



DRIVING VALUE FOR
MEMBERS THROUGH
STRONG LEADERSHIP
THAT STRENGTHENS
CANADA'S FOREST
PRODUCTS SECTOR

ANNUAL REPORT TO MEMBERS / 2019

About FPAC

FPAC provides a voice for Canada's wood, pulp, and paper producers nationally and internationally in government, trade, and environmental affairs.

The industry is one of Canada's largest employers, operating in over 600 forest-dependent communities from coast to coast, directly employing 230,000 Canadians, while generating \$73.6 billion in economic activity.

Canada's forest products industry has the best environmental reputation in the world according to a January 2018 Leger survey of international customers. By embracing strong environmental standards and helping to build a green economy, Canada has become known as a trusted source of legal and sustainable forest products. But the industry is not standing still, and it will continue to show leadership on critical environmental issues such as climate change.

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Working hard through a challenging year



"AT FPAC, WE TAKE PRIDE IN BEING LASER-FOCUSED ON OUR PRIORITIES AND DRIVING VALUE FOR MEMBER INVESTMENT."

On behalf of the Forest Products Association of Canada Board of Directors, I want to thank the FPAC staff and the volunteers across our network of member companies for your hard work during what has been one of the most challenging years we have ever seen in Canadian forestry.

The ongoing softwood lumber dispute, combined with market headwinds and fibre challenges, has made 2019 one of the most difficult I have ever witnessed during my career in the industry. I am hopeful that we will see some brighter times in 2020.

It is during these difficult times that we need FPAC more than ever.

Despite the industry downturn, I am proud of how FPAC has continued to champion the green credentials of our sector — positioning Canada's forest products sector and its workers as being a key part of the solution in the fight against climate change. People in Ottawa and across the country have taken notice of the power of Canada's forests and forest products as we transition to a lower-carbon economy and work to reduce our collective reliance on single-use plastics.

Our ability to maximize this opportunity will only be possible if the federal government continues to work with us to accelerate innovation, grow new markets, and ensure predictable and sustainable access to the land base.

In Budget 2019, FPAC helped secure over \$250 million in partnership dollars for innovation, export market development, and to advance Indigenous forestry initiatives — critical investments to create opportunities for our sector and its people.

In our forests, pest infestations and wildfires have damaged our timber supply, especially in British Columbia. This is a call to action that is forcing us to think more about how governments, communities, and industry must manage differently for worsening fire patterns. The first-ever forest fire symposium co-hosted by FPAC and Natural Resources Canada in Edmonton this year was a tremendous opportunity to bring experts together to talk about how we can better mitigate risks and adapt in our dynamic and changing forests. It is important work that must continue.

As we look to 2020, I am so pleased to see a couple of new member companies joining the FPAC family — Alberta Newsprint Company and Domtar are great additions to our growing membership.

At FPAC, we take pride in being laser-focused on our priorities and driving value for member investment. That is how we have grown the membership base, strengthened the FPAC brand, and delivered the results you will read about in this *Annual Report to Members* — results for our membership, Canada's forestry workers, and the communities we operate in.

As I make way for Kevin Edgson of EACOM Timber Corporation to assume the role of Chair of the FPAC Board of Directors for 2020–2021, I thank you all for your support again this year.

This year showed us that despite our challenges, we can still do great things when we work together.

Brad Thorlakson
Chair
FPAC Board of Directors

Leadership on the issues that matter



“FPAC AND OUR MEMBERS HAVE A TREMENDOUS OPPORTUNITY TO DO EVEN MORE TO BUILD A CLEANER AND GREENER CANADA.”

Market headwinds and cost pressures, combined with the devastating fallout of pest and fire outbreaks, created a perfect storm for Canada’s forest products sector and forestry communities in 2019.

While we at Forest Products Association of Canada have been working to support affected families and communities during this difficult time, we have also continued to push forward and present solutions to a number of priorities that top the list of the Trudeau government’s agenda — fighting climate change, reducing our reliance on single-use plastics, strengthening opportunities for middle-class families, and advancing effective conservation.

We achieved some great things together in 2019, and I invite you to read through this *Annual Report to Members* to see how FPAC has made a difference for the people and communities we serve. Much of our work was enabled by our industry’s innovative workforce and our commitment to sustainability and strong environmental performance.

The power that forests and forest products provide in fighting climate change is known the world over. Natural Resources Canada’s *State of the Forests Report 2018* confirms that sustainably harvesting trees to turn them into long-lived carbon-storing wood products, and replanting younger seedlings, provides a carbon sink of 20 million tonnes. As with all living things, trees have a natural life cycle. Across Canada’s boreal forest, they live only for 80–100 years, at which time they are susceptible to pests, fire, or simply falling over. Healthy, young, regenerating forests store more carbon per unit area than almost any other type of land cover.

On the products side, we’ve seen a surge in the move to use wood in building construction to replace more environmentally harmful products like cement and make our cities and towns greener. Wood waste leftover at our sawmills is being turned into products that people want and need, from toilet paper to bio-adhesives to biofuels. This wood waste can also be used to make more sustainable packaging materials, as Canada develops a plan to reduce single-use plastics.

FPAC and our members have a tremendous opportunity to do even more to build a cleaner and greener Canada.

I am proud of the work our team has done this year under some challenging circumstances. I am equally grateful that the support we have received from our members has never been better.

On behalf of our team at FPAC — thank you. Here’s to great things in 2020!

Derek Nighbor
President and CEO
FPAC

Kate Linsday, FPAC Vice President, Sustainability and Environmental Partnerships presented at the Association of B.C. Forest Professionals Conference and General Meeting– February 6-8



Derek Nighbor, President and CEO, FPAC introducing Spotlight on Technology at the COFI Conference–April 4



FPAC and C.D. Howe report launch: *Branching Out: How Canada's Forestry Products Sector Is Reshaping Its Future*–May 16

Q1

Q2

Bob Larocque, Senior Vice President, FPAC presented at the Forest Nova Scotia Annual General Meeting–January 29



FPAC hosted #TakeYourPlace Breakfast–April 17

FPAC hosted its 2nd Annual Awards of Excellence Luncheon– May 9



Derek Nighbor, President and CEO, FPAC at Before the Bell discussing Transportation Infrastructure– February 21



EACOM's 100th Anniversary– May 31

Habitat for Humanity
Indigenous Youth Build
Program–August 7



Derek visits Algonquin Forestry
Authority (AFA)–July 24



FPAC thanked parliamentary
intern Robyn Otto for her work
at FPAC–November 8

Q3

Q4

FPAC joined Millar
Western to celebrate
100 years–August 27



2nd Conference of the Chair in
education leadership in Indigenous
forestry on the theme of “Common
approaches is common sense”

SPECIES AT RISK — CARIBOU

Recovery Strategy for Woodland Caribou

FPAC provided comments on the proposed amendments to the federal government's *Recovery Strategy for Woodland Caribou, Boreal Population*, specifically on the identification of critical habitat, and identified other areas within the recovery strategy that should receive attention as well.

FPAC supports science-based approaches for caribou recovery

Woodland caribou continues to be a priority species for all of us, and FPAC has been closely monitoring Section 11 conservation agreements under the *Species at Risk Act* (SARA) and providing comments during consultation periods. FPAC, in collaboration with our provincial association partners, has provided comments for draft agreements in British Columbia, Alberta, and Saskatchewan. These agreements are intended to codify measures for the protection and recovery of caribou.

FPAC continued to share details about the forest industry's direct and indirect efforts toward caribou recovery. The forest sector's work to support caribou was clearly acknowledged in the federal government's progress report on caribou recovery: "These efforts include work by industry sectors to advance caribou recovery research, implement habitat restoration, and reduce disturbance footprints."

FPAC also continued to organize monthly conference calls to update members on recent developments in the work to support caribou.





26

FPAC members actively supported 26 caribou projects and initiatives across Canada. FPAC is advancing collaborative caribou and multi-species management planning across the country.

SPECIES AT RISK — COLLABORATION AND PLANS

Collaboration focused on solutions for species at risk

FPAC focused on demonstrating multi-species and place-based approaches to help inform decision-making at the federal level. For example, FPAC is supporting a collaborative project in northwestern Ontario to develop a multi-species approach to conserve species at risk, including woodland caribou.

This approach balances habitat needs for species at risk and species of cultural significance while considering the impacts of climate change. FPAC has also supported the development of a multi-indicator planning tool to find optimal solutions based on regional science and traditional ecological knowledge.

Forest Industry Species At Risk Roundtable

Led by FPAC, the SARA Roundtable, which includes FPAC members and our provincial association partners, is a collection of forest industry experts across Canada with knowledge of species at risk and implementation of the *Species at Risk Act*. FPAC hosted two face-to-face roundtable meetings in 2019. At the most recent meeting, the Canadian Wildlife Service was invited to discuss the Pan-Canadian Approach to Transforming Species at Risk Conservation in Canada.

Species at Risk Advisory
Committee (SARAC)
Roundtable – April 2019



Leadership

As a member of the federal government's Species at Risk Advisory Committee, FPAC is co-leading a working group to transform species conservation. FPAC submitted comments on proposed amendments to two recovery documents and proposed listing and status changes for 12 species.



MIGRATORY BIRDS CONVENTION ACT

Supporting FPAC members' migratory bird conservation initiatives

FPAC members implement bird conservation practices such as protecting riparian habitat, creating and restoring bird habitat, retaining stick nests and snag trees, and advancing bird-friendly operational training and awareness through forest certification and forest management planning.

Many of our members have invested considerable time and resources into bird conservation efforts to better understand regional factors influencing population trends, including climate change impacts. Our members are also involved in a broader migratory risk assessment project to inform standard operating procedures in forestry to avoid and mitigate impacts on migratory birds.

Modernizing migratory bird regulations

After Environment and Climate Change Canada announced proposed amendments to migratory bird regulations, FPAC hosted webinars and conference calls with government officials and FPAC members to better understand the rationale behind the proposed changes. FPAC and its members also worked with other industry associations and the National Council for Air and Stream Improvement (NCASI) to provide information on conservation efforts for migratory birds and to make recommendations to support the modernization of regulations.



A woodpecker is perched on a tree trunk, facing left. The image is overlaid with a semi-transparent blue rectangle that covers the middle section. The word "Proactive" is written in white, sans-serif font across the middle of the blue area.

Proactive

As a member of the North American Bird Conservation Initiative, FPAC helped develop and review the *State of Canada's Birds, 2019* report. FPAC is working actively with Environment and Climate Change Canada to address the lack of regulatory clarity in the *Migratory Birds Convention Act*.

CLIMATE CHANGE AND FORESTS

Forest fire symposium advances important national dialogue

In late August, FPAC and the Canadian Forest Service (CFS) hosted a forest fire symposium at the CFS Northern Forestry Centre in Edmonton. The event was attended by 40 experts from government, academia, the forest industry, municipalities, and Indigenous communities.

This event was part of a broader effort by FPAC to spur a national dialogue about the need for forest management to evolve and innovate to address the impacts of climate change and wildland fires, support species at risk, and ensure resilient forests for future generations. Some of the items on the agenda included forest community safety, fire risk mitigation, fire management, Indigenous prescribed fires, and social and policy dimensions of fire management.

Participants also covered other aspects of wildland fire management, from developing prevention strategies to protect people, property, and forests, to using fire to meet forestry, wildlife, and land-use objectives, and to supporting the communities and people engaged in firefighting.



Forest Fire Symposium
– August 2019

The background image shows a helicopter in flight, dropping a bucket of water onto a forest fire. The helicopter is positioned in the upper right quadrant, and a large plume of white smoke or mist is rising from the fire below. The forest is composed of dense evergreen trees. The word "Mitigation" is written in large, white, sans-serif font across the center of the image.

Mitigation

Ensuring healthy forests for the future will bring environmental and economic benefits to Canadians. FPAC is advancing an agenda to support a collaborative approach to mitigating fire risks and promoting forest health.



CLIMATE CHANGE AND MANUFACTURING

Low carbon fuel standard

Environment and Climate Change Canada (ECCC) has recognized that the Clean Fuel Standard will add additional costs to emission-intensive and trade-exposed sectors. FPAC has advocated for some solutions to alleviate cost pressures. For the forest sector, ECCC has confirmed that end-use fuel switching (changing or retrofitting combustion devices to be powered by another fuel) at FPAC member facilities is eligible for the credits. While this will help facilities that can invest in switching to lower-carbon fuels, FPAC will continue to seek solutions for facilities that cannot economically switch fuel sources.

Clean growth and climate change in Canada: forestry, agriculture, and waste

The House of Commons Standing Committee on Environment and Sustainable Development released a report in April on clean growth and climate change that made key recommendations based on FPAC's earlier submission to the committee. These included the following recommendations for action by the federal government:

- / Explore incentives to promote the use of bioproducts and biomaterials, similar to those that are in place for bioenergy.
- / Work with public procurement and all government departments and agencies to identify fuel switching and other opportunities to decrease greenhouse gas emissions from federal buildings and vehicle fleets.
- / Collaborate with provinces, territories, interested governments, and industry to develop and implement a regeneration strategy or program for forests affected by natural disturbances, as is already required for harvested areas.
- / Join with provinces, territories, interested governments, and academic partners to further research ecological landscape design to appropriately manage forest fires.



Advocacy

FPAC worked to ensure that Canada's carbon pricing system considers the use of biomass as the main energy source to produce electricity for pulp and paper production. We were pleased to see the federal report on clean growth and climate change reflecting FPAC's priorities.

DUCKS UNLIMITED PARTNERSHIP

Forest Management Wetland Stewardship Initiative renewed for another three years

The forest sector has advanced its commitment and leadership in sustainable forestry and best management practices across Canada through the Forest Management Wetland Stewardship Initiative. This collaborative initiative between Ducks Unlimited Canada and the forest sector is an example of how, through partnerships, landscape-scale forest management planning can enhance and conserve wetlands and biodiversity.

In September, members of the Forest Management Wetland Stewardship Initiative, which includes FPAC, announced that, based on the success of the last three years, the partnership will continue for a second three-year term.

Ducks Unlimited Canada, an FPAC partner, has spearheaded multiple wetland conservation initiatives and views the forest sector as a critical and leading industry to ensure wetlands remain a healthy component of Canada's working boreal forest today and in the future. The initiative is an innovative approach to advancing shared wetland and waterfowl stewardship goals by working together and leveraging resources.

Under the initiative, partners identify projects of potential interest and then select, by consensus, projects to focus on. The end goal of each project is to develop tools that people can use when working in and around wetlands.





8

8 partners are advancing wetland stewardship in the boreal forest through sustainable forestry. Wetland stewardship and best management plan guidebooks were created.

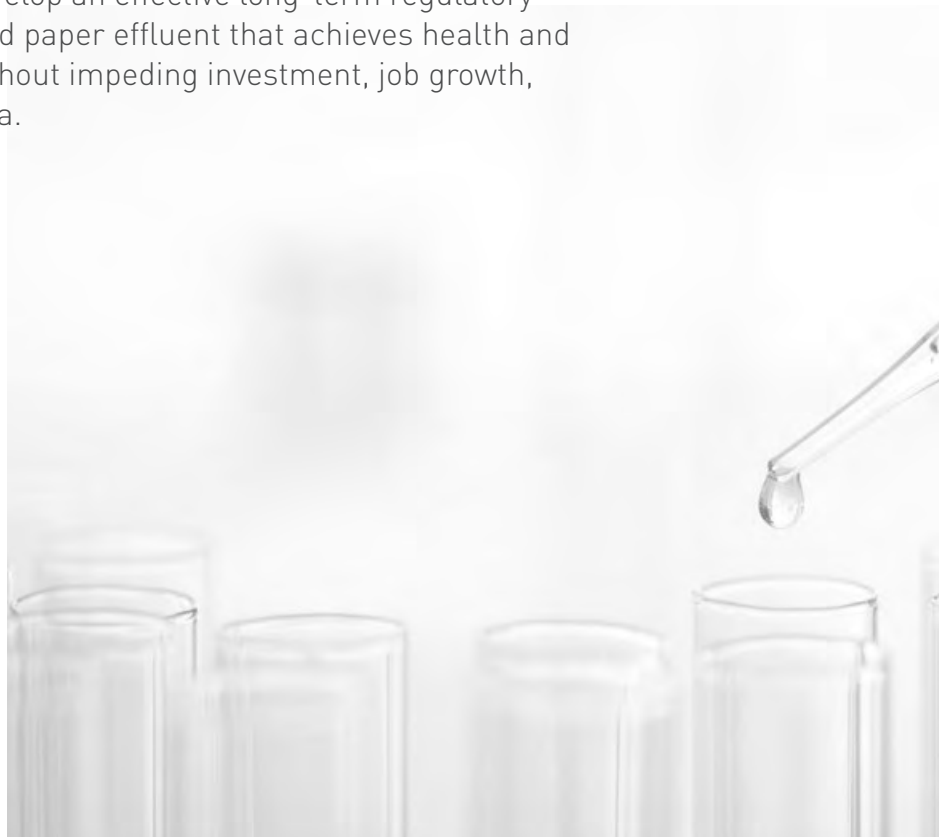
WATER QUALITY

FPAC provides leadership on modernizing pulp and paper effluent regulations

Environment and Climate Change Canada launched the second phase of the Pulp and Paper Effluent Regulations (PPER) modernization in May. This proposal could have a significant impact on our sector.

The current proposal suggests drastic new limits and several new parameters without clear environmental benefits, which resulted in FPAC spearheading the creation of the National Pulp and Paper Coalition. The coalition of members and non-members now represents 67 facilities out of 75 across the country affected by the proposed changes. The coalition has been working to review and evaluate PPER modernization efforts and provide recommendations and advice to government.

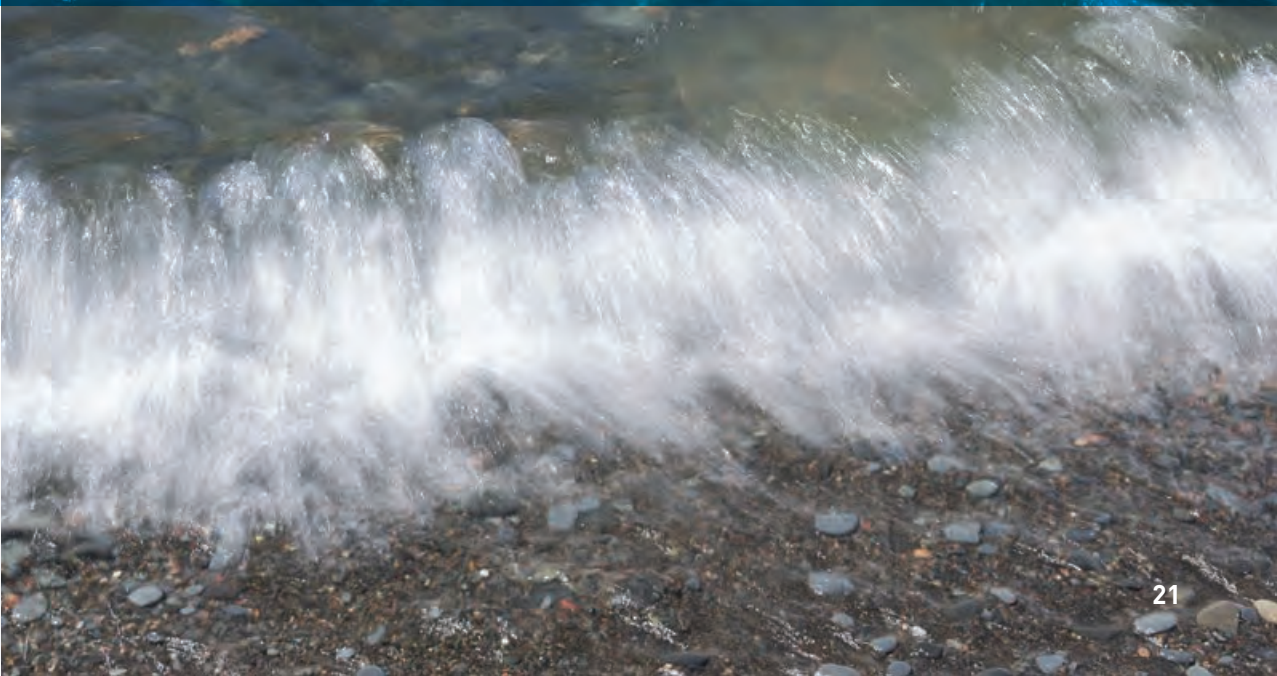
The forest products industry remains committed to working with governments to develop an effective long-term regulatory environment for pulp and paper effluent that achieves health and environmental goals without impeding investment, job growth, and innovation in Canada.





67

67 facilities united to address the modernization of pulp and paper effluent regulations. FPAC spearheaded the creation of the National Pulp and Paper Coalition.



ECONOMIC ANALYSIS



C.D. Howe report explores the future of Canada's forest products sector

The C.D. Howe Institute produced *Branching Out: How Canada's Forest Products Sector Is Reshaping Its Future*. The study explores current industry trends and advances that Canada's forest products sector has made in the face of growing business challenges.

Budget 2019 supports Canada's forest products industry

FPAC advocacy helped secure more than \$250 million in funding to bolster Canada's forest products industry in Budget 2019.

Budget 2019 funding highlights

/ \$91.8 million over three years for the Forest Innovation Program, to support pre-commercial research and development, positioning the Canadian forest sector at the forefront of the emerging bioeconomy

/ \$82.9 million over three years for the Investments in Forest Industry Transformation (IFIT) program, to support the industrial commercialization and adoption of innovative technologies and processes, contributing to clean economic growth and jobs

/ \$64 million over three years through the Expanding Market Opportunities (EMO) program, to increase and diversify market opportunities for Canadian forest products in offshore markets and to expand wood use in non-residential and mid-rise construction, including within Canada

/ \$12.6 million over three years for the Indigenous Forestry Initiative, to support forest-based economic development for Indigenous communities across Canada

CRA tax credits

FPAC held a roundtable discussion in February in Vancouver to address challenges relating to the Canada Revenue Agency's interpretations of the requirements and administration of the Scientific Research and Experimental Development tax credit program.

The background image shows a vast industrial warehouse filled with numerous tall stacks of lumber. The perspective is from a low angle, looking up at the stacks, which are organized in neat rows. A forklift is visible in the lower right foreground, carrying a stack of lumber. The lighting is bright, with a warm orange glow at the top and a cooler blue tint towards the bottom, creating a sense of depth and scale.

\$250M

Over \$250 million in federal funding will bolster Canada's forest products industry.

"Canada's forest sector shows potential as a leader in innovation, environmental sustainability and international trade."

— Eric Miller, author of *Branching Out: How Canada's Forest Products Sector Is Reshaping Its Future*.

BIOECONOMY

BioDesign launched to support Canada's bioeconomy

BioDesign was established through the federal government's Innovation Superclusters Initiative and is led by a consortium including FPAC, FPinnovations, BIOTECCanada, and Bioindustrial Innovation Canada. BioDesign's mission is to support highly innovative Canadian firms that are developing new biomass-to-bioproducts technologies as they seek to commercialize new bio-based products by transforming Canada's sustainable biomass resource.

Bioindustrial innovation — Canada's bioenergy strategy

Bioindustrial Innovation Canada released Canada's first national bioenergy strategy on May 14, reflecting the views of more than 400 industry representatives from across the country, including the forest sector. The strategy recommends action in four key priority areas:

- / Developing agile regulations and government policies
- / Establishing biomass supply and stewardship
- / Building strong companies and value chains
- / Creating and fostering strong sustainable innovation ecosystems

With this strategy, industry has addressed the ways the forest sector's competitive advantages can make Canada a world leader in access to biomass, sustainable forestry and agriculture, sustainable resource management, and supporting a skilled workforce.

Bioindustrial Innovation Canada, BIOTECCanada, FPAC, and FPinnovations, the organizations that undertook these consultations, are working within our networks to implement the strategy's recommendations.

Resolute Forest Products and FPinnovations commissioned their thermo-mechanical-pulp bio-refinery (TMP-Bio) Plant on May 27 in Thunder Bay, Ontario.



\$750M

The forest products industry has invested more than \$750 million in the last five years to produce new and innovative bioproducts. FPAC set the stage to advance bioeconomy potential; Canadian Council of Forest Ministers agreed to implement the Forest Bioeconomy Framework.

TALL WOOD IS GOOD



Derek Nighbor, FPAC,
Richard Cannings, MP South
Okanagan-West Kootenay,
Brian Merwin, Mercer
International

FPAC supported Bill C-354 to advance the use of wood in federal government procurement

Richard Cannings, MP for South Okanagan-West Kootenay, tabled Bill C-354 in 2018, a private member's bill to require the federal government to consider the use of wood in federal infrastructure projects, taking into account the associated costs and reductions in greenhouse gas emissions by using wood products. Cannings is a renowned biologist and award-winning author who has written 12 books on the natural history of British Columbia.

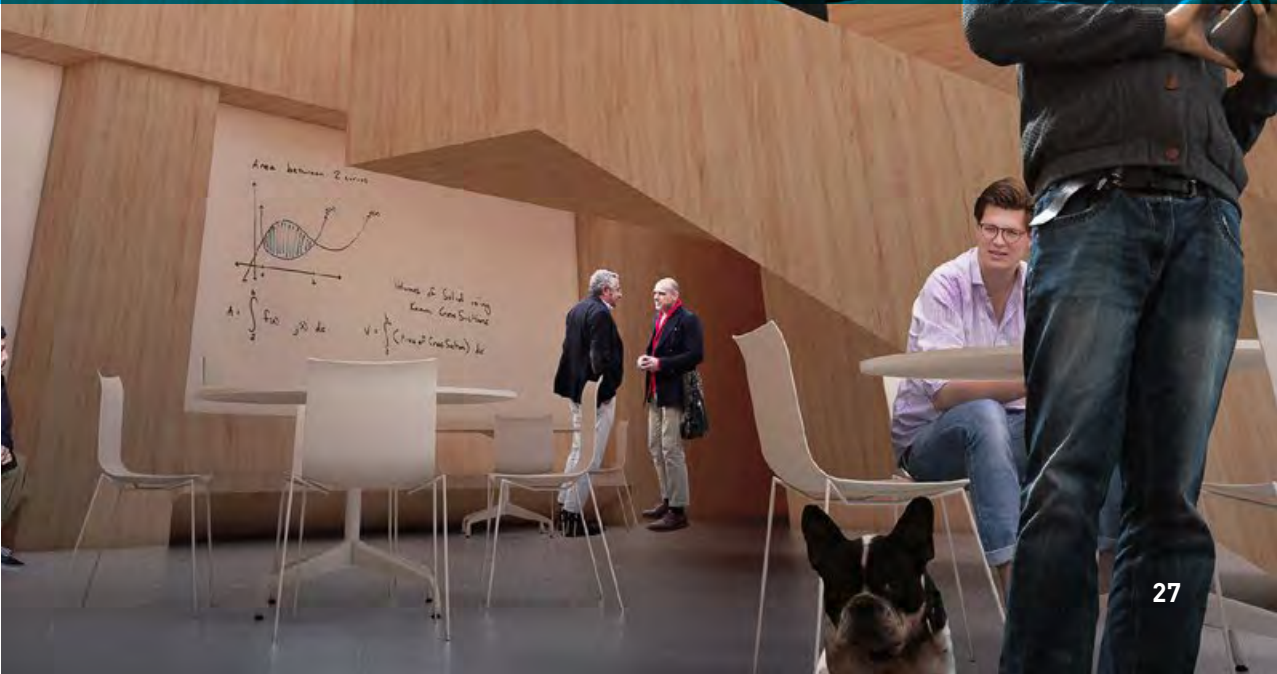
The bill was passed by the House of Commons in late 2018, and FPAC then worked with Cannings and senators in an effort to ensure the bill made it through the Senate. Unfortunately, the bill died on the Order Paper when Parliament was dissolved for the election. We expect the bill to be reintroduced in the current parliamentary session. FPAC will continue to work with MPs and senators to expand support for building greener with wood.

Mountain Equipment
Co-op headquarters was
built using glue-laminated
timber columns and beams
and composite wood
assemblies for floors,
walls, and the roof. Photo
credit: naturallywood.com.



40

Since 2014, 6 tall wood buildings have been completed and 34 are being planned or are under construction in Canada. The federal government announced support for tall wood buildings as part of Budget 2019.



TRANSPORTATION



CN Rail strike

FPAC was in constant communication with our members and key government officials during the Teamsters Canada CN strike in November. Our media outreach emphasized the weakness of Canada's supply chain and the need to make it more resilient to benefit FPAC members and all Canadians.

Addressing transportation issues and the impact on FPAC members

FPAC continued to work diligently to address transportation infrastructure issues and their impacts for our members. In April, the Canadian Transportation Agency (CTA) found that Canadian National Railway had violated its customer service obligations. The ruling requires CN to issue annual rail service reports, which will result in improved information sharing and greater transparency so we can better pinpoint infrastructure and service problems. FPAC will continue to work closely with government, CN and all our supply chain partners to help secure a more competitive, efficient, and effective transportation system.

Traffic restrictions and embargoes identified

The CTA found that certain unilateral traffic restrictions (embargoes) CN imposed on pulp traffic destined to the Vancouver area violated CN's statutory service obligations. Based on these findings, the CTA ordered CN to develop and file a detailed plan with the CTA, beginning in August 2019, for each of the next three years.

The CTA has also placed restrictions on the circumstances in which CN may resort to embargoes. Throughout 2019, FPAC continued to build on the momentum of the results from the CTA investigation to keep moving towards a more competitive and effective transportation system for FPAC members. FPAC will continue to coordinate between affected FPAC members and the terminals as CN's new terminal authorization initiative rolls out.



\$73.6B

The forest products industry generated \$73.6 billion in economic activity in 2018. An efficient and effective transportation system is critical so we can meet the demands of customers in Canada and around the world.

HUMAN RESOURCES

Positioning Canada's forest sector as an employer of choice

The Greenest Workforce — building a talent pipeline

On November 4, FPAC launched a national campaign to raise awareness of job opportunities in Canada's forest sector to help fill an array of good-paying jobs in engineering, skilled trades, mill and woodlands operations, and administration.

The Greenest Workforce initiative builds on earlier joint efforts between the forest industry and governments. It helps match Canadians looking for work with exciting opportunities in forest communities. The online portal provides a robust job matching tool for both employers looking for talent and employees looking for jobs. The portal also features updated labour market information to help address skills shortages in the sector, with support from the Government of Canada's Sectoral Initiatives Program.

In November, Ann Evans, Chief Financial and Operating Officer at Canadian Kraft Paper and member of the FPAC Board of Directors wrote an op-ed entitled "The Search for Canada's Greenest Workforce." The op-ed was published by 13 media outlets ranging from daily newspapers to trade journals.



Vancouver Centre MP Dr. Hedy Fry headlined FPAC's diversity breakfast in Vancouver.

FPAC #TakeYourPlace campaign for gender equality

On February 11, FPAC launched a gender equality social media campaign. The campaign also included the "Opportunities for Everyone" page on the Greenest Workforce website. This page is updated regularly with new content, and in future there will be outreach to other target groups, such as Indigenous people, youth, and new Canadians.



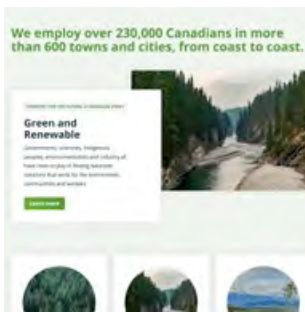


Diversity and Inclusion

Embracing diversity and inclusion is key to building our talent pipeline for the future.

#LIFESBETTERHERE

GOVERNMENT POLICY AND PARTNERSHIPS



forestryforthefuture.ca

FPAC launched a campaign microsite that housed our key asks and messages for promotion during the federal election campaign: forestryforthefuture.ca. We also developed a targeted riding rollout plan for our members' mill ridings and other key candidates. The microsite urged the federal government to work with us on issues ranging from climate change to species at risk to workforce development.

Election 2019

FPAC used the federal election as an opportunity to get our brand and messages out to targeted candidates. We established a number of new relationships and were able to ensure that key candidates had our speaking points on key issues.

Canadian Council of Forest Ministers

Members of FPAC's executive team joined Canada's forest ministers in Saskatchewan in August to discuss the future of forestry in Canada. Innovation across the forest sector remains at the core of the Canadian Council of Forest Ministers (CCFM) discussions.

Canada's forest ministers agreed on a number of important initiatives:

- / To further collaborate to promote the environmental reputation of the forest sector and further position Canada as a world leader in sustainable forest management and environmental stewardship
- / To advance a whole-of-government approach to wildland fire management
- / To implement the Council's Forest Bioeconomy Framework for Canada, with a report expected at their next meeting

Ministers also discussed softwood lumber, reaffirming the importance of a coordinated approach to support and defend Canada's forest sector.



98

FPAC closely monitored key election races in 147 ridings. The new Parliament includes 98 new MPs, half of which represent constituencies key to FPAC members. FPAC's forestry-specific microsite targeted hundreds of key candidates across Canada.

PARTNERING WITH INDIGENOUS COMMUNITIES



Leaders from the forest sector and non-profits volunteer for Habitat for Humanity build to support Indigenous youth

On August 7, the Sustainable Forestry Initiative (SFI) brought together forest sector and non-profit leaders to volunteer on a Habitat for Humanity Greater Ottawa build. FPAC staff were on hand to help out. Everyone came together through the Habitat for Humanity Greater Ottawa's Indigenous Youth Build program. The program provides high-level skills and tool training, build-site experience, and exposure to the trades and job opportunities.

Youth engagement

The Outland Youth Employment Program (OYEP) is a local, community-driven initiative that works towards equity and opportunity for Indigenous youth through land-based education, training camps, and work opportunities. Developed in 2000 in collaboration with the forest industry as a forestry training initiative, OYEP has grown into a nationwide network with over 500 graduates from 103 communities across Canada.

In 2019, the number of camps grew from four to six. Camps are now found in B.C., Alberta, Manitoba, and Ontario. In 2019, 36% of OYEP's funding came from the forest sector, including partnerships with FPAC, the Sustainable Forestry Initiative (SFI), the Greenest Workforce, Project Learning Tree Canada and eight FPAC members.

Indigenous cultural awareness training

The Truth and Reconciliation Commission of Canada is a powerful reminder that true reconciliation and a healthy relationship between Canada and Indigenous peoples must begin with understanding. Following the release of the Truth and Reconciliation Commission's 94 Calls to Action in 2015, FPAC developed face-to-face and online versions of Indigenous cultural awareness training materials. The 2019 FPAC Indigenous Engagement Survey revealed that 82% of FPAC member companies provided Indigenous cultural awareness training, up from 67% in 2017.

FPAC Indigenous Engagement Best Practices Compendium

FPAC and its members recognize the importance of building, maintaining, and enhancing positive working relationships with Indigenous communities. To support FPAC members towards this objective, FPAC is developing tools and guidance. Leadership from FPAC's Indigenous Committee guided the completion of the first version of the FPAC Indigenous Engagement Best Practices Compendium.



82%

82% of FPAC member companies provided Indigenous cultural awareness training to their teams. FPAC has developed a suite of tools and resources to help engage and collaborate with Indigenous communities.

PARTNERING IN CANADA AND AROUND THE WORLD



FPAC president and CEO Derek Nighbor elected ICFPA president

In August, the International Council of Forest and Paper Associations (ICFPA) announced that Derek Nighbor was elected as its new President. ICFPA is an important information sharing network that includes national and regional forest products associations from 28 countries. Through ICFPA, FPAC collaborates and innovates across international borders and has worked with the group to launch global commitments in seven key areas, including sustainable forest management, recycling, innovation, water conservation, mitigating climate change, ensuring a safe and inclusive workplace, and optimizing the use of environmentally friendly wood and paper-based products.

Federation of Canadian Municipalities

FPAC's partnership agreement with the Federation of Canadian Municipalities (FCM) allows FPAC members to be more actively involved with mayors, councillors, and municipal officials in communities across the country. FCM, the national voice of Canada's municipalities, works very closely with federal and provincial policymakers.

FPAC hosted events for municipal leaders

For the second year in a row, FPAC participated in FCM's Annual Conference and Trade Show. The event was attended by more than 3,000 delegates in Quebec City, May 30 to June 2. In addition to opening the rural plenary session, FPAC hosted a workshop about Indigenous municipal partnerships and a panel on forestry solutions for urban and rural communities.

FCM networking reception

FPAC hosted a networking reception for FCM's Board of Directors on March 13 in Penticton, B.C. Special guests included local MPs Richard Cannings and Dan Albas and area MLAs Dan Ashton and Ben Stewart. This event was a great opportunity to promote the benefits of forestry and forest products with municipal leaders from across the country.

An aerial photograph of a city, likely Montreal, Quebec, Canada. The image shows a large body of water (St. Lawrence River) in the foreground, with a city skyline in the background. The sky is blue with some clouds. The number '1,900' is overlaid in large white font.

1,900

Over 1,900 Canadian municipalities look to FCM as their collective voice on public policy issues.

GREEN DREAM INTERNS



“As I become more immersed in this industry, I am grateful to be learning more about innovative technologies that are being utilized to inform decisions made about our forests.”

— Kara (Leeaza) Perehudoff,
Green Dream intern, Canfor,
British Columbia

Promoting Green Dream scholarships

FPAC announced winners of the 2019 Green Dream Internship Program in June. The program serves as a development opportunity for young people interested in Canada’s forest sector. It also offers FPAC members across Canada the chance to provide students working in the industry with an opportunity to blog about their experiences and encourage other youth to consider careers in forestry. The Green Dream blogs were posted biweekly on the Greenest Workforce website — an online resource that highlights careers in Canada’s forest products industry and features a job-matching tool.

The 2019 Green Dream Internship Program gave 10 students the opportunity to share their forestry experiences with Canadians across the country through social media. Students received a GoPro camera or iPad mini at the beginning of the summer and a \$1,000 scholarship after completing the program.

Green Dream interns

Gabriel Gauthier, Resolute Forest Products, Québec

Gabriel Higney, West Fraser, Alberta

Trenton Horsley, Conifex Timber, British Columbia

Calvin Jensen, Alberta Pacific Forest Industries, Alberta

Joshua Kranabetter, Tolko Industries, British Columbia

Billi Bob Levasseur, Resolute Forest Products, Québec

Arianna Loogman, Mercer International, Alberta

Kara (Leeaza) Perehudoff, Canfor, British Columbia

Bailey Robinson, Millar Western, Alberta

Dan Tran, Weyerhaeuser, Alberta

A young man wearing a cap, safety vest, and work pants stands in a forest. In the background, there are snow-capped mountains under a blue sky with white clouds. The image is used as a background for the slide.

Engagement

More youth are engaged in forestry careers and we see a real opportunity to tap into additional talent pools of Canadian women, Indigenous peoples, and new Canadians to grow our workforce.

FPAC ANNUAL AWARDS OF EXCELLENCE

Canada's forest sector celebrates its best and brightest

On May 9, FPAC hosted its annual Awards of Excellence luncheon in Vancouver where it recognized individual and group contributions that are making a difference and taking the industry into the future.

Winners were selected across several categories including forest community champions, industry partners, Indigenous leadership, women in forestry, rising stars, innovation, and lifetime achievement.

Forest Community Champion Awards

Hon. Jim Carr, MP, Winnipeg South Centre and Former Minister of Natural Resources and International Trade Diversification

Hon. Ed Fast, MP, Abbotsford and former Minister of International Trade

Lyn Hall, Mayor, Prince George, B.C.

Pascal Cloutier, Mayor, Dolbeau-Mistassini, Que.

FPAC Partnership Awards

Kirsten Vice, National Council for Air and Stream Improvement

Forestry Futures Alliance (Inside Education, CAREERS: The Next Generation, and Work Wild)

Indigenous Business Leadership Award

Selkin Logging Limited, Fraser Lake, British Columbia

Skills Award for Indigenous Youth

Zachary Julian, Mi'kmaq First Nation, Nova Scotia

Lance Black, Anicinape of Abitibi, Ontario

FPAC Innovation Award

Brian Merwin and the Corporate Development Team, Celgar, Mercer International

FPAC Lifetime Achievement Awards

Jim Witiw, Mercer International

François Dumoulin, Resolute Forest Products

FPAC Outstanding Member Awards

Donna Kopecky, LP Building Solutions

Sandy Ferguson, Conifex Timber Inc.

FPAC Women in Forestry Award of Excellence

Jennifer Tallman, EACOM Timber Corp.

FPAC Rising Star Award

Marie-Philippe Drouin, Resolute Forest Products



FPAC President and CEO Derek Nighbor (third from left) salutes FPAC 2019 annual Award of Excellence Winners.

FPAC IN THE MEDIA



Getting the message out

Throughout 2019 FPAC targeted major daily publications, online outlets, social media, trade publications, magazines, and local publications with op-eds, letters to the editor, and other communications that positioned Canada's forest industry as environmentally responsible, innovative, economy-boosting, and a responsible force throughout the country.

FPAC President and CEO Derek Nighbor penned several op-eds throughout the year advocating for and raising awareness about the forest industry, our issues, and our people. These op-eds were featured in major publications across the country including the *Globe and Mail*, the *Edmonton Journal*, the *Vancouver Province*, the *Regina Leader Post*, and the *Saskatoon Star Phoenix*.

Shaping the conversation for Canada's forest products industry locally, nationally, and internationally

FPAC continues to be the national voice for Canada's wood, pulp, and paper producers when it comes to federal environmental and economic policies. This past year saw a total of 591 media hits, generating a potential audience reach of 121,599,715. Topics included:

- / forest management
- / rail transportation
- / climate change and carbon reduction
- / building regulations
- / wood bioenergy and wood bioproducts
- / industry awards and sector champions
- / responding to attacks and misinformation



121M

Total earned media reached 121 million views.
FPAC is focused on responsiveness, and
modernizing how we communicate.

OPERATIONAL EXCELLENCE

Key operational excellence success measures

We continue to improve our systems in order to better measure our impact while aligning organizational plans and priorities with our members. We are able to execute our strategy through the talent we attract — our people are central to our success.

Some of FPAC's key Operational Excellence accomplishments in 2019 included:

/ Remain relevant and important to its members by reinforcing FPAC's Value Proposition. In 2019, FPAC initiated a 10-year review of member and industry needs that will drive the organization's goals, opportunities and the 2021 strategic plan.

/ Focusing our team on core business objectives and working with business partners to contain costs. Driving value for member investment continues to be our objective.

/ Implementing a new performance management system to better identify clear and transparent performance expectations, and ensuring that employee growth opportunities are better aligned with organizational goals and the FPAC vision.

A strong FPAC team

Building a strong and supportive team environment is a priority for FPAC. We want to ensure we are operating as a cohesive group and our people are motivated by a strong set of values and expected behaviours. To demonstrate our commitment to our team and continuous improvement, in 2019 an internal staff survey was conducted by an outside consultant and reviewed with employees, the Audit Committee, and the Board.

Responsibility



FPAC recognizes its responsibility to be good stewards of our members' dollars by following best practices in governance, workflow, and asset management.
Our people are our greatest strength.

DATA GATHERING AND MANAGEMENT

Data-sharing agreements reduce duplication and save our members time and money, and benchmarking reports provide insights into facility performance

FPAC continued its data-sharing agreement with Statistics Canada for the Industrial Consumption of Energy (ICE) survey for the pulp and paper sector and the wood products sector. We are the first industry association to have signed such a data-sharing agreement. FPAC has met all of the agreement requirements including an impressive 80% response rate. FPAC also produces benchmark reports for all surveys that are distributed to survey recipients.

FPAC also completed the first year of its data-sharing agreement with Statistics Canada for the Job Wage and Vacancy survey. The quarterly survey had a 70% response rate.

80%

Data sharing for the Industrial Consumption of Energy survey achieved a response rate of over 80% from FPAC members. Benchmarking allowed FPAC to conduct important analysis that supported advocacy work and policy development.

MEMBER SNAPSHOTS

Our members are making a difference in their communities every day. We are proud of the work they do and their commitment to the environment, the economy, and forestry communities and workers. Here are a few 2019 highlights from our members.



Alberta-Pacific Forest Industries collaborated with its largest embedded quota holder, Northland Forest Products Ltd., to help it achieve Forest Stewardship Council certification. With Northland's new certification, Alberta-Pacific can be assured that responsible forestry is being practised within its Forest Management Agreement Area.



Canfor's nursery, J.D. Little Forest Centre, is on track to grow 9 million hybrid spruce trees in 2019 to use in its reforestation programs across British Columbia.



EACOM provided \$86,000 worth of lumber to support Habitat for Humanity builds in Ontario and Quebec, announced a new partnership with Northern College, and celebrated 100 years of operations in Timmins and 70 years of operations in Nairn Centre.



International Paper employees and the IP Foundation generously provided \$150,000 to support more than 20 Alberta organizations. These funds were used to address education, hunger, health and wellness, and disaster relief in the communities where IP employees live and work.



LP is a proven leader in high-performance building solutions, manufacturing uniquely engineered, innovative building products that meet the demands and needs of the building industry. Its extensive product portfolio grew in 2019 with the launch of three new products, including LP WeatherLogic, LP SmartSide Smooth Trim & Siding, and LP Elements fencing.



Mercer has increased biomass utilization through innovative harvesting and forest management practices. This has enabled it to improve full-log utilization and increase fibre supply to its B.C. and Alberta pulp mills. As well, Mercer's collaborative natural resource development practices help expand Indigenous partnerships and enhance caribou recovery plans.



Millar Western marked a century of progress, celebrating its 100th anniversary by gathering more than 1,000 employees, family members, industry partners, and community leaders for a day of celebration and appreciation.



Resolute invested over \$90 million in its Canadian operations. Innovation projects included the commissioning of a TMP biorefinery plant in Thunder Bay, Ontario, and an organic expansion of pulp capacity at its Saint-Félicien mill in Québec. Resolute's overall sustainability leadership, including its 81% reduction of GHG emissions compared with year-2000 levels, continues to garner North American and global recognition.



Tolko became the first forest company operating in multiple provinces to attain Bronze-level Progressive Aboriginal Relations certification through the Canadian Council for Aboriginal Business. Tolko was recognized earlier this year by the Canadian Centre for Diversity and Inclusion as the "2019 Employer Initiative of the Year" award winner for its Leadership Impact for Women program.



West Fraser was noted for having one of Canada's most admired corporate cultures and was recognized as a Top 100 employer and a top employer of young people.



Weyerhaeuser

Weyerhaeuser and partners in the Forest Management Wetland Stewardship Initiative, including Ducks Unlimited Canada, extended their partnership to 2022. The partnership shares knowledge and resources to advance sustainable forest management and wetland stewardship in the working forests of Canada's boreal region.



Brad Thorlakson, Chair of the Board, President and CEO, Tolko Industries Ltd.



Don Kayne, President and CEO, Canfor Corporation



Giovanni Iadaluca, President and CEO, Fortress Global Enterprises Inc.



J. Craig Armstrong, President and CEO, Millar Western Forest Products Ltd.



Sam Terao, President and CEO, Alberta-Pacific Forest Industries Inc.



Mark Feldinger, Senior Vice President, Forestry/Environment and Energy, Canfor Pulp Ltd.



Jason Handel, Director, GCF Sales and Marketing, International Paper



Yves Laflamme, President and CEO, Resolute Forest Products



Michael (Mike) O'Brien, CEO, AV Group NB Inc.



Ken Shields, CEO and President, Conifex Timber Inc.



Brad Southern, CEO, LP Building Solutions



Ray Ferris, President and CEO, West Fraser Timber Co. Ltd.



Ann Evans, Chief Financial and Operating Officer, Canadian Kraft Paper



Kevin Edgson, President and CEO, EACOM Timber Corporation



David M. Gandossi, President and CEO, Mercer International Inc.



Fred Dzida, President, Weyerhaeuser Company Limited

Board Delegates

Cal Dakin, Woodlands Manager, Alberta-Pacific Forest Industries Inc.

Kevin Larlee, Vice President Fibre Supply and Government Relations, AV Group NB Inc.

Hans Thur, Senior Vice President Sales and Marketing, Conifex Timber Inc.

Christine Leduc, Director, Public Affairs, EACOM Timber Corporation

Mike Blosser, Senior Vice President, LP Building Solutions

Lynn Wilson, Vice President, LP Building Solutions

Joerg Goetsch, General Manager of Corporate Affairs, Mercer International Inc.

Seth Kursman, Vice President Corporate Communications, Sustainability and Government Affairs, Resolute Forest Products

Bob Fleet, Vice President Forestry and Environment, Tolko Industries Ltd.

James Gorman, Vice President Corporate and Government Relations, West Fraser Timber Co. Ltd.

INDIGENOUS COMMITTEE

Mandate

To enhance FPAC members' ability to connect with Indigenous peoples to understand their interests and aspirations and how they can intersect with those of the forest industry. To strengthen the relationship between the forest industry and Indigenous peoples. To expand the participation of Indigenous peoples in the forest sector.

Sandy Ferguson	Conifex Timber Inc.
Eric Larouche	EACOM Timber Corporation
Christine Leduc	EACOM Timber Corporation
Johanne Latour	EACOM Timber Corporation
Wade Cable	Louisiana-Pacific Corporation
Donna Kopecky	Louisiana-Pacific Corporation
Stefan Szabo	Mercer International
Charlene Strelaëff	Mercer International
Amber Armstrong	Mercer International - Peace River
Jenna Strachan	Mercer International - Peace River
David Wall	Millar Western Forest Products Ltd.
Andrew Forward	Nisokapawino Forestry Management Corporation (Canadian Kraft Paper)
Georjann Morriveau	Resolute Forest Products
Pierre Cormier	Resolute Forest Products
Mike Donovan	Resolute Forest Products
Andrew de Vries	Tolko Industries Ltd.
Scot Durward	Tolko Industries Ltd.
Bob Fleet	Tolko Industries Ltd.
Tom Hoffman	Tolko Industries Ltd.
Gordon Sanders	West Fraser Timber Co. Ltd.
Richard Briand	West Fraser Timber Co. Ltd.
Wendy Crosina	Weyerhaeuser Company Limited

ENVIRONMENT COMMITTEE

Mandate

To engage on the myriad of federal environmental regulatory initiatives and related manufacturing issues in order to advance and promote Canadian industry competitiveness and sustainability performance.

Melissa Guglich	Alberta-Pacific Forest Industries Inc.
Steve Sulz	Alberta-Pacific Forest Industries Inc.
Donna Kanarek	Alberta-Pacific Forest Industries Inc.
Tina McCormack	AV Cell Inc.
Hercules Georgiadis	AV Group NB Inc.
Manjunath T	AV Nackawic Inc.
Jayne Sheppard	Canadian Kraft Paper
Darren Gulio	Canfor Corporation
Lindsay Sahaydak	Canfor Corporation
Matthew Warkentin	Canfor Corporation
Bill Adams	Canfor Pulp Limited
Irene Dahl	Canfor Pulp Limited
Todd Johnson	Canfor Pulp Limited

Sotirios Korogonas	Canfor Pulp Limited
Adam Lancaster	Canfor Pulp Limited
James Spankie	Canfor Pulp Limited
Mike Peterson	Conifex Timber Inc.
Don Drouin	EACOM Timber Corporation
Stephanie Parzei	EACOM Timber Corporation
Julie Gagnon	Fortress Specialty Cellulose Inc.
Daniel Charron	Fortress Specialty Cellulose Inc.
Michelle LaTrace	International Paper Company
Grant Bourree	International Paper Company
Nicole Jackson	International Paper Company
Shelly Pruden	International Paper Company
Kevin Warkentin	Louisiana-Pacific Corporation
Donna Kopecky	Louisiana-Pacific Corporation
Tom Tarpey	Mercer International
Brian Merwin	Mercer International
Jeff Shipton	Millar Western Forest Products Ltd.
Pascale Lagacé	Resolute Forest Products
Corina Popovici	Resolute Forest Products
Catherine Primeau	Resolute Forest Products
Laura Orabi	Resolute Forest Products
Bob Fleet	Tolko Industries Ltd.
Shannon Sexsmith	Tolko Industries Ltd.
Mike Towers	Tolko Industries Ltd.
Heather Friesen	West Fraser Mills Ltd.
Julie Dinsdale	West Fraser Mills Ltd.
Vince Martell	West Fraser Mills Ltd.
Keith Carter	West Fraser Timber Co. Ltd.
Eric Beaubien	West Fraser Timber Co. Ltd.
Jennifer Knievel	West Fraser Timber Co. Ltd.
Marian Minar	West Fraser Timber Co. Ltd.
Allison Moeller	West Fraser Timber Co. Ltd.
Cheryl Atkins	West Fraser Timber Co. Ltd.
Shannon Fehr	West Fraser Timber Co. Ltd.
Margot Gagne	West Fraser Timber Co. Ltd.
Pat Hagerty	West Fraser Timber Co. Ltd.
Cindy Macdonald	West Fraser Timber Co. Ltd.
Jeff Mycock	West Fraser Timber Co. Ltd.
Michael Martins	West Fraser Timber Co. Ltd.
Janice Schutz	West Fraser Timber Co. Ltd.
Mitchell Leu	Weyerhaeuser Company Limited
Vanessa Terwoort	Zellstoff Celgar Limited Partnership

FORESTRY COMMITTEE

Mandate

To manage federal and international environmental challenges relevant to forest operations in Canada, in order to advance and promote industry competitiveness and sustainability performance. Species at risk and migratory birds regulatory compliance, along with emerging policies surrounding protected areas and climate change are prominent issues for this committee. The committee

generally meets three times a year in conjunction with other FPAC committees or NCASI forestry meetings.

Keith Windeler	Alberta-Pacific Forest Industries Inc.
Margaret Donnelly	Alberta-Pacific Forest Industries Inc.
Elston Dzus	Alberta-Pacific Forest Industries Inc.
Brent Rabik	Alberta-Pacific Forest Industries Inc.
Tom Habib	Alberta-Pacific Forest Industries Inc.
Kevin Larlee	AV Group NB Inc.
Michael O'Blenis	AV Group NB Inc.
Conway Elkins	AV Group NB Inc.
Andrew Forward	Canadian Kraft Paper
Mark Feldinger	Canfor Corporation
Kari Stuart-Smith	Canfor Corporation
Kalin Uhrich	Canfor Corporation
Bill Adams	Canfor Pulp Limited
Cheryl Hodder	Conifex Timber Inc.
Tanya Kruisselbrink	Conifex Timber Inc.
Christine Leduc	EACOM Timber Corporation
Don Drouin	EACOM Timber Corporation
Frederic Moreau	EACOM Timber Corporation
Jennifer Tallman	EACOM Timber Corporation
Stephanie Parzei	EACOM Timber Corporation
Audrey-Ann Richard-Tremblay	EACOM Timber Corporation
Wade Cable	Louisiana-Pacific Corporation
Donna Kopecky	Louisiana-Pacific Corporation
Gordon Whitmore	Mercer International
Stefan Szabo	Mercer International
Lee Rueb	Mercer International
Robb Stavne	Mercer International
Bob Mason	Millar Western Forest Products Ltd.
David Wall	Millar Western Forest Products Ltd.
Mike Maxfield	Resolute Forest Products
Marc Bedard	Resolute Forest Products
Catherine Primeau	Resolute Forest Products
Thomas Ratz	Resolute Forest Products
Bob Fleet	Tolko Industries Ltd.
Mark Tamas	Tolko Industries Ltd.
Larry Gardner	West Fraser Timber Co. Ltd.
Laura Trout	West Fraser Timber Co. Ltd.
Julie Dinsdale	West Fraser Timber Co. Ltd.
Richard Briand	West Fraser Timber Co. Ltd.
Cindy Macdonald	West Fraser Timber Co. Ltd.
Jeff Mycock	West Fraser Timber Co. Ltd.
Gordon Sanders	West Fraser Timber Co. Ltd.
Stephen Vinnedge	West Fraser Timber Co. Ltd.
Wendy Crosina	Weyerhaeuser Company Limited
Fred Dzida	Weyerhaeuser Company Limited

HUMAN RESOURCES COMMITTEE

Mandate

To promote leadership on nationwide people issues in the industry. To provide the best possible advice to the FPAC Board on HR issues. To inform members of relevant matters in human resources and to be an authoritative source of information. To prepare and present the forest products industry's position on various related matters to governments, regulatory agencies, and the courts.

Donna Bourassa	Alberta-Pacific Forest Industries Inc.
Elizabeth O'Keefe	AV Cell Inc.
Mary Thompson	AV Group NB Inc.
Tammy Paddock	Canadian Kraft Paper
Marju Hagborg	Canadian Kraft Paper
Alyssa Yu	Canfor Corporation
Katy Player	Canfor Corporation
Kristen Gammel	Conifex Timber Inc.
Eric Larouche	EACOM Timber Corporation
Johanne Latour	EACOM Timber Corporation
Christine Leduc	EACOM Timber Corporation
Julie Paquet	EACOM Timber Corporation
Amelie Simard	Fortress Specialty Cellulose Inc.
Marie-Claude Pilon	Fortress Specialty Cellulose Inc.
Marco Veilleux	Fortress Specialty Cellulose Inc.
Francine Guinois	FPIInnovations
Mary Mann	International Paper Company
Mark Fugelsang	Louisiana-Pacific Corporation
Donna Kopecky	Louisiana-Pacific Corporation
Jean-Francois Mongeau	Louisiana-Pacific Corporation
Peggy Locke	Louisiana-Pacific Corporation
Kaitlin Noskey	Mercer International
Lindsay Grundy-Kish	Mercer International
John Belland	Mercer International
Amber Armstrong	Mercer International - Peace River
Dale Holloway	Millar Western Forest Products Ltd.
Brian McConkey	Millar Western Forest Products Ltd.
Sebastien Richard	Resolute Forest Products
Isabel Pouliot	Resolute Forest Products
Mike Donovan	Resolute Forest Products
Melissa Picard	Resolute Forest Products
Jody Patel	Tolko Industries Ltd.
Tanya Wick	Tolko Industries Ltd.
Elaine Jensen	West Fraser Timber Co. Ltd.
Adele Cooper	Weyerhaeuser Company Limited
Jason Cerenzie	Weyerhaeuser Company Limited

PUBLIC AFFAIRS COMMITTEE

Mandate

To advance the interests and public image of the forest products industry by supporting FPAC's government relations and communications activities, including those relating to

FPAC's board and committees. To engage member companies on industry and market trends, government issues, and communication tactics, and build a more unified voice to achieve industry objectives.

Brent Rabik	Alberta-Pacific Forest Industries Inc.
Paige Lawson	Alberta-Pacific Forest Industries Inc.
Kevin Larlee	AV Group NB Inc.
Michael O'Brien	AV Group NB Inc.
Gillian Redmond	Canfor Corporation
Michelle Ward	Canfor Corporation
Valerie Wong-hen	Canfor Corporation
Jacque LaRocque	Compass Rose Group
Sandy Ferguson	Conifex Timber Inc.
Eric Larouche	EACOM Timber Corporation
Christine Leduc	EACOM Timber Corporation
Julie Paquet	EACOM Timber Corporation
Stephanie Parzei	EACOM Timber Corporation
Marco Veilleux	Fortress Specialty Cellulose Inc.
David Kluesner	International Paper
Donna Kopecky	Louisiana-Pacific Corporation
Mark Morrison	Louisiana-Pacific Corporation
David M. Gandossi	Mercer International
Amber Armstrong	Mercer International- Peace River
Janet Millar	Millar Western Forest Products Ltd.
Louise Riopel	Millar Western Forest Products Ltd.
Karl Blackburn	Resolute Forest Products
Robin Brigden	Resolute Forest Products
Seth Kursman	Resolute Forest Products
Catherine Bariesheff (returning in March 2020)	Tolko Industries Ltd.
Jody Patel	Tolko Industries Ltd.
Janice Lockyer	Tolko Industries Ltd.
Tom Hoffman	Tolko Industries Ltd.
Tara Knight	West Fraser Timber Co. Ltd.
Hannah Seraphim	West Fraser Timber Co. Ltd.
Anthony Chavez	Weyerhaeuser Company Limited
Mary Catherine McAleer	Weyerhaeuser Company Limited

TAXATION COMMITTEE

Mandate

To proactively investigate and advance tax policy reform to enhance the competitiveness and economic contribution of the Canadian forest products sector.

Carlos Guichon	Alberta-Pacific Forest Industries Inc.
Krishna Khaitan	AV Cell Inc.
Harry Jussinoja	Canfor Corporation
Tasmin Patience	Canadian Kraft Paper
Adam Infanti	Conifex Timber Inc.
Graham Pepper	EACOM Timber Corporation

Patrick Belisle	EACOM Timber Corporation
Wade Doris	International Paper
Pat McLafferty	Louisiana-Pacific Corporation
Libby Berman	Louisiana-Pacific Corporation
Suzanne Willson	Louisiana-Pacific Corporation
Peter Kihlberg	Louisiana-Pacific Corporation
Richard Short	Mercer International
Norm Chow	Mercer International - Peace River
Lyle Battenfolder	Millar Western Forest Products Ltd.
Dan Toy	Resolute Forest Products
Dathan McLean	Tolko Industries Ltd.
Brian Yatsula	Tolko Industries Ltd.
Stephen Visslai	Tolko Industries Ltd.
M. Rob Therrien	Tolko Industries Ltd.
Bianca Chan	West Fraser Timber Co. Ltd.
Lisa Michie	Weyerhaeuser Company Ltd.

TRADE COMMITTEE

Mandate

To promote the benefits of international trade for members and to advocate for global free trade in all forest products. To inform members of relevant matters in international trade and to be an authoritative source of information. To prepare and present the forest products industry's position on various matters to governments, regulatory agencies, and the courts.

Ronald Redmann	Alberta-Pacific Forest Industries Inc.
Brent Rabik	Alberta-Pacific Forest Industries Inc.
Krishna Khaitan	AV Cell Inc.
Michael O'Brien	AV Group NB Inc.
Bill Calverley	Canfor Corporation
Corinne Stavness	Canfor Corporation
Arthur Tsai	Canfor Corporation
Peter Hart	Canfor Pulp Limited
Sandy Ferguson	Conifex Timber Inc.
Ken Shields	Conifex Timber Inc.
Hans Thur	Conifex Timber Inc.
Patrick Belisle	EACOM Timber Corporation
Stephane Boileau	EACOM Timber Corporation
Kevin Edgson	EACOM Timber Corporation
Mary Mann	International Paper
Zlatka Todorova	Louisiana-Pacific Corporation
Donna Kopecky	Louisiana-Pacific Corporation
Steve Fahey	Louisiana-Pacific Corporation
David M. Gandossi	Mercer International
Ryan Miller	Millar Western Forest Products Ltd.
J. Craig Armstrong	Millar Western Forest Products Ltd.
Janet Hehr	Millar Western Forest Products Ltd.
Steve Lord	Millar Western Forest Products Ltd.
Greg Simpson	Millar Western Forest Products Ltd.
Matt Clayton	Premium 1 Papers
Robin Brigden	Resolute Forest Products

Carlos De Cordoba	Resolute Forest Products
Seth Kursman	Resolute Forest Products
John Lafave	Resolute Forest Products
John P. McDonald	Resolute Forest Products
Karen Roach	Resolute Forest Products
Richard Tremblay	Resolute Forest Products
Pino Pucci	Tolko Industries Ltd.
Laurie Kravski	West Fraser Timber Co. Ltd.
Steve Harms	Weyerhaeuser Cascade Logging

TRANSFORMATION COMMITTEE

Mandate

A strategic forum at which issues related to industry transformation can be discussed at a higher level and on an integrated basis. Issues include government funding opportunities, industrial policy, developments in foreign jurisdictions, and other strategic analyses of transformative opportunities.

Brent Rabik	Alberta-Pacific Forest Industries Inc.
Gordon Giles	Alberta-Pacific Forest Industries Inc.
Kevin Larlee	AV Group NB Inc.
Michael O'Brien	AV Group NB Inc.
Manjunath T	AV Group NB Inc.
Mark Feldinger	Canfor Corporation
Bill Adams	Canfor Pulp Limited
Brett Robinson	Canfor Pulp Limited
Sandy Ferguson	Conifex Timber Inc.
Ken Shields	Conifex Timber Inc.
Richard Cuddihy	EACOM Timber Corporation
Patrick Belisle	EACOM Timber Corporation
Mike Blosser	Louisiana-Pacific Corporation
Donna Kopecky	Louisiana-Pacific Corporation
Joerg Goetsch	Mercer International
David M. Gandossi	Mercer International
Brian Merwin	Mercer International
Dale Holloway	Millar Western Forest Products Ltd.
Seth Kursman	Resolute Forest Products
Alain Bourdages	Resolute Forest Products
Pascale Lagacé	Resolute Forest Products
Mike Harkies	Tolko Industries Ltd.
Stephen Viszlai	Tolko Industries Ltd.
Marc Patenaude	Tolko Industries Ltd.
James Gorman	West Fraser Timber Co. Ltd.
Fred Dzida	Weyerhaeuser Company Limited

TRANSPORTATION COMMITTEE

Mandate

To promote the efficient transportation and distribution of the forest products industry's inbound and outbound products.

To inform members of relevant matters in transportation and distribution and to be an authoritative source of information.

To prepare and present the forest products industry's position on various matters to governments, regulatory agencies, and the courts.

Helen Yang	Alberta-Pacific Forest Industries Inc.
Ronald Redmann	Alberta-Pacific Forest Industries Inc.
Ravi Ghat	AV Cell Inc.
Vishnu Sharma	AV Group NB Inc.
Ann Evans	Canadian Kraft Paper
Alex Brown	Canfor Corporation
Lisa Kayne	Canfor Corporation
Mark Feldinger	Canfor Corporation
Bob Hayes	Canfor Corporation
Hugh Fung	Canfor Corporation
Angela Mercado	Canfor Corporation
Rosanna Lam	Canfor Corporation
Michael Symons	Canfor Pulp Limited
Daniela Perez	Conifex Timber Inc.
Bernie Szewczyk	Conifex Timber Inc.
Stéphane Boileau	EACOM Timber Corporation
Saulo Peranton	EACOM Timber Corporation
Giovanni Iadeluca	Fortress Specialty Cellulose Inc.
Rick Bishop	International Paper
Julie Alsup	International Paper
Lowell Blackham	International Paper
David Kluesner	International Paper
Felicia Lewis	International Paper
David Peppel	International Paper
Shanon D. Wiley	International Paper
Linda Bramblett	International Paper
Sherida Boomgaarden	International Paper
Steve Fahey	Louisiana-Pacific Corporation
Lynn Wilson	Louisiana-Pacific Corporation
Donna Kopecky	Louisiana-Pacific Corporation
Lucia Stuhldreier	McMillan LLP
Rosa Chan	Mercer International
Rebecca Tsui	Mercer International
Paul Terry	Mercer International
Janet Hehr	Millar Western Forest Products Ltd.
Greg Simpson	Millar Western Forest Products Ltd.
Dale Holloway	Millar Western Forest Products Ltd.
Karen Roach	Resolute Forest Products
Maria Komourdjian	Resolute Forest Products
Seth Kursman	Resolute Forest Products
Luc Thériault	Resolute Forest Products
Corina Popovici	Resolute Forest Products
Betty Barker	Tolko Industries Ltd.
Pino Pucci	Tolko Industries Ltd.
Brad Eckford	Tolko Industries Ltd.
Darryl Carriere	Tolko Marketing and Sales Ltd.
Chris McIver	West Fraser Sales Ltd
Bruno Girard	West Fraser Timber Co. Ltd

Laurie Kravski	West Fraser Timber Co. Ltd.
Jacqueline Rose	West Fraser Timber Co. Ltd.
Farhan Thobani	West Fraser Timber Co. Ltd.
Bill Gysel	Weyerhaeuser Company Limited
Shannon Evans	Weyerhaeuser Company Limited
Mike Dietsch	Weyerhaeuser Company Limited
Kelly Head	Weyerhaeuser Company Limited
Trisha Dawn Best	Weyerhaeuser Company Limited
Kristen Hill	Weyerhaeuser Company Limited
Dan Piesch	Weyerhaeuser Company Limited
Monica Smith	Weyerhaeuser Company Limited

AUDIT COMMITTEE OF THE BOARD

Mandate

To provide an oversight role into the financial planning and risk management of the organization and to report their findings and recommendations to the Board.

Chairman

Yves Laflamme, Resolute Forest Products

Board Representatives

Fred Dzida, Weyerhaeuser Company Ltd.

Brad Thorlakson, Tolko Industries Ltd.

Ann Evans, Canadian Kraft Paper

Auditors

Shawn Kelso, Welch LLP

Thank You to Our Industry Partners

The work that FPAC and members accomplish would not be possible without the help of our industry and association partners across the country. Our industry is at its best when we work together.

Alberta Forest Products Association (AFPA)

Canada Wood Products

Canadian Wood Council

BC Council of Forest Industries (COFI)

Conseil de L'industrie forestière du Québec (CIFQ)

Ontario Forest Industries Association (OFIA)

Forest NB

Forest Products Association of Nova Scotia

FPIInnovations

National Council for Air and Stream Improvement



FPAC provides a voice for Canada's wood, pulp, and paper producers nationally and internationally in government, trade, and environmental affairs. The \$73.6-billion-a-year forest products industry is one of Canada's largest employers operating in more than 600 communities and providing 230,000 direct jobs across the country.



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