



CANADIAN  
WOOD  
COUNCIL

ANNUAL REPORT  
**2022**



## BUILDING A SUSTAINABLE FUTURE: THE CRUCIAL ROLE OF THE WOOD INDUS- TRY IN CANADA'S GREEN ECONOMY

Dear Members, Stakeholders, and Industry Colleagues,

As Board Chair of the Canadian Wood Council, it is my pleasure to present the 2022 annual report.

The last twelve months have been extremely busy at CWC. This year, we on-boarded several new key employees, continued to drive activities that further advanced the building code and, once again, delivered a high volume of successful communications initiatives and Wood *WORKS!* educational sessions throughout the country.

Our wood industry is in constant evolution and policy makers, business leaders, consumers, architects, and builders are all stakeholders who can influence how wood is used in Canada. With its deep technical expertise, the CWC is one of the key organizations helping galvanize all the wood product manufacturers' and wood industry stakeholders' interests into a joint effort: ensuring that building codes and standards continue to progress, allowing the use of wood products in all possible applications.

Our industry holds immense potential to contribute to the decarbonization of the construction industry and serve as a fundamental pillar of a thriving green economy in Canada. Wood fiber is present in almost every rural geographic area of Canada. Wood manufacturing – from dimensional lumber to panels, trusses, mass timber and other engineered wood products – is part of the fabric of Canada, essential

to hundreds of communities and tens of thousands of Canadians. Wood is also the only construction material that is 100% renewable, and its ability to store carbon is becoming a key focus, here and abroad, in the fight against climate change.

Short term demand and price variation for solid wood products in Canada are cyclical and influenced by several macroeconomic variables but, as the carbon footprint of building materials becomes increasingly important to governments, builders, and consumers, the future for wood use in our country is bright and fueled with many opportunities. I know that the CWC is well positioned – and has the requisite knowledge, communication strategy and organizational framework – to contribute to the growth of a sustainable and prosperous wood industry in Canada.

Once again, I would like to express my gratitude to all the Canadian Wood Council's members, stakeholders, and staff for promoting and advancing the use of wood products in our country.

Yours truly,

Jérôme Pelletier  
Board Chair  
Canadian Wood Council



# IN 2022, THE CANADIAN WOOD COUCLIL:

**GENERATED** >>>

**420 LEADS**  
FOR PROJECT SUPPORT

Provided the necessary fire and structural expertise that resulted in a new construction type

**Encapsulated Mass Timber Construction**

being added to the NBC 2020

Each \$1 invested by CWC in 2022 resulted in:

**15.12 BF**  
OF INCREMENTAL DEMAND

**64.5%** of projects that Wood WORKS! supported in 2022 used light-frame construction. 35.5% percent used mass timber.

Was instrumental in getting

**CLT**

approved as a seismic force resisting system for buildings up to:

**30 METERS IN HEIGHT**

in low seismic areas, and

**20 METERS IN HEIGHT**

in high seismic areas

By facilitating wood use

**REALIZED**

A CARBON BENEFIT OF

**385,381**  
METRIC TONS OF CO<sub>2</sub>



**DIRECTLY INFLUENCED**

**270** light-frame and mass timber buildings

**181 MM BF** of incremental lumber sales in 2022

**INFLUENCED** >>>

**\$212M**  
OF WOOD SALES IN CANADA



Delivered more than

**29,000**

**hours of con-ed**

to architects, engineers, designers, developers, contractors and code officials through CWC funded programs

## CAPTURING THE OPPORTUNITY FOR GROWTH IN SOFTWOOD LUMBER DEMAND IN THE CANADIAN BUILT ENVIRONMENT

Dear CWC Members:

These are exciting times for the Canadian wood products industry. Significant external factors are creating remarkable opportunities for wood products in the Canadian construction sector. The pressing imperative to decarbonize the built environment, the emergence of environmental, social, and governance (ESG) considerations, and the escalating need for affordable housing in a time of increased urbanization and immigration, are pivotal trends shaping Canada's construction sector. In 2022 the Canadian Wood Council (CWC) focused on positioning the Association and its Members to capitalize on these trends now and into the future.

In 2022, CWC delivered a 3.5% year-over-year increase in demand for our wood products. This represents a carbon benefit of over 385,000 tonnes of sequestered CO<sub>2</sub>. Particular progress was made expanding the use of wood - both light wood frame and mass timber - in multi-family construction, where market adoption has been steadily increasing over the last decade, from 56 buildings in 2012 to 356 in 2022. In Canada, multi-unit residential construction represents 70% of approximately 260,000 housing starts. CMHC projects 3.5 million additional housing units will be required by 2030 to meet the affordability gap. To address affordability, there's a need to fill the "missing middle" with taller buildings in the mid-rise category. There is an opportunity to expand wood's market share by 30-40% in this segment.

Expanding wood use in low rise commercial construction, and developing sustainable

low carbon means to convert, retrofit, and expand existing non-residential buildings are other opportunities in front of us today. Even in non-traditional market segments - such as institutional, mixed use, academic and industrial buildings which currently have low market share in wood, ranging from 4-12% depending on building type - there are new opportunities to expand the use of wood as a low-carbon construction solution.

Of course, many of these gains and opportunities are the result of evolving building codes. The publication of the 2020 edition of the National Building Code this year has enabled designers to specify wood more easily in larger and taller structures. Through our vital codes and standards work we are building the pathways that enable us to take advantage of these opportunities. You can read more about Encapsulated Mass Timber Construction (a brand-new construction type expanding markets for wood products) in the Codes and Engineering report. We are already working on the 2030 building code and have been in conversations with Provinces around accelerating this process.

On the education front, the WoodSMART education roadmap wrapped up its 5-year program this year. This program was a resounding success that resulted in 17 Universities adding wood-related programming to their course curricula. WoodSMART reaches an average of 2425 students per semester and, to date, 176 post-secondary educators have accessed the WoodSMART resource hub for educational materials and instructional tools that support the delivery of wood education to future practitioners.







Although our year was marked by many notable achievements, our collective success was delivered in an environment of significant headwinds and challenges for the forest and construction industries. Post-pandemic supply chain issues remained, rising interest and mortgage rates resulting from Central bank monetary policy weighed heavily on construction activity and home sales in the face of pervasive concerns about a general recession. This resulted in a slowing of new home sales and construction, and a resulting weakness in wood product prices and volumes, which highlights the importance of our ongoing efforts to drive demand in traditional and emerging market segments.

The CWC Board adopted a new Strategic Plan to reflect the changing market trends and dynamics. The core objectives did not change, but the strategies and activities to achieve the plan were updated and refined. Our newly implemented data and CRM systems, supplemented by external market data, informed the development of the new Strategic Plan. In 2022 we began the process of enhancing our data driven approach with new Key Performance Indicators that will not only measure progress but also inform future activities.

We prioritized engagement this year, connecting with our members to outline our plans, approaches, and activities, and to gather their feedback to improve operations and deliverables. This effort has been very productive. We also focused on achieving alignment with our key forestry partners at Forest Products Association of Canada, FPIInnovations, the National Lumber Grading Authority, US Woodworks, and the American

Wood Council to improve the return on investment to the wood products industry.

Operationally, it was a busy year as we embarked upon an extensive organizational refresh to align the CWC with the opportunities and tasks at hand. Since the last AGM, we have onboarded 4 new senior staff members. We also added 4 new positions in the Codes and Engineering department to reflect the expansion of the building code to include Encapsulated Mass Timber Construction (EMTC) and to take advantage of the burgeoning opportunities in sustainable / net zero construction.

Marketing and communications functions are being centralized in accordance with the 2018 Roadmap to create efficiencies and drive outcomes. The Board supported recommended changes to the governance model with the goals of streamlining committee functions and increasing the breadth and depth of participation in the CWC. This included the creation of a new Marketing and Communications Committee.

Human resources policies were modernized to improve recruitment and retention of our valuable employees. We issued a new Employees Manual, streamlined our accounting systems, updated employee compensation and benefits packages, and implemented a new performance review system to improve employee performance and support professional development. We also renegotiated our lease to downsize the office, achieving significant cost savings, and initiated the construction of a new office space specifically designed to incentivize and encourage employees to return to the

## ➤ LETTER FROM THE PRESIDENT & CEO

workplace. This new office environment will prioritize employee well-being and offer attractive features and amenities to create a welcoming and engaging atmosphere for our staff. The operational refresh will continue into 2023 and we are accomplishing it within our existing operating budget capacity, ensuring a prudent and sustainable approach to enhance our performance and drive organizational effectiveness.

In concert with our Wood WORKS! and Cecobois partners, we have pivoted in our approach to market development and outreach. Strategic initiatives will now have greater focus on technical support and education, and a reduced emphasis on promotion. Our work to this point has created considerable awareness in the market about the benefits of wood construction and the construction sector is now looking for technical support (including the economic and environmental considerations) to advance wood projects).

Our CRM data indicates that the more touchpoints we have with an architect, engineer, or developer, the more likely it is they will build with wood. While we will continue to support the AEC community, we are expanding our outreach to include more

developers, code officials, fire officials, and city planners. We also realize we need to support the training required to build capacity in the construction sector. In particular, training related to mass timber and off-site construction will support increased market share for wood products while simultaneously compensating for the severe labour shortages in the construction industry today. Fortuitously, this pivot aligns with government priorities and policies around net-zero emissions, affordability, and moving up the value chain.

On behalf of the CWC, I want to thank our Board Chair, Jérôme Pelletier, for his strong leadership, and the Board of Directors for their engagement, dedication, and support. Without their strong leadership we could not achieve our collective goals. We are excited to have Kevin Pankratz moving into the role of Board Chair this year and look forward to his leadership and vision. I would also like to thank our external partners, sponsors, and funders for their support on myriad levels. This support is critical in leveraging our resources to deliver results and outcomes. And to our members - your support has been invaluable, enabling us to achieve our goals and deliver positive results for the industry. Finally, I want to thank the dedicated and passionate team at CWC for their hard work. The changes delivered this year are a direct result of this strong, diverse team bringing their ideas, passion, and insights to their work, the industry, and our mission.

Yours truly,  
R.M. (Rick) Jeffery  
President and CEO





**CWC LEADERSHIP TEAM**

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**Rick Jeffery**  
*President & CEO*



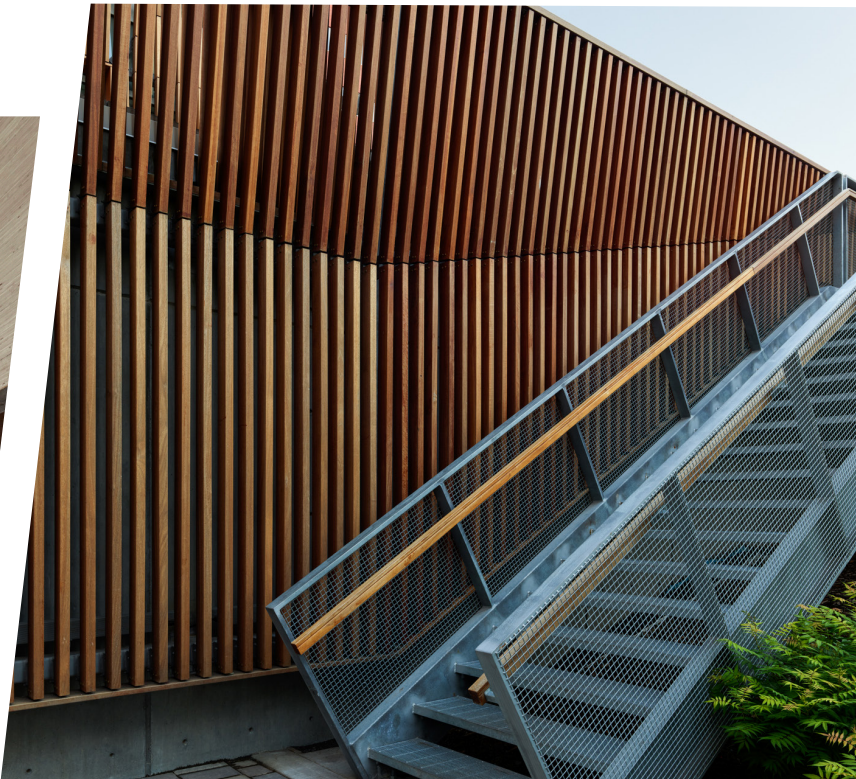
**Lana Legostaeva**  
*Chief Financial Officer*



**Rob Jonkman**  
*VP, Codes & Engineering*



**Martin Richard**  
*VP, Communications & Marketing*



## INFLUENCING CODES AND STANDARDS

On March 28, 2022, the National Building Code (NBC) 2020 was published, enabling designers to specify wood more easily in larger and taller structures. The Codes and Engineering (C&E) team at the Canadian Wood Council played a significant role within the Technical Standing Committees responsible for the NBC to achieve these expanded opportunities for the use of wood.

Our CWC C&E team, along with our industry partners, provided the necessary fire and structural expertise that ultimately resulted in a brand-new construction type, 'Encapsulated Mass Timber Construction' (EMTC), being added to the NBC 2020. This new construction type (adding to the already existing 'combustible construction' and 'noncombustible construction' types) expands the prescriptive opportunities for wood to be used in buildings beyond mid-rise 6-storey light wood frame and heavy timber to 'high-rise' 12-storey mass timber buildings.

CWC also was instrumental in getting cross-laminated timber (CLT) approved as a seismic force resisting system for buildings up to 30 meters in height in low seismic areas, and 20 meters in height in high seismic areas. This means that buildings up to 10-storeys can be constructed with CLT as the main structural system for resisting lateral loads due to wind or earthquakes. To go beyond these height limits, complementary systems can be used to resist the lateral forces due to wind and earthquake loads, while the CLT structural system supports the remaining gravity 'live' loads, such as snow and building occupants.

After the publication of NBC 2020, there was still more work to do. CWC recognized the existing market demand for buildings taller than 12 storeys, with more exposed timber, and more practical and efficient

course-of-construction provisions (the current requirement mandating installation of encapsulation during construction once the building exceeds 4 storeys is a significant and impractical burden and adds significant costs). The CWC C&E team actively worked on new code change requests for each of these design aspects, including several that went through the code development process in 2022 and progressed favorably.

## MAKING WOOD EASIER TO USE

An imperative next step for the CWC C&E team in 2022 was to provide expert support to help ensure that the new EMTC and CLT systems are used to their most efficient extent. Our Core Objective #3, 'making it easier to use wood,' is routinely achieved through updating or expanding our publications, software, technical presentations, and the [www.cwc.ca](http://www.cwc.ca) website. For EMTC, CWC provided expertise in the form of numerous technical presentations to different stakeholder groups. This education outlined the new Code provisions and described the fire research and technical rationale used to support EMTC adoption in the NBC.

CWC was also very active in the Mass Timber Demonstration Fire Test Project, which included a series of five large-scale fire tests, conducted by NRC in the summer of 2022, within a full-scale 2-storey, 334 sq m mass timber structure in Ottawa. This was the largest mass timber fire test conducted in Canada to date. The research demonstrated, scientifically, that mass timber is a safe



*It was very impactful to witness the live fire test. Seeing first-hand that mass timber can withstand a substantial fire positively affects the perception of this type of construction.*

*| Building Official*

construction material. The data and the resulting knowledge outcomes will be used to assist in the fire safety design, evaluation, and approval of alternative solutions for tall and large mass timber buildings, develop firefighting strategies for construction sites and finished buildings, and inform the previously mentioned code development (for both 2025 and 2030 versions of the NBC) pertinent to taller buildings of mass timber construction.

**CIBC's Gord Downie and Chanie Wenjack Fund Legacy Room Toronto, Ontario**  
Architect: Brook McIlroy

The design of CIBC's Gord Downie and Chanie Wenjack Fund Legacy Room supports reconciliation with Indigenous Peoples through its use of storytelling and its inclusion of Indigenous stakeholders, professionals, and suppliers from its early inception to its physical manifestation. Wood elements encompass the total experience of the space while also highlighting important room functions and provide direct cultural didactic opportunities

## **MAINTAINING WOOD'S ENVIRONMENTAL ADVANTAGE IN THE MARKETPLACE**

In 2022 the CWC received funding from the National Research Council (NRC) for their work on a project that aims to establish a material-consistent environmental life cycle inventory (LCI) database for construction products. This initiative, called “Low carbon assets through LCA”, or “LCA2” (NRC-LCA2), requires coordination and cooperation with our wood industry partners and, in fact, with as many producers of wood building products as possible throughout Canada to help ensure we maintain and expand our building material advantage for wood. Even though undertaking the work on this NRC-LCA2 project was a significant process and co-ordination challenge (and will continue to be in 2023), plans are underway to ensure that data is available from the wood industry that allows industry to provide regionalized LCA reports and LCI datasets for Canadian wood products to NRC. FPInnovations (FPI) and Forest Products Association of Canada (FPAC) have been extremely cooperative with CWC in undertaking this work. We expect a successful completion of this phase of the NRC-LCA2 work in 2024.

## **DESIGNING FOR CLIMATE CHANGE**

In 2022, Ontario and Quebec experienced a rare ‘Derecho’ windstorm packing winds up to 190 km/h in some locations, which is roughly the same as an EF-2 tornado. The repercussions, over a year later, are still evident. This rare storm emphasized the importance of a new CSA standard called “High wind safety for low-rise residential and small buildings” (CSA S520:22 | Product | CSA Group). In 2022, CWC provided several presentations on the key design features of a high wind-resilient building, based on the standard, which gave CWC a platform to describe how buildings of light wood frame construction can successfully resist wind loads associated with tornadoes.





## SOFTWARE AND PUBLICATIONS BUSINESS CENTRE

*Software and publications sales exceeded projections by 37% in 2022. This not only reflects the expanding use of wood in construction, but also affirms the CWC's critical role in supporting the AEC+D community with technical resources.*

Budgeted sales revenue was \$876,630 while actual sales revenue was \$1,199,186, exceeding budgeted revenue by \$322,555 and indicating that our technical transfer tools are still being recognized and used as helpful tools by designers and builders. More importantly, the development of three new publications, funded through the NRCan's Education Roadmap, progressed substantially. The three new publications, intended to be published in 2023 and used as the basis of curriculum include a builder handbook, an architect guide, and an advanced wood engineering manual.

**Forest Retreat, Caledon, Ontario**  
Architect: Kariouk Architects

This home for a large family in rural Ontario honors the emotional connection between Canadians and the land through visual and material harmonization with its surroundings.



## EXPANDING OUTREACH AND IMPACT

CWC has invested significant resources in expanding our audiences. We are focused on engaging new audiences, such as developers through our Mass Timber Industry Roundtable, the insurance industry, fire officials and other authorities holding jurisdiction. A major KPI in 2023 will be to expand these audiences over the benchmark set in 2022.

## CARBON BENCHMARKING

With our partners at Cecobois, we undertook an important carbon benchmarking project using the Gestimat carbon calculation tool. The scope of the project was to collect comprehensive material data for 20 projects of various structural materials. While working with the design teams to collect the necessary information on the structures, the projects were catalogued and subjected to a carbon analysis using GHGMat/Gestimat. The results are recorded in the Gestimat database, and a comprehensive report was produced. This study will continue to other typologies in 2023 and provide important benchmarks for determining embodied carbon and sequestered carbon across a variety of different building types.



# STRENGTHENING INSURANCE NETWORK

CWC has been working closely with the insurance industry to address ongoing concerns over elevated insurance rates for timber construction projects. The insurance working group met 3 times in 2023 to discuss various insurance issues. The lead up to the fire tests was an important topic of discussion for the group in the early part of the year. Focus in the second half of 2022 shifted to the risk assessment project. The next meeting of the Insurance Working Group is scheduled for June of 2023.

In 2022 CWC expanded its network to 128 insurance representatives including brokers, underwriters, and reinsurers. Several of these insurance industry professionals witnessed the live mass timber fire test in Ottawa and the immediate, positive impact on these professionals was evident at the networking

reception following the test. Many expected the structure to collapse within minutes but were blown away to see the fire self-extinguish in a short timeframe. The published results of the 5 tests will have a significant impact on insurance professionals' assumptions regarding timber construction and how it can be insured.

Additionally, in partnership with Zurich Insurance, CWC commissioned risk assessments of major mass timber projects in Canada. The results were very positive for mass timber, indicating a very low risk material for occupancy. These important studies will guide our work plan in 2023 and be a baseline for insurance companies to base their rates upon.



## MASS TIMBER DEMONSTRATION FIRE TESTS PROJECT

The mass timber fire demonstration program concluded all testing this year and, at the end of 2022, the MTDFTP entered its final phase: communicating the program results to the stakeholders targeted by the program. Photos and a summary of the project were published on the [firetests.cwc.ca](https://firetests.cwc.ca) microsite, and the final report by NRC will be released in Q2 of 2023.

The report will describe the five large scale fire tests that were conducted during the summer of 2022 in Ottawa, including the fire scenarios, fuel loads, experimental setups, instrumentation, measurements, and procedure used in the tests, and provide experimental data and results. The analysis of the data and key findings regarding the performance of mass timber under extreme fire conditions is expected to help address industry challenges relative to perceived fire risk and to provide scientific backing for future code change requests.

## WOODSMART EDUCATION ROADMAP

The WoodSMART education roadmap wrapped up its 5-year program this year. This program was a resounding success that resulted in 17 Universities adding wood-related programming to their course curricula. WoodSMART reaches an average of 2425 students per semester and, to date, 176 post-secondary educators have accessed the WoodSMART resource hub for educational materials and instructional tools that support the delivery of wood education to future practitioners.



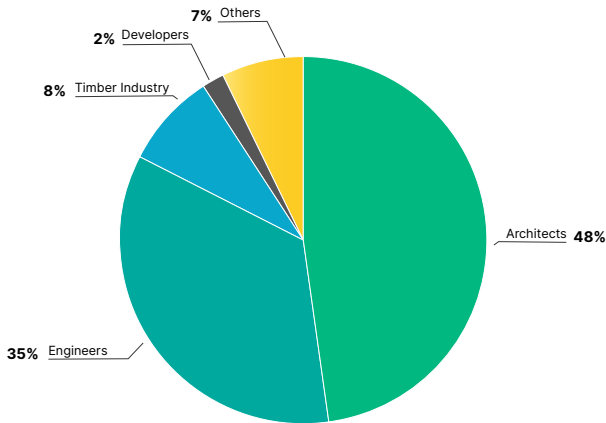


## RECONNECTING AT IN PERSON WOOD SOLUTIONS CONFERENCES

The Wood *WORKS!* regional teams had done an excellent job working in the virtual landscape during the Covid-19 pandemic and planning was well underway to return to in-person events, starting with a Wood Solutions Conference in March of 2022; however, a significant resurgence of Covid in early 2022 required the team to switch to a virtual delivery for the event.

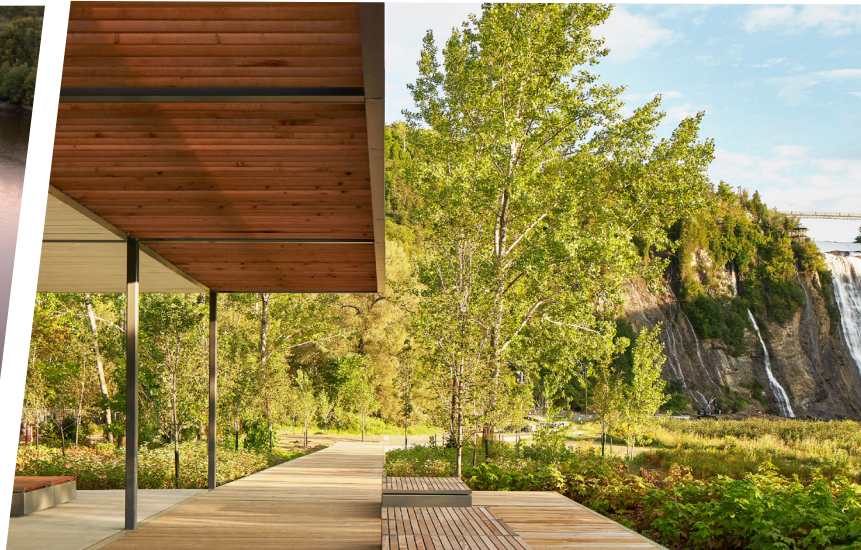
Later in the year, we were able to host the first in-person Wood Solutions Conferences since 2019 in Vancouver, Toronto and Edmonton. The in-person events were well received, and the crowds were engaged with the educational content being delivered. All the in-person events featured sold out trade show portions with our industry partners on full display. The educational programs presented a diverse range of topics. Featured presentations from Indigenous architects and international speakers were especially popular. Planning is underway for in person conferences in 2023.

AUDIENCE BREAKDOWN



Feedback:

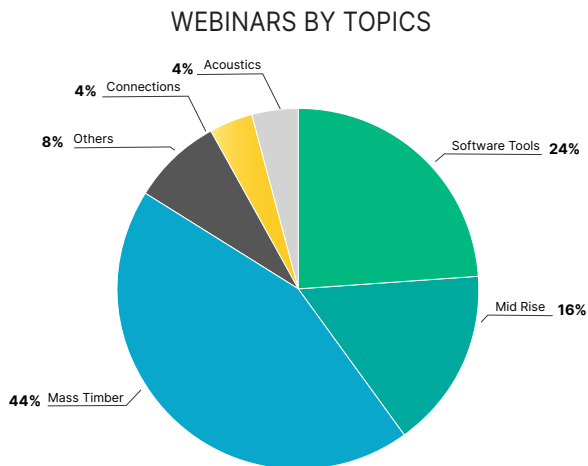
- 61% increased likelihood to specify timber in projects
- 95% increased awareness of wood building systems
- 93% discussed with colleagues after the event
- 67% favour WW material over competing resources



## UNLOCKING KNOWLEDGE THROUGH WEBINARS AND ELEARNING

CWC produced 28 webinars in 2022, delivering a total of 1628 continuing education hours to 1139 participants. Our database was expanded, adding over new 250 contacts that were reached through these webinars, and numerous attendees have already been linked to WW supported topics in our CRM. The variety of webinar topics can be reviewed in the table.

This year we also began managing the eLearning Centre in-house, launching a refreshed platform under our own leadership. The elearning platform enables CWC to expand its reach and make educational content more widely accessible. The content available to professionals on-demand in the elearning center enables us to deliver key technical content to audiences that are not restricted by time or location. The new platform was launched with a modest library of courses that we will regularly add to over time.



## HONORING EXCELLENCE IN WOOD ARCHITECTURE

In 2022 we hosted the 38th annual Wood Design & Building Awards program to celebrate excellence in wood architecture. In total this year, we awarded 22 outstanding buildings from North America and around the world. Every time we announce new winners it is clear how important this recognition is to the design community, fueling their enthusiasm for building with wood and linking them to a growing global network of wood design experts. We published the winning projects, along with the award winners from the Canadian Wood WORKS! and US WoodWorks regional award programs, in the hardcover coffee table book Celebrating Excellence in Wood Architecture.

### WOOD DESIGN & BUILDING MAGAZINE

Since its launch in 1992, Wood Design & Building has been the only North American magazine to feature wood, in all its forms, as a primary structural material in contemporary architecture. As the only publication of its kind, it is a trusted and essential resource to a North American audience of more than 65,000 architects, structural engineers, custom builders, contractors, and specifiers.

To stay relevant in the current publishing landscape, 2023 will see a comprehensive review of the format and content of the magazine. We are committed to enhancing the reader experience and the magazine's value to the wood industry. By aligning our publication with the evolving preferences and expectations of our audience, we believe we can continue deliver a magazine that captivates and inspires readers, maintains alignment with the wood industry's needs and expectations, and successfully navigates the challenges and opportunities of a rapidly evolving publishing environment.







**The Neil Campbell Rowing Centre St. Catharines, Ontario**  
Architects: MJMA Architecture & Design + RAAI

The facility is designed with an innovative mass timber composite roof structure, fondly referred to by the designers as the timber structural sandwich. The custom-designed stressed skin panels span predominantly in one direction with glulam acting as webs engaging the CLT panels in tension and compression.



## EXPANDING WOOD INNOVATION NETWORK IN CANADA

CWC has undertaken a partnership with US WoodWorks, with financial support from Natural Resources Canada, to launch the Woodworks Innovation Network (WIN) in Canada. WIN is a professional online community that provides resources for professionals looking to incorporate sustainable wood products into their projects. The platform hosts a network of design and construction professionals who have worked with innovative wood technologies, offering a wealth of shared knowledge, expertise, and opportunities for growth. The network enables developers to connect with architects, engineers, and other industry professionals, facilitating collaboration and providing a platform to learn from each other's experiences and projects. The initiative will see the existing US-focused tool expanded to include Canadian projects and partners in 2023.

## SHAPING A SUSTAINABLE FUTURE WITH MASS TIMBER

The Mass Timber Industry Roundtable (MTIR) is a private sector forum led by the CWC that was launched in 2021. Its aim is to grow market share, increase awareness, and develop new strategic opportunities for mass timber construction. The Roundtable brings together a select group of industry leaders to address our most pressing challenges and share information across all industry segments.

On May 5, 2022, more than 70 executives from Canada gathered in Banff, Alberta, to discuss the state of mass timber adoption in Canada. Participants of the invite-only event represented a wide cross section of industry sectors that included manufacturing, architecture, engineering, health and wellness, sustainability, digital technology, building codes and standards, and advocacy, among others.

The Roundtable commenced with keynote presentations from three of Canada's timber manufacturers, followed by lively discourse on the merits of full mass timber buildings versus hybrid building systems and whether regulation for mass timber as it relates to site management should be considered. Following the debates, participants had an opportunity to sit down with 7 industry experts. This 'Ask the Expert' segment provided participants with direct access to insights from respected industry professionals.

The two-day event gave us a deeper understanding of the perceived and experienced challenges and opportunities with mass timber, summarized in the following takeaways:

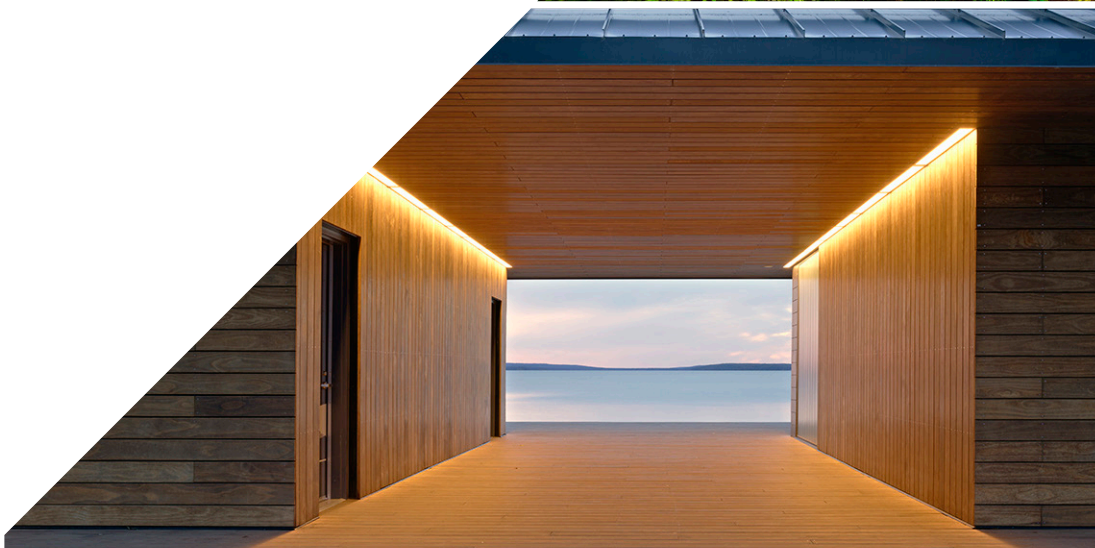
- Currently, there are limited carbon credits available for the timber industry and construction industry at large. It is recommended that the industry capitalize on the Canadian Clean Fuel Regulation to source credits through the electrification of fleet and vehicles.
- It was recommended that the Mass Timber Industry Roundtable would increase its impact if it were to expand its audience to include more developers, investors, and code officials.
- The timber industry needs to better position timber products as low carbon and sustainable. Conducting a lifecycle assessment and implementing environmental product declarations on these products would help validate and prove this claim.
- Addressing the general public through targeted and relatable campaigns will help bolster timber's visibility and its benefits, creating recognition and demand from residential and commercial building owners.
- The construction industry will inevitably experience a transformation through digitalization. The timber industry should welcome new digital tools to expand its design and implementation.
- Mass timber should not be positioned as a specialty product; it is applicable for custom commercial projects as well as replicable residential projects.
- Project opportunity: mass timber champions should be identified on project teams early to avoid barriers related to mass timber i.e. cost, supply chain, etc.





## NEW CORPORATE PARTNERSHIP PROGRAM

Acting on valuable feedback from our stakeholders, we recognized the need to strengthen our communications efforts and develop partnership opportunities that foster stronger relationships and drive enhanced ROI for our industry partners moving forward. By shifting our focus towards partnership-driven approaches under the care of a dedicated national partnerships manager, we are actively addressing the call for improved engagement. These strategic alliances will enable us to tap into the collective knowledge and resources of like-minded organizations, allowing us to build better relationships, enhance our outreach initiatives, and deliver increased value to our target audiences and other stakeholders. We are committed to implementing a robust communication plan that encompasses various channels and touchpoints and ensures that our messaging is clear, consistent, and reaches our target audience effectively. Through this proactive strategy, we are confident in our ability to forge productive partnerships that simultaneously achieve our organizational goals and excellent ROI for our partners.



**Waskesiu Beach House, Waskesiu, Saskatchewan**  
Architect: 1×1 architecture inc.

Defined by a simple gable roof, this year-round facility welcomes one and all to enjoy all the seasons the beach has to offer.

## A YEAR OF TRANSFORMATION AND GROWTH

2022 was a transformative year for CWC, characterized by retirements and the introduction of new leadership. Throughout this period our financial operations remained exceptionally well managed, enabling us to effectively deliver projects and meet our goals. Notably, we concluded the year with a remarkable 0.045% variance from our established break-even budget.

Membership dues played a vital role in CWC's financial landscape and we were able to leverage these resources significantly. For every membership dollar invested, we generated an impressive \$5.41 in additional revenue from public and private sector sources. This highlights the importance of membership revenues as a flexible and essential funding source that underpins our strategic objectives and enables us to access additional resources. We express our sincere gratitude to our membership base for their contribution towards increasing our 2023 budget, an investment that will enable us to address capacity gaps within our Codes and Engineering teams.

CWC has successfully embarked on a comprehensive operations refresh, guided by optimization and modernization principles. Our primary focus has been investing in our people and fostering a collaborative, productive, and innovative culture. We have modernized our handbook, benefits plan, and updated our compensation structure to ensure alignment with the labour market. Notably, we achieved a significant milestone through the early renegotiation of our joint office lease with FPAC, which will free up \$1.4M over the next five years. These freed resources will be dedicated to important strategic initiatives.

The spirit of accountability and strong financial stewardship remains at the core of CWC's operations. As we look forward to the future, we are committed to leveraging our achievements and lessons learned from 2022 to further enhance our performance, foster collaboration, and deliver even greater value to our stakeholders.

We appreciate the trust and support of our members, partners, and the wider community as we continue our journey towards excellence and making a lasting impact in our industry.



*For every membership dollar invested, we generated an impressive \$5.41 in additional revenue from public and private sector sources.*

*Leverage ratio= \$1.00:\$5.41*



# CWC BOARD OF DIRECTORS

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**Keith Hess**  
*CMSA*



**Mathieu Brière**  
*OLMA*



**Hugues Simon**  
*OFIA*



**Pino Pucci**  
*PLIB*



**Kent Fargey**  
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**Mark Fox**  
*CWTA*



**Ian Jones**  
*WPC*



**Shelley Craig**  
*Architect*



**Stéphane Renou**  
*Researcher*

Thank you for your continued support and engagement with the Canadian Wood Council.

### CWC MEMBER ORGANIZATIONS



### CWC FUNDING & CORPORATE PARTNERS



