene early

Investment Category	Key Decision Makers*	Desired Contribution	Example of Relevant Wood First Activity
Policy Development and Implementation	Elected officials	Champion wood as sustainable and environmentally friendly, and BC as a jurisdiction with a strong wood culture, particularly under the umbrella of the Wood First Act Facilitate implementation of research and development in Codes	Provide elected officials with facts on benefits of using wood
	Provincial Government Officials	Develop infrastructure, policies across ministries to support use of wood	Assist in writing procurement procedures
	Municipal Officials	Implement community plans, policies, bylaws, to facilitate/reward use of wood	Encourage municipalities to look at creative zoning or tax incentives to encourage developers to use wood
	Specifiers	Choose wood over other materials where a choice is available, appropriate	Assist specifiers to understand and work with officials to follow the intentions of the Wood First Act, local by-laws and pro-wood policies
	Building Inspectors Fire Officials	Understand properties, benefits, appropriate applications of wood Evaluate new building systems and provide guidance in safety, efficacy for use within existing code	Request to provincial government to promote innovative solutions
	Government agencies (local, province, FII)	Showcase innovative use of wood based products and building systems	Work with Ministries to incorporate the idea of using their projects as demonstration projects
Manufacturing and Business Capability	Researchers Manufacturers Specifiers	Collaborate in designing products and building systems to satisfy domestic and international markets. R&D focus on competing in global markets (e.g., sustainability, improving current wood based products and building systems, moving into new markets)	Monitoring innovative uses of wood based products and building systems outside B.C. and making B.C. firms aware
	Government agencies (local, province, FII)	Showcase innovative use of wood -based products and building systems	Support tours outside B.C. to inspire and draw international experience into BC.
	Specifiers	Choose wood over other materials where a choice is available, appropriate. Collaborate with suppliers to use wood effectively in alternative solutions	Facilitate dialogue between specifiers and manufacturers

*The order shown carries no ranking or priority.

5 Investment Monitoring

As outlined in this Investment Plan, Wood First activities by FII and its funding recipients will be based on assessments of current needs and gaps. Tracking projects and activities is important for measuring the progress of Wood First and for refining and planning future Wood First investments. Performance will be tracked according to explicit metrics, taking into account data that are already known. Activities funded by the Wood First investment will be monitored to ensure the funds are used appropriately and activities are proceeding in the intended direction. FII will ensure that programming includes 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.).

6 Conclusion – How to Use this Investment Plan

The information included in this document provides an overview of FII's Wood First priorities for 2014-2015. The Investment Plan is a key element of FII's 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 objectives laid out in this plan. Funding applicants are strongly encouraged to review FII's 2014-2015 Call for Proposals Wood First Application Guide, 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.