

Canadian Forest Sector Transformation Task Force Mandate

1. Mandate

The Canadian Forest Sector Transformation Task Force is established to identify priority actions and pathways for industry, federal and provincial/territorial governments that will accelerate the transformation - and long-term competitiveness and sustainability - of Canada's forest sector.

2. Objectives

The Task Force will:

1. **Analyze how to best maximize the sector's contribution to new housing investments**, in particular what is required from industry and government to rapidly expand the use of modern methods of construction (i.e., mass timber, modular systems, and prefabricated, off-site production).
2. **Explore pathways for product diversification**, including bioproducts, advanced wood materials, and value-added manufacturing.
3. **Identify market diversification opportunities** to expand access to new markets and strengthen Canada's position in existing ones.
4. **Examine productivity and efficiency improvements**, including innovation, digitalization, and adoption of advanced technologies.
5. **Develop a high-level transformation roadmap** outlining priority actions, enabling conditions, and investment pathways towards sustainable growth and resilience.
6. **Provide concrete recommendations** on optimizations for allowable cut by province and territory.

3. Co-Chairs and Composition

The Task Force will be co-chaired by **two senior leaders from the Canadian forest industry**, one from Western Canada and one from central/Eastern Canada. The Co-Chairs will jointly oversee the work plan, meeting schedule, stakeholder engagement, and final recommendations.

Membership (see Annex A) includes a cross-section of industry leaders from across Canada, with a focus on those who have experience in transforming their operations, integrated forest operations and manufacturing modular homes, innovation, trade and First Nations economic development.

Subject-matter experts may be invited to participate in thematic discussions or provide submissions.

4. Deliverables

At the conclusion of its mandate, the Task Force will produce a report with recommendations that include identifying and assessment of priority actions and enabling conditions which may include:

- Strategic opportunities for sector modernization
- Considerations for Indigenous participation and reconciliation
- Recommendations for improving competitiveness and resilience
- Proposed directions for private capital mobilization
- Opportunities for targeted public investment or policy support
- Identification of areas requiring further analysis or longer-term collaboration

5. Governance and Operations

A small Secretariat coordinated by Natural Resources Canada along with FPIInnovations will provide logistical, advisory, analytical, and administrative support, including the reimbursement of eligible costs for the eight (8) Task Force member attendees.

To protect the sensitive and independent nature of discussions:

- a. The meetings of the Task Force will be *in camera*. Participation of delegates or non-Task Force members is not permitted.
- b. Secretariat members will attend meetings to support the work of the Task Force.
- c. Task Force members and the Secretariat will be subject to arrangements under a non-disclosure agreement (NDA).
- d. FPIInnovations will coordinate hotel and conference bookings and provide Task Force members for reimbursement of eligible travel expenditures, respecting the terms and customary maximums of the National Joint Council's Travel Directive.

Co-Chairs will ensure balanced participation, timely progress, and transparent communication with members.

Final recommendations will be submitted jointly by the Co-Chairs to the Minister of Energy & Natural Resources.

6. Duration

The Task Force will operate for **90 days (max)** from the date of its first meeting. Extensions may be considered only under exceptional circumstances.

ANNEX A – Membership

CO-CHAIRS		
Ken Kalesnikoff	CEO	Kalesnikoff
Frédéric Verreault	Executive VP	Chantiers Chibougamau
MEMBERS		
Brad Carr	CEO	Mattamy Homes Canada
Jim Irving	Co-CEO	J.D. Irving Ltd., Kent Homes
Lennard Joe	Executive Director	BC First Nations Forestry Council
Don Roberts	CEO	Nawitka Capital Advisors Ltd.
Luc Thériault	CEO	Wood Products & President, Canada - Domtar Canadian Lumber Trade Alliance (CLTA)
Lana Payne	National President	Unifor