

# ANNUAL REPORT



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# ANNUAL REPORT

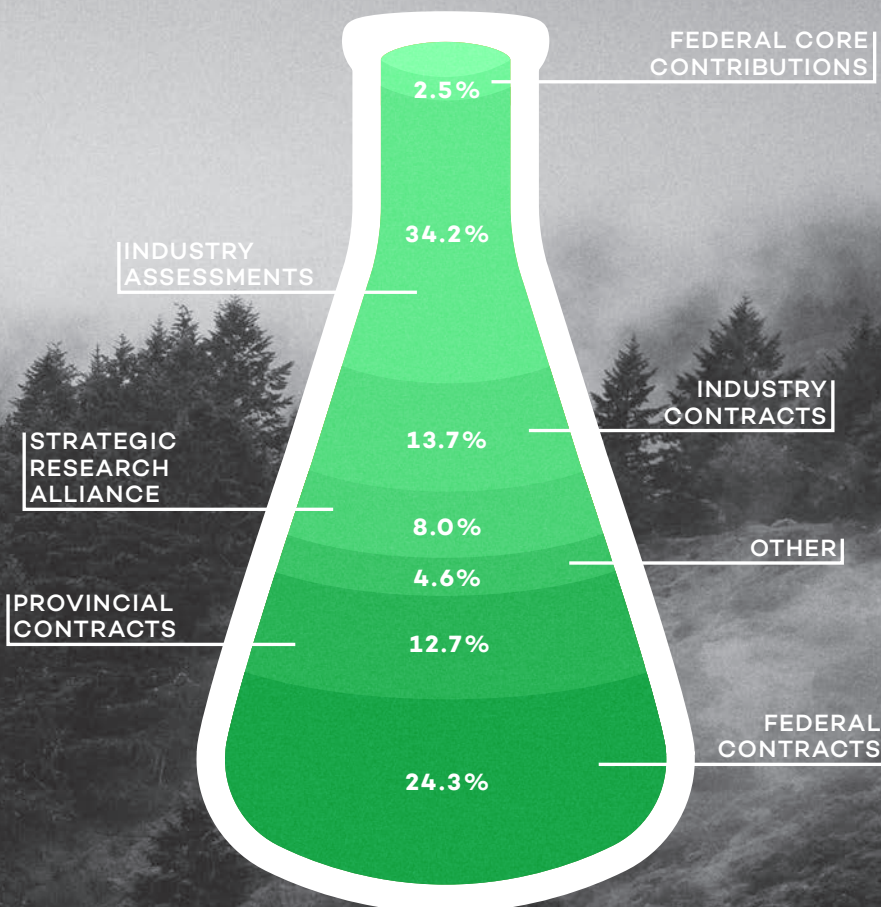
<b>03</b>	FINANCIAL RESULTS
<b>06</b>	MESSAGE FROM THE CHAIRMAN OF THE BOARD AND PRESIDENT AND CHIEF EXECUTIVE OFFICER
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# FINANCIAL RESULTS

AS AT MARCH 31, 2015

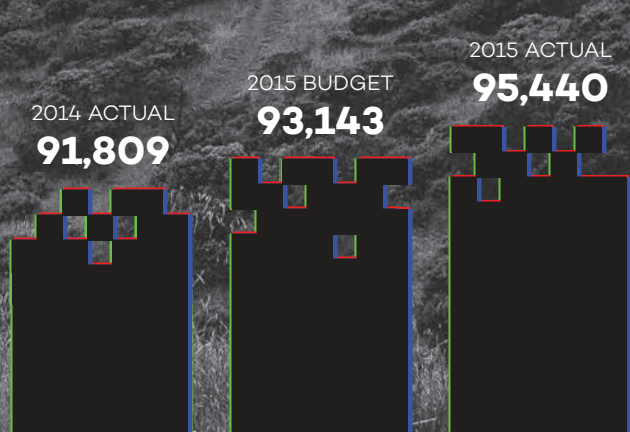
## CONSOLIDATED

REVENUE SOURCES (%)



## REVENUE (\$000)

BEFORE NON-RECURRING PROJECTS.



## SURPLUS (DEFICIT) (\$000)

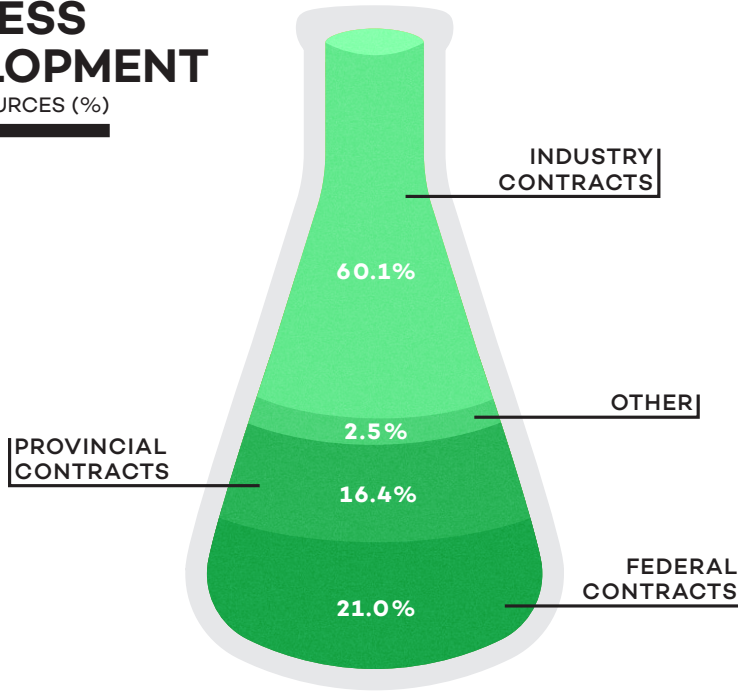
2014 ACTUAL (restated)

14,682



## BUSINESS DEVELOPMENT

REVENUE SOURCES (%)



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

2014 ACTUAL

**3,317**

2015 BUDGET

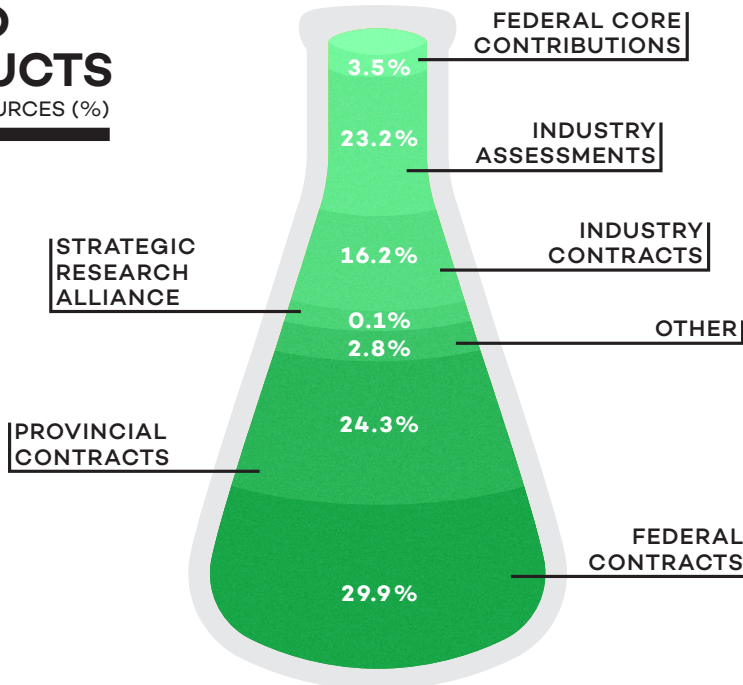
**4,156**

ACTUAL 2015

**4,641**

## WOOD PRODUCTS

REVENUE SOURCES (%)



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

2014 ACTUAL

**27,463**

2015 BUDGET

**28,015**

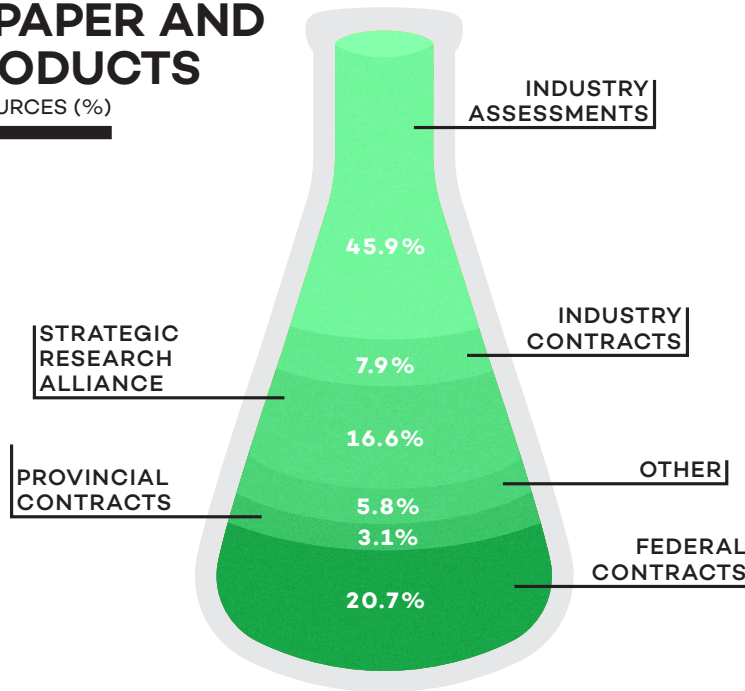
ACTUAL 2015

**28,680**

<sup>1</sup> BEFORE NON-RECURRING PROJECTS.

# PULP, PAPER AND BIOPRODUCTS

REVENUE SOURCES (%)



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

2014 ACTUAL

**44,187**

2015 BUDGET

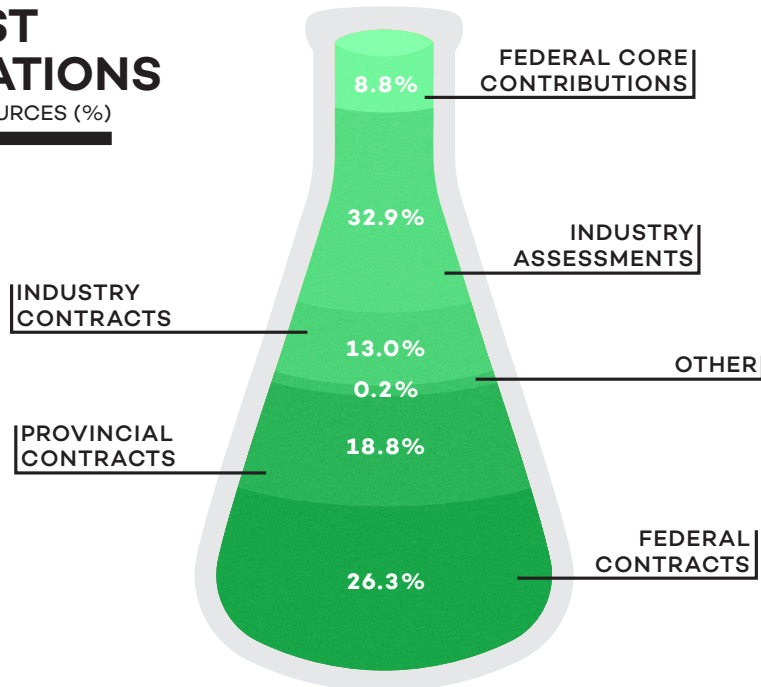
**43,348**

ACTUAL 2015

**45,475**

# FOREST OPERATIONS

REVENUE SOURCES (%)



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

2014 ACTUAL

**15,458**

2015 BUDGET

**15,941**

ACTUAL 2015

**15,551**

# Creating impact on the forest industry

This year was a period of accelerating momentum for FPIInnovations. Once again, innovation converged with implementation as we developed solutions based on the unique attributes of Canada's forest resources. There is evidence that some segments of Canada's forest sector have seen improvements in markets and profitability but others continue to struggle with market conditions beyond their control. FPIInnovations is committed to play a strong role in the continuing transformation of the sector.



**“Success comes to those who face challenges and seek growth, and this is exactly what we aim to continue doing. Our achievements are a direct result of our employees’ commitment to excellence.”**

**MARK FELDINGER**, Chairman of the Board

FPIInnovations’ members and partners appreciate the organization’s values and conviction, as well as the knowledge, expertise and commitment of our people. Such commitment is driving us to keep pushing boundaries, to explore new possibilities, and to create and seize opportunities. Success comes to those who face challenges and seek growth, and this is exactly what we aim to continue doing.

Our achievements are a direct result of our employees’ commitment to excellence. We want to thank our dedicated employees who serve the industry so well, and whose passion and commitment inspires the research that makes FPIInnovations a world-leading R&D institute. When asked to explain the secret to our success, the answer is very clear: our people.

We have a strong foundation of integrity and uphold a simple commitment to drive the impact that occurs when theory converges with practice. Indeed, it is our conviction to continuously innovate – to create paths, using science-based research, that lead to revolutionary solutions. Powered by creative people and world-class research, FPIInnovations continues to convert R&D knowledge into exciting, innovative and marketable solutions.

Every day, FPIInnovations’ teams actively collaborate with all partners and stakeholders to accelerate innovation and make an impact on the industry. Our people rank among the world’s most knowledgeable, creative and skillful in their areas of expertise and their health, safety and well-being has always been a priority for FPIInnovations. This is reflected by the national Health and Safety Committees, which have actively been working to go beyond the needs of occupational health and safety regulations and



**“It is our conviction to continuously innovate – to create paths, using science-based research, that lead to revolutionary solutions.”**

**PIERRE LAPOINTE**, President and Chief Executive Officer

reporting processes, in the interest of our employees. We would like to thank the Committees, the management team, members of the Board and all employees for their efforts in advancing the health and safety initiatives.

By having innovative thinkers in the organization, we have produced some potential game-changing technologies. With strong and valuable support from industry, federal and provincial governments, and other partners, FPInnovations’ ground-breaking scientific research resulted in landmark projects and innovative technologies such as the use of drones in forests; the world’s first cellulose nanocrystals and cellulose filament demonstration plants; implementation of a commercial-scale lignin recovery process; and innovations in advanced building systems in Canada. Details of these efforts can be found in *IMPACT* magazine, the annual review of R&D activities.

This year emphasis was placed on our partnership with colleges, seizing the opportunity to work with the rural communities where the colleges are located. Our partnerships with universities have also grown over the years, as we continue to increase engagement with different faculties.

Our Vision is a world where products from sustainable forests contribute to every aspect of daily life. We do this by nurturing scientific excellence and embracing collaboration with experts within and beyond the forest industry, both domestically and internationally. Harnessing change to create and seize business opportunities and growth is critical to our continued success and we are excited to reach out and expand our presence.

**“Powered by creative people and world-class research, FPInnovations continues to convert R&D knowledge into exciting, innovative and marketable solutions.”**

We have also been busy creating and seizing opportunities beyond the traditional forest sector. As one example, a major oil and gas player invested and signed a strategic alliance with CelluForce to explore the potential of cellulose nanocrystals in oil and gas production. CelluForce is a joint venture between FPInnovations and Domtar Corporation.

As we help forest companies adopt emerging technologies, we have also been determined to develop new markets for Canadian wood products by expanding the use of wood in Japan, China and India and by promoting Canadian forest products as an environmentally responsible and economically attractive option. Correspondingly, we addressed issues that limit the access of Canadian forest

products to foreign countries due to product standards, building codes, training and quality assurance.

Finally, we would like to express our gratitude to our members, partners, and all the other people who have worked with us, for their invaluable support this year. We are grateful for the trust they continue to place in FPInnovations. The management team and Board of Directors extend special thanks to our federal, provincial and territorial government partners for their ongoing financial commitment to the corporation. We commit to continue to strive for excellence in all that we undertake and to foster innovation, working with partners in Canada and beyond. After all, innovation is not only our name, it is our future.



**PIERRE LAPOINTE**

President and Chief Executive Officer



**MARK FELDINGER**

Chairman of the Board



# TREVOR STUTHRIDGE

Executive Vice President

Since joining FPInnovations as Executive Vice President in July 2014, I have been actively engaging with our employees, external stakeholders – including federal and provincial governments – industry associations, and our research partners in industry and post-secondary institutions. It has been very fulfilling to get mostly positive feedback on FPInnovations, its value to the sector, and its highly skilled and committed staff. We are in a position of relative strength with a culture and strategy that keep us on the path to continue our active role as leaders in cutting-edge research and innovation in the Canadian forest sector.

With our team's accomplishments in 2014, which are all detailed in *IMPACT* magazine – our annual review of R&D activities – it is important that we take this opportunity not only to reflect, but to look to the future.

In a time of transition and unprecedented opportunities, it's helpful to take a look at the broader context of where Canada's forest industry is headed and how FPInnovations will support its evolution.

**“Despite some very real challenges, the industry’s prospects are very positive, with viable opportunities for truly transformative growth.”**

After undergoing a decade of profound changes, the sector has shown considerable resilience, adapting to a major paradigm shift and a new economic environment. Despite some very real challenges, the industry’s prospects are very positive, with viable opportunities for truly transformative growth.

Among the hurdles we face is the need to ensure a high-quality, high-recovery, low-cost fibre supply. For the traditional sector, the main challenge is to continually improve performance with cutting-edge capabilities, and ensure it remains competitive. To meet new market needs, wood product lines will have to evolve, as will fibre processing, to focus on the demand for high-value hygiene products and packaging.

With the emerging bio-economy sector, the industry has an opportunity to generate non-traditional bio-based products, designed for non-traditional markets and customers. Some have begun moving into this area proactively, which will ultimately add significant value across the value chain. The solid wood market is also actively moving into added value products.

But unlike previous changes that the sector had to undergo due to circumstance, we now have some control over the transition and the opportunity to shape the sector’s design for maximum economic and societal value. Non-traditional players like the bio-based chemicals industry will enter the sector and take on more importance. Aboriginal and First Nations communities will also play a greater role.

To capitalize on opportunities, we’ll need a much more structured approach to innovation R&D, with more open integration of R&D capabilities and a more multi-disciplinary approach. We’ll also need to provide more open and efficient access to industry information collected across the value chain.

FPInnovations will play a central role in bringing these opportunities to life, as described in our five-year Strategic Action Plan.

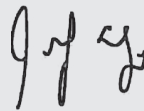


**“We now have some control over the transition and the opportunity to shape the sector’s design for maximum economic and societal value.”**

To guide sector decision-making, we’ll provide all stakeholders with objective evaluation, analysis and direction, serving their needs in an open, unbiased way. We’ll use our knowledge to ensure that the right people are connected up and down the innovation value chain. To ensure innovation uptake in an open access, evidence-based system, we’ll have to innovate efficiently internally, and reach out to universities, colleges and other research organizations so that we maximize the efficiency and added value of our collective research.

FPIInnovations must also build trust so that all stakeholders have confidence in our ability to ensure the sector’s long-term health. Among other initiatives, we’ll need to actively harness outside innovation and use it to accelerate the sector’s evolution. Closer to home, we must continue to deliver regionally focused initiatives that respect and acknowledge the differences in sector needs and market opportunities. We can also capitalize on the geographic span of our organization to ensure our initiatives are well-coordinated geographically across the country and by sub-sector.

All of these transformative opportunities are very much within reach over the next five years. With the full engagement of the sector and all of its stakeholders, it’s a journey we’re ready to make.



**TREVOR STUTHRIDGE**  
Executive Vice President



# YVES NADON

Chief Financial Officer

The forest industry is constantly evolving. Looking back at fiscal year 2014/2015, I can see that, more than ever, FPInnovations is playing an important part in the transformation of the sector and all of our collaborators—strategic partners, members and employees—contribute to our success.

FPInnovations experienced a great fiscal year – our strategy has enabled us to deliver sound results. In fact, FPInnovations recorded a surplus of \$5 million, reflecting the organization’s actions to ensure a sustainable future by reducing operating expenses, investing in revenue-generating research, and continuing the development of strategic research alliances. Behind these indicators of activity are several key numbers that help explain the organization’s positive results.

In 2014/2015, the \$69.8 million in revenue from FPInnovations’ 179 member companies provided them with many bottom-line benefits

from promising research and development programs. In addition, our strategic research alliances were stronger than ever with revenue of \$7.6 million this year, an increase of \$1.8 million compared to the previous year.

**“A surplus of \$5 million helps acknowledge that our organization is taking specific actions to ensure a sustainable future.”**

**“The implementation of a new Strategic Plan will have a direct impact on FPIinnovations’ revenue and future.”**

Furthermore, to support the growth of the Canadian economy, different levels of government contributed to our research efforts through \$25.5 million in funding from the federal government and \$12.1 million from 9 provincial and 2 territorial governments.

Our audited results show that FPIinnovations is making progress toward financial efficiency resulting in lower operating costs. This year, we completed the merger of our activities in Vancouver by regrouping the employees from our laboratories and pilot plants onto one site thereby creating an efficient and unique working synergy amongst varying research disciplines. The move was part of our efforts to strengthen our financial position by consoli-

dating operations where possible, resulting in a savings of approximately \$1 million annually. Indeed, we will continue to control costs so FPIinnovations’ balance sheet will remain healthy.

As we close this year, we are already preparing for the next. To that end, the implementation of a new Strategic Plan will have a direct impact on FPIinnovations’ revenue and future. It is with great pride, and driven by a wave of optimism, that we look towards 2015/2016. During the next year, I am sure many new technological advances will drive our research efforts and support a forest industry already in transformation. Backed by our world-class research and our employees’ commitment to excellence, our confidence in the future is stronger than ever.



**YVES NADON**  
Chief Financial Officer

# OUR MEMBERS AND PARTNERS

## AS AT MARCH 31, 2015

**A**  
Acadian Timber /  
AT Limited Partnership  
Acier Ecan (Division  
de Acier AGF Inc.)  
Adfast Corporation  
(Adchem Adhesives)  
Agropur  
Ainsworth Lumber Co. Ltd.  
Airex Energy  
AkzoNobel Bois  
Peintures Ltée  
Alberta Environment  
and Sustainable  
Resource Development  
Alberta Newsprint  
Company (West Fraser)  
Alberta-Pacific Forest  
Industries Inc.  
Alberta-Pacific Forest  
Industries Inc.  
Alpa Lumber Inc.  
Altec Integrated  
Solutions Ltd.  
Amisk Development  
Corporation

Arch Wood Protection  
Canada Corp., a division  
of Lonza  
Armoires Distinction  
Armour Transportation  
Systems  
Arnold Bros. Transport Ltd  
Arrow Transportation  
System Inc.  
Atco Wood Products Ltd.  
Autolog Inc.  
AutomaTechRobotik Inc.  
AV Cell Inc.  
AV Nackawic  
AV Terrace Bay Inc.

**B**  
Barrett Enterprises  
Limited  
Barrette Structural  
BC Hydro  
Bégin & Bégin inc.  
Bison Transport  
Boa-Franc Inc.  
Bois Ditton Inc.

Bois d'oeuvre  
Cedrico inc.  
Bois Expansion Inc.  
Bois Granval G.D.S. Inc.  
Boisaco Inc.  
Boise Cascade  
AllJoist Ltée  
Boucher Bros.  
Lumber Ltd.  
Boutin Transport  
BP Building Products  
of Canada/La cie  
matériaux de construction  
BP Canada  
Brisco Manufacturing Ltd.  
Britco  
Buckman Canada

**C**  
C.A.T.  
Canadian Forest Service  
Canadian National  
Transportation Limited  
Canfor Corporation  
Canoe Forest Products  
Cascades Transport inc.

Centre de formation  
du Transport Routier  
Saint-Jérôme

Centre de formation  
en Transport de  
Charlesbourg

Centre de gestion  
de l'équipement  
roulant (CGER)

Chantiers Chibougamau  
Charger Logistics Inc.

CN - Canadian National  
Railway

CNC Automation

Conair Aviation

Conifex Timber Inc.

Coopérative Forestière  
de Girardville

Coopérative Forestière  
de la Matapédia

Coopérative Forestière  
des Hautes-Laurentides

Corporation  
Internationale  
Masonite (La)

Coulson Group

### LEGEND

Industry members

Wildfire Operations (WFORG) program

Performance Innovation Transport (PIT) program

## D

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

## E

EACOM Timber Corporation  
**Eassons Transport Limited**  
 East Fraser Fiber Co. Ltd.  
 Éloi Moisan Inc.  
 Équipements Comact inc.  
 Escaliers Gilles Grenier Inc.

## F

Feutre National Felt inc.  
 Finitec Canada  
 Fraser Specialty Products Ltd.

## G

Garant GP  
**Gaz Metro**  
 Genics Inc.  
 Genics Inc.  
 Georgia-Pacific - Englehart OSB Mill  
 Gestion Forestiere Lacroix Inc.  
 Giguère & Morin Inc.  
 Government of Saskatchewan  
 Government of the Northwest Territories  
 Government of Yukon  
 Groupe Crete, division of St-Faustin inc.  
 Groupe Forestra Inc.  
**Groupe Jules Savard**  
**Groupe Morneau**  
 Groupe Rémabec  
 Groupe Savoie Inc.  
**Groupe TYT**

## H

Hultdins Inc.  
 Hybrid Joist Inc.

## I

ICL Performance Products LP  
 Interbois Inc.  
 Interfor Corporation  
 Island Timberlands LP

## J

J.D. Irving, Limited  
 J.M. Champeau Inc.  
 Janssen PMP, division of Janssen Pharmaceutica NV  
 Jean Riopel inc., division of Groupe Crête  
 Johnson's Construction Ltd.  
 Juste du pin

## K

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

## L

L&M Lumber Ltd. (Sinclair Group)  
 Laboratoire Primatech Inc.  
 Laurentide Industriel, division de Société Laurentide  
 Lauzon Industries Inc.  
 Les Bois Poulin Inc.  
 Les Industries JSP Inc.  
 Les Planchers Mercier Inc.  
**Les Services JAG Inc.**  
 Liebherr Canada Ltd.  
 Louisiana-Pacific Canada Ltd.

### LEGEND

Industry members

Wildfire Operations (WFORG) program

**Performance Innovation Transport (PIT) program**

## M

M C forêt inc.  
Machinerie Lico inc.  
Maibec  
Manning Diversified  
Forest Products Ltd.  
Marcel Lauzon Inc.  
Matériaux Blanchet Inc.  
Matériaux Spécialisés  
de Louiseville  
McRae Lumber  
Company Ltd.  
Meadow Lake OSB  
Limited Partnership  
Mercer International Inc.  
Meubles Canadel Inc.  
**Midland Transport**  
Mill & Timber Products Ltd.  
Millar Western Forest  
Products Ltd.  
Millar Western Forest  
Products Ltd.  
**Ministère des Transports  
(Québec)**  
Mouleurs distinction  
Outaouais

## N

National Bank  
of Canada  
Norbord Inc.  
North West Communities  
Wood Products Ltd.  
Northland Forest  
Products Ltd.

## O

Olofsfors Inc  
Outils Gladu S.E.N.C.

## P

Pacific BioEnergy  
Corporation  
Paper Excellence  
Parquets Alexandra inc.  
Peinture Can-Lak Inc.  
Peintures MF Inc.  
Performance  
BioFilaments Inc.  
Planchers de bois-francs  
Wickham (2639-1862  
Québec inc.)  
Planchers des  
Appalaches Limitée  
**Polmax LCC**  
Port Hawkesbury Paper LP  
Porter Engineering Ltd.

Poutrelles  
Internationales Inc.  
PPG Industries Inc.

### **Praxair**

Preverco Inc.  
Produits Forestiers  
ARBEC s.e.n.c.  
Produits forestiers  
Lamco Inc.  
Produits forestiers  
Temrex s.e.c.  
Pro-Systèmes Inc.

## R

René St-Cyr 1996 inc.  
Resolute Forest Products  
Richmond Plywood  
Corporation Ltd.  
Rio Tinto Minerals  
(U.S. Borax)  
Rocky Wood Preservers Ltd.  
**Rosenau Transport Ltd.**

## S

Scierie Duhamel  
Scierie St-Fabien inc.  
Scieries Chaleur  
SCS Forest Products, Inc.  
Séchoir MEC Inc.  
Seven Islands Land  
Company  
Shelburne Wood  
Protection Ltd.  
Silvana Import Trading Inc  
Simard cuisine et salle  
de bains  
Sinclair Group Forest  
Products Ltd.  
**SLH Transport inc.**  
**Sobeys**  
**Société des alcools  
du Québec**  
Spray Lake Sawmills  
(1980) Ltd.  
Stadacona S E C,  
division of White  
Birch Paper  
Stella-Jones Canada Inc.  
Structurlam Products LP  
Synergy Pacific  
Engineered Timber Ltd.

## T

Tecolam Inc.  
Tembec  
Tembec Resin Group  
The Sansin Corporation  
The Teal-Jones Group  
ThermoStructure Ltd.  
Timber Specialties Co.,  
division of Osmose  
Holdings Inc.  
TimberWest Forest Corp.  
Tire Pressure Control  
International  
Tolko Industries Ltd.  
**Trailer Wizards**  
**Transport Bourassa**  
**Transport Canada**  
**Transport Hervé Lemieux**  
**Transport Jacques Auger**  
**Transport Jocelyn  
Bourdeau**  
**Transport Robert**  
**Trans-West Logistics**  
Tred'si Inc.

## U

Uniboard Canada Inc.  
University Of Northern  
British Columbia  
USNR

## V

VAB Solutions Inc.  
Valspar Inc.  
Vanderwell Contractors  
(1971) Ltd.  
Vanderwell Contractors  
(1971) Ltd.  
Vanico-Maronyx Inc.  
Vexco Inc.  
Viance

## W

Walls Alive Edmonton Ltd.  
Waterax  
West Fraser  
Western Archrib  
Western Forest  
Products Inc.  
Westmill Industries Ltd.  
Weyerhaeuser Company  
White River Forest  
Products Ltd.  
**Whitecourt Transport Ltd.**  
Whitefeather Forest  
Community Resource  
Management Authority  
WoodPlus Coatings

## Y

**YN Gonthier**

## Z

Zavisha Sawmills Ltd.

## GOVERNMENT PARTNERS

### FEDERAL

Natural Resources  
Canada  
(Canadian Forest  
Service)

### PROVINCES AND TERRITORIES

Government of Alberta  
Government  
of British Columbia  
Government of Manitoba  
Government  
of New Brunswick  
Government  
of Nova Scotia  
Government of Ontario  
Government of Québec  
Government  
of Saskatchewan  
Government  
of Newfoundland  
and Labrador  
Gouvernement  
of Northwest Territories  
Government of Yukon

# OUR GOVERNANCE

## AS AT MARCH 31, 2015

### OFFICERS OF THE CORPORATION

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**Mark Feldinger**  
Chairman of the Board

**Pierre Lapointe**  
President and Chief Executive  
Officer

**Yves Nadon**  
Chief Financial Officer

**Norine Young**  
Corporate Secretary

### BOARD OF DIRECTORS

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**Mark Feldinger**  
Canfor Corporation

**Daniel Archambault**  
Kruger inc.

**Catherine Cobden**  
Forest Products Association  
of Canada

**David Gandossi**  
Mercer International

**Richard Garneau**  
Resolute Forest Products

**Pierre Lapointe**  
FPInnovations

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

**Murray McLaughlin**  
Bioindustrial Innovation Canada

**Bruce Mayer**  
Ministry of Environment and Sustain-  
able Resources Development  
Government of Alberta

**Peter Rippon**  
West Fraser Timber

**Hal Sanders**  
Ministry of Energy  
Government of Saskatchewan

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

**Charles Tardif**  
Maibec

**Frédéric Verreault**  
TACT Intelligence-conseil

**Al Ward**  
Alberta-Pacific Forest Industries Inc.

### OBSERVERS

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

**Richard Savard**  
Ministry of Forestry, Fauna and Parks  
Government of Québec

# OUR ADVISORY COMMITTEES

## AS AT MARCH 31, 2015

### NATIONAL RESEARCH ADVISORY COMMITTEE (NRAC)

The role of the National Research Advisory Committee (NRAC) is to support research and long-term strategic development. This committee also ensures that all research aligns with the National Forest Sector Transformation Strategy (NFSTS).

NRAC members meet twice a year. The chair is appointed from the members of FPIInnovations' Board of Directors. The other NRAC members are drawn from FPIInnovations' partner organizations and academic circles.

#### CHAIR

**David Gandossi**

Mercer International

**Alain Bourdages**

Resolute Forest Products

**David Chamberlain**

Kruger

**Catherine Cobden Forest**

Products Association of  
Canada

**André Denis**

Ministry of Forests,  
Fauna and Parks  
Government of Québec

**Fred Dzida**

Weyerhaeuser Company  
Ltd.

**Kenneth Greenway**

Ministry of Environment  
and Sustainable Resource  
Development  
Government of Alberta

**John Innes**

University of British  
Columbia

**Robert Jones**

Canadian Forest Services  
Natural Resources  
Canada

**Bill Love**

Tembec Inc.

**Brian Merwin**

Mercer International

**Daryl Nichol**

Alberta-Pacific Forest  
Industries Inc.

**Diane Nicholls**

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

#### NON-VOTING MEMBERS

**Geoff Clarke**

Alberta-Pacific Forest  
Industries Inc.

**Alain Cloutier**

(NSERC Network)  
Université Laval

**Lynn Embury-Williams**

(NSERC Network)

**Martin Fairbank**

Resolute Forest  
Products

**Jacques Girard**

Produits Forestiers  
Lamco Inc.

**Eric Heine**

Mercer International Inc.

**Jim Ketterling**

J.D. Irving Ltd., division  
Woodlands

**Janusz Lusztyk**

NRC Institute for Chemical  
Process & Environmental  
Technology

**Dave McDonald**

(NSERC Network)

**Étienne Poulin**

Boa-Franc Inc.

**Jack Saddler**

University of British  
Columbia

**Brian St. Germain**

Louisiana-Pacific Building  
Products

**Balázs Tolnai**

Kruger

**Theo G.M. van de Ven**

McGill University

## PROGRAM ADVISORY COMMITTEES (PACS)

Program Advisory Committees (PACs) provide guidance to ensure the various FPInnovations research programs are relevant to the industry's greatest needs. They also ensure that research activities are geared towards operational improvements, best practices and technology transfer. PACs evaluate and approve research program proposals; they also evaluate the performance of projects that have been set in motion. They report to the NRAC on the progress and performance of the various research programs.

The members of each Program Advisory Committee (PAC) are representative of FPInnovations' member organizations. PACs meet twice a year.

### PRIMARY WOOD PRODUCTS MANUFACTURING PROGRAM

#### CO-CHAIR

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

#### CO-CHAIR

**Luc Drapeau**  
Canfor Corporation

**Pierre M. Audet**  
Barrette Structural

**Kevin Blau**  
Tolko Industries Ltd.

**Stéphane Bouchard**  
Kruger

**Daniel Boudreau**  
Georgia-Pacific Canada

**Sébastien Bruneau**  
Ministry of Forests, Fauna and Parks  
Government of Québec

**Elizabeth Cacchione**  
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