

ONTARIO PULP AND PAPER INDUSTRY:  
CORPORATE OWNERSHIP

S. ANDERSEN

AND

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GREAT LAKES FORESTRY CENTRE

CANADIAN FORESTRY SERVICE

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## ABSTRACT

Ownership of all Ontario-based pulp and paper mills and of the major paper converting plants and production facilities is summarized.

All major production facilities are listed and specific information is provided on ownership, location, total employment and products.

Ownership summaries give a brief history of the corporation (specific to its operations in the province of Ontario), its business activities, operating subsidiaries, and parent enterprise. The Board of Directors is listed for most corporations and parent enterprises.

## RÉSUMÉ

Toutes les usines de pâtes et papiers de l'Ontario, les principales usines de transformation du papier et les installations de production sont recensées.

La publication mentionne toutes les installations de production et fournit des renseignements concernant les propriétaires, l'emplacement, l'effectif total et les produits.

Les résumés sur chaque société propriétaire comportent un bref historique de la société (notamment, en ce qui concerne ses activités en Ontario), et donnent un aperçu de ses activités commerciales, de ses filiales en exploitation, et de son entreprise mère. On y mentionne également les membres des conseils d'administration de la plupart des sociétés et entreprises mères.

## ACKNOWLEDGMENTS

Thanks and appreciation are extended to Ms Lisa Tripp of Canadian Newspaper Services Ltd. for permission to quote portions of *The Blue Book of Canadian Business*, 1984 edition; to Mr. Ronald R. Vanasse of Statistics Canada, Business Finance Division, for the provision of enterprise structure summaries; and to Ms Susan Stevenson of Southam Business Publications, a division of Southam Communications Ltd., for permission to quote various issues of *Pulp and Paper Canada--Annual and Directory*.



## PREFACE

In this report, the Ontario pulp and paper industry is defined as including all pulp and paper mills and all major paper converters operating in the province of Ontario. It is analogous to the "Paper and Allied Industries" group as defined by Statistics Canada under terms of its Industrial Classification System. (Refer to Appendix 1 for an elaboration of the definition.)

All information provided in this report has been drawn from readily available public sources and has, as far as possible, been corroborated by the various corporations and business enterprises listed herein.

The purpose of this report is to provide a basic reference on ownership structures within the Ontario pulp and paper industry, and summary listings of the major pulp and paper production facilities operating in the province of Ontario. (Refer to Appendix 2 for an elaboration of the criteria used to define and develop the ownership structures.)

Information was compiled on a geographically designated basis (i.e., within the province of Ontario), and on an industry-specific basis (i.e., within the pulp and paper industry). In this regard, the summaries listed in this report do not and must not be assumed to constitute a complete or comprehensive measure of a particular corporation's business interests or the scope of its business activities. Such information may be obtained from a number of sources, both public and private. (Refer to the summary listings of cited and suggested references.)

All details have been verified to an extent deemed appropriate to the nature and intent of the publication. No liability or responsibility will be assumed for any use or interpretation of the same. Readers are invited to bring inaccuracies or shortcomings to the attention of the author, so that these may be corrected in subsequent editions.

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## INTRODUCTION

### *The Ontario Forest Products Industry*

The forest products industry is one of Ontario's major economic assets. It competes successfully in world markets and contributes substantially to the provincial share of the gross national product. In 1984, forest products exports from Ontario totalled more than \$3 billion. The industry employs over 70,000 people directly and is the single most significant economic activity throughout much of northern Ontario.

Ontario's forest products industry is essentially a mature industry: the traditional softwood resource base is fully allocated, markets and products are generally well defined and well established, and opportunities for significant industrial expansion and development are constrained, if not limited. If the industry has not already reached its zenith, it is undoubtedly entering upon a period of modest growth and development.

Opportunities for industrial development are likely to be localized and a product of technological innovation. Examples may be drawn from the wafer-board and fuel pelletizing industries, in which new process technologies and products were conceived and developed for the profitable exploitation of previously under-utilized materials and waste products. The significance of technological innovation is further evidenced by the various plant modernization and conversion programs undertaken by many of the larger, fully integrated forest products enterprises. The respective enterprises have endeavored to facilitate growth and profitability by improving product quality, upgrading production processes and improving raw materials utilization. It is highly improbable that any new, large-scale, fully integrated forest products operations will be established within the foreseeable future.

The Ontario forest products industry operates within a dynamic and changing environment. Some fundamental structural changes are occurring: Canadian-based producers are no longer the principal suppliers to a number of key commodity markets, and have little or no role in setting prices. Furthermore, the old forest--the resource base that has carried the industry since the early 1900s--is rapidly disappearing, and is being replaced by a new forest of largely unknown quality and operating attributes.

Change is also evident in the area of industrial ownership--who owns what and why? Respective enterprises are continually repositioning themselves, in an effort to achieve the highest potential for economic growth and financial gain. Ownership structures within the industry can be expected to change as respective investors move to optimize perceived opportunities for financial gain.

### *Ownership of the Ontario-based Pulp and Paper Industry*

The Ontario-based forest products industry, as detailed in Appendix 1, is not a single industry, but rather a group of industries. By definition, it represents an aggregation of related, though uniquely separable and distinct, industry groups and categories. The paper and allied industries group dominates the industry, surpassing the wood industries group both in terms of total employment and in the value of the goods produced.

The pulp and paper mills industry is an integral part of the paper and allied industries group. It is the single most significant component of the Ontario-based forest products industry, and is unique in terms of its relative size and its operating attributes. With few exceptions, the industry is characterized by companies maintaining and operating huge and highly capital-intensive production facilities. Unlike the various board products industries, the sawmilling and the miscellaneous paper converting industries, the pulp and paper mills industry is controlled by a relatively small number of companies. These companies are, in themselves, generally owned and controlled by a small number of internationally based conglomerates--enterprises with primary business interests in natural resource industries, publication and communications industries, and the packaging and building materials industries.

Unlike the paper converting industry which exhibits the attributes of a "perfectly competitive" industry, the pulp and paper industry has the operating attributes of an oligopoly. The entry of new companies is inhibited by the high cost of "greenfield"<sup>1</sup> facilities establishment, by the structural constraints imposed by set markets, and by various provisions governing the allocation and disposition of raw materials (e.g., timber licences, forest management agreements).

Canadian-based producers, once traditionally able to maintain price leadership in certain commodity markets, are now all but eclipsed in this role.

Notwithstanding the effects of strikes and recessions, aggregate North American demand for pulp and paper products has increased in a relatively stable and predictable manner. Inasmuch as Ontario-based production has increased, producers have been unable to exploit fully the opportunities and potential of the changing demand structure. The share of Ontario-based producers in traditional midwestern and northeastern United States markets continues to decline. Various companies are finding themselves relegated to the position of secondary supplier to a number of previously stable and relatively secure markets. The effect has been quite significant, at the very least shattering a certain complacency within the industry. Ontario-based producers can no longer rely on a cheap resource base to lower production costs. Furthermore, the quality advantages of northern softwood species have been undermined by new process technologies and, no longer able to exercise price leadership, the industry has been stymied in its efforts to compensate for cost increases by raising prices.

If a structural change is occurring within the Ontario-based pulp and paper industry, it may well be that the pulp and paper mills industry is moving towards a more competitive market environment. If so, producers must be able to keep costs down in order to ensure profits. Similarly, to maintain their share of the markets, they must be able to provide quality products at competitive prices.

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<sup>1</sup> "Greenfield" refers to a site with a significant lack of infrastructure (i.e., transportation, power, communications, etc.), and implies excessive manufacturing costs if these facilities have to be built.

That the industry is changing is evidenced by the massive capital expenditure programs begun during the late 1970s. The change is governed not only by prevailing operating and market environments, but also by specific enterprise goals. In any commercial undertaking, these goals, however detailed or diverse, center on financial considerations: the realization of profit and the optimization of long-term value (or worth). How a given enterprise endeavors to attain its goals is manifested in its operating strategy. Since most enterprises operate with similar goals, it follows that they should aspire to strategies similar to that of Boise Cascade Ltd:

"We will achieve our corporate goal by developing and maintaining a distinctive competence within each of our businesses. We will focus on those markets and products which provide us the opportunity to be a low-cost producer and a marketing leader. We will allocate our resources accordingly.

We emphasize those businesses with the most attractive opportunities for profitability and growth, expanding these either internally or by acquisition, and pruning those facilities that over time will not meet our financial criteria. We will expand primarily in businesses within or related to the forest products industry.

We strive to realize additional value for our shareholders by ensuring that our family of businesses is properly balanced from the standpoint of cyclicity, capital intensity and business risk and managed so as to capture the benefits of integration where they exist." (Anon. 1985).

Changing patterns in corporate ownership structures are not necessarily governed by external factors, although standard economic theory would suggest a general movement towards diversification and expansion during periods of economic stability. Conversely, periods of economic adversity would be expected to lead to retrenchment, consolidation and a general divestiture of inefficient operating assets.

The extent to which an enterprise reflects its business interests in its ownership structure is determined largely by how it chooses to represent itself. It follows that ownership structures and changes will be more evident and easier to track if a given enterprise is organized as a conglomerate of more or less independently operating subsidiaries.

Recent corporate ownership changes in the Ontario-based pulp and paper industry are apparent. The following are among the most significant:

- i) Dryden mill and associated assets of Reed Paper Limited acquired by Great Lakes Forest Products Limited in 1979;
- ii) controlling shares of Abitibi-Price Inc. purchased by Olympia and York Developments Limited in 1981;



- iii) Abitibi-Price Inc.'s Thorold fine paper mill purchased by Fraser Inc. in 1981;
- iv) Marathon mill and associated assets of American Can of Canada Limited acquired in a joint venture by the James River Corporation of Richmond, Virginia (80%) and Buchanan Forest Products Limited of Thunder Bay, Ontario (20%) in 1983;
- v) Abitibi-Price Inc.'s Sault Ste. Marie groundwood papers mill acquired by St. Marys Paper Inc. in 1984.

The factors contributing to these changes are varied--the motivation and rationale underlying specific decisions are the domain of the board of directors and, therefore, beyond the realm of public knowledge and enquiry. Nevertheless, a number of explanations can be offered to account for specific actions:

- i) If the intent is to expand production capacity, it may be cheaper to acquire existing capacity than to undertake new construction. This may be particularly true when interest rates and capital costs are high.
- ii) Facilities integration and the broadening of a product base may offer opportunities for improved utilization of raw materials.
- iii) The acquisition of specific enterprises and their associated resource base may offer opportunities for consolidating and augmenting timber supplies and reserves.
- iv) Existing businesses may be acquired to provide the parent enterprise with a means of entering a specific market, or if the enterprise is already established within a particular market, of otherwise consolidating or expanding its market position.
- v) An enterprise may elect to terminate or dispose of particular businesses if they are deemed unprofitable or likely to become so. It may also divest itself of otherwise profitable businesses if these are deemed to be strategically incompatible with its long-term goals or its primary fields of endeavor and expertise. An enterprise may also choose to consolidate its position within those businesses perceived to be the most profitable, and to dispose of its less profitable undertakings.
- vi) An enterprise with operating interests in characteristically cyclical or volatile markets may elect to diversify into unrelated businesses so as to minimize risk and to dampen cash flow irregularity and variability.
- vii) An enterprise may elect to dispose of certain assets or businesses so as to be able to modify its debt structure.
- viii) Assets and specific affiliated or subsidiary businesses may be liquidated if a parent enterprise is forced into receivership or compelled to restructure its debt financing.
- ix) Various mergers or joint ventures may be undertaken where mutually beneficial opportunities are perceived by two or more enterprises.

- x) An enterprise may dispose of an otherwise profitable business or asset if presented with an offer "too good to refuse".

Companies with operating interests in the Ontario-based pulp and paper mills industry are listed in Table 1. Table 2 lists some of the major paper converters operating in Ontario. A comprehensive list of Ontario-based paper converters may be obtained by reference to any number of published trade and manufacturers' directories (see cited references and suggested reference section). Table 3 ranks the major Canadian corporations with operating interests in Ontario-based pulp and paper mills and/or converting industries on the basis of estimated 1984 sales revenues. (The source of sales revenues is not indicated.) It should be noted that, of the listed industrials, many are engaged predominantly in business activities other than those of the paper and allied industries group.



Table 1. Pulp mills and integrated pulp and paper mills in the province of Ontario, 1984

Corporation/company name	Ownership structure	
	Name of parent, or controlling and/or dominant shareholder	Percent share
Abitibi-Price Inc.	Olympia and York Developments Ltd.	93.2
Atlantic Packaging Products Ltd.	Granovsky family	100.0
The Beaver Wood Fibre Company Ltd.	Georgia-Pacific International Corporation	100.0
Belkin Packaging Ltd.	Keycorp Industries Ltd.	100.0
Boise Cascade Canada Ltd.	Boise Cascade Corporation	100.0
Dominion Cellulose Ltd.	CIP Ltd. (sub. of Canadian Pacific Enterprises Ltd.)	100.0 100.0
Domtar Inc.	La Caisse de Dépôt et Placement du Québec Dofor Inc.	15.0 30.0
E.B. Eddy Forest Products Ltd.	Eddy Paper Company Ltd. (subsidiary of George Weston Ltd.)	100.0 100.0
Fraser Inc.	Northwood Mills Ltd. (subsidiary of Noranda Inc.)	68.3 89.7
Great Lakes Forest Products Ltd.	Canadian Pacific Enterprises Ltd.	54.3
IKO Industries Ltd.	IKO Sales Ltd.	100.0
James River-Marathon Ltd.	James River Corporation Buchanan Forest Products Ltd.	80.0 20.0
Kimberly-Clark of Canada Ltd.	Kimberly-Clark Corporation	100.0
MacMillan Bloedel Ltd.	Northwood Mills Ltd. (subsidiary of Noranda Inc.)	48.3 89.7
Nordfibre Company	Frank Orsi family	a
The Ontario Paper Company Ltd.	Tribune Company	100.0
Reid-Dominion Packaging Ltd.	Seneca Investments Ltd. (subsidiary of Moore Corporation Ltd.)	100.0 100.0
Sonoco Ltd.	Sonoco International Inc.	100.0
Spruce Falls Power and Paper Company Ltd.	Kimberly-Clark Corporation The New York Times Company	50.5 49.5
Strathcona Paper Company	division of Roman Corporation Ltd.	a
St. Marys Paper Inc.	Northam Inc. Shieldings Investments Ltd. Rauma Repola Corporation Nordic American Banking Corporation	28.4 28.4 25.0 18.2
Trent Valley Paperboard	division of Paperboard Industries Corporation	a

<sup>a</sup> Not available

Table 2. Major paper converters, paper box and bag manufacturers and manufacturers of specialty paper and paperboard products in the province of Ontario, 1984

Corporation/company name	Ownership structure	
	Name of parent, or controlling and/or dominant shareholder	Percent share
Abitibi-Price Inc.	Olympia and York Developments Ltd.	93.2
Barbecon Inc.	Abitibi-Price Inc.	a
Atlantic Packaging Products Ltd.	Granovsky family	100.0
Bonar Packaging Ltd.	division of Bonar Canada Ltd., subsidiary of Low & Bonar Plc.	100.0
Belkin Packaging Ltd.	Keycorp Industries Ltd.	100.0
CIP Inc.	Canadian Pacific Enterprises Ltd.	100.0
Dominion Cellulose Ltd.	CIP Inc.	100.0
Domtar Inc.	Dofor Inc.	30.0
	La Caisse de Dépôt et Placement du Québec	15.0
Domtar Sonoco Containers Inc.	Domtar Inc.	50.0
	Sonoco International Inc.	50.0
DRG Inc.	DRG Plc.	70.3
Kimberly-Clark of Canada Ltd.	Kimberly-Clark Corporation	100.0
MacMillan Bathurst Inc.	MacMillan Bloedel Ltd.	50.0
	Consolidated-Bathurst Inc.	50.0
Moore Corporation	widely held	b
	division of Moore Corporation	b
	Seneca Investments Ltd., subsidiary of Moore Corporation	100.0
Paperboard Industries Corporation	privately owned	a
Trent Valley Paperboard	division of Paperboard Industries Corporation	b
Select Corrugating Services	division of Paperboard Industries Corporation	b
Somerville Belkin Industries Ltd.	Belkin Packaging Ltd.	100.0
Sonoco Ltd.	Sonoco International Inc.	100.0
Strathcona Paper Company	division of Roman Corporation	b
Torham Packaging Inc.	The Hamilton Group	38.8
Atlas Paperboard Boxes (Hamilton)	division of Torham Packaging Inc.	b
Fielder/Ontario Paper Box	division of Torham Packaging Inc.	b
Tresidder Reid Paper Boxes	division of Torham Packaging Inc.	b

<sup>a</sup> Not available

<sup>b</sup> Not applicable

Table 3. Selected Canadian industrials with ties to the Ontario-based pulp and paper industry

Company/corporation	Rankings			Ownership	
	Sales	Net income	Assets	(%)	Major shareholder (Dec. 1984)
Canadian Pacific Ltd.	2	6	1	11	Power Corporation of Canada
				10	Caisse de dépôt
Canadian Pacific Enterprises Ltd.	5	11	3	70	Canadian Pacific Ltd.
George Weston Ltd.	7	41	34	57	Wittington Investments Ltd.
Noranda Inc.	22	391	10	46	Brascade Resources Ltd.
Moore Corporation Ltd.	30	25	60		widely held (86%) in Canada
Abitibi-Price Inc.	35	49	48	93	Olympia & York Developments
MacMillan Bloedel Ltd.	36	148	43	50	Noranda Inc.
Domtar Inc.	40	40	62	30	Dofor Inc.
				15	Caisse de dépôt
Consolidated-Bathurst Inc.	52	48	57	40	Power Corporation of Canada
CIP Inc. <sup>a</sup>	(61)	n/a	n/a	100	Cdn. Pacific Enterprises Ltd.
Kimberly-Clark of Canada Ltd.	127	108	99	100	Kimberly-Clark Corporation
Great Lakes Forest Products Ltd.	140	160	98	54	Cdn. Pacific Enterprises Ltd.
Fraser Inc.	151	306	114	64	Northwood Mills Ltd.
Ontario Paper Company	167	n/a	133	100	Tribune Company
Kruger Inc.	173	96	113	92	Kruger family
Boise Cascade Canada Ltd.	179	32	214	100	Boise Cascade Corporation
Reed Inc.	206	261	196	100	Reed Paper Holdings Ltd.
Keycorp Industries Ltd.	221	217	108	98	Capital Enterprises Ltd.
Atlantic Packaging Products Ltd. <sup>a</sup>	(238)	n/a	n/a	100	Granovsky family
Rolland Inc.	255	249	346	57	Lucien G. Rolland
Scott Paper Ltd.	303	213	253	50	Scott Paper Company
Barbecon Inc.	307	278	409	58	Westell Holdings Ltd.
Somerville Belkin Industries Ltd.	323	289	300	100	Belkin Packaging Ltd.
Spruce Falls Power and Paper Company <sup>b</sup>	n/a	n/a	n/a	51	Kimberly-Clark Corporation
				49	New York Times
Bonar Inc.	441	287	398	75	Low & Bonar Plc.
DRG Inc.	460	293	401	70	DRG Plc.
Dover Industries Ltd.	555	n/a	n/a	50	Movisa Securities Ltd.

<sup>a</sup> Position (ranking) approximated on the basis of 1984 sales. Source: The Financial Post, "The Financial Post 500", Maclean Hunter, May 1985.

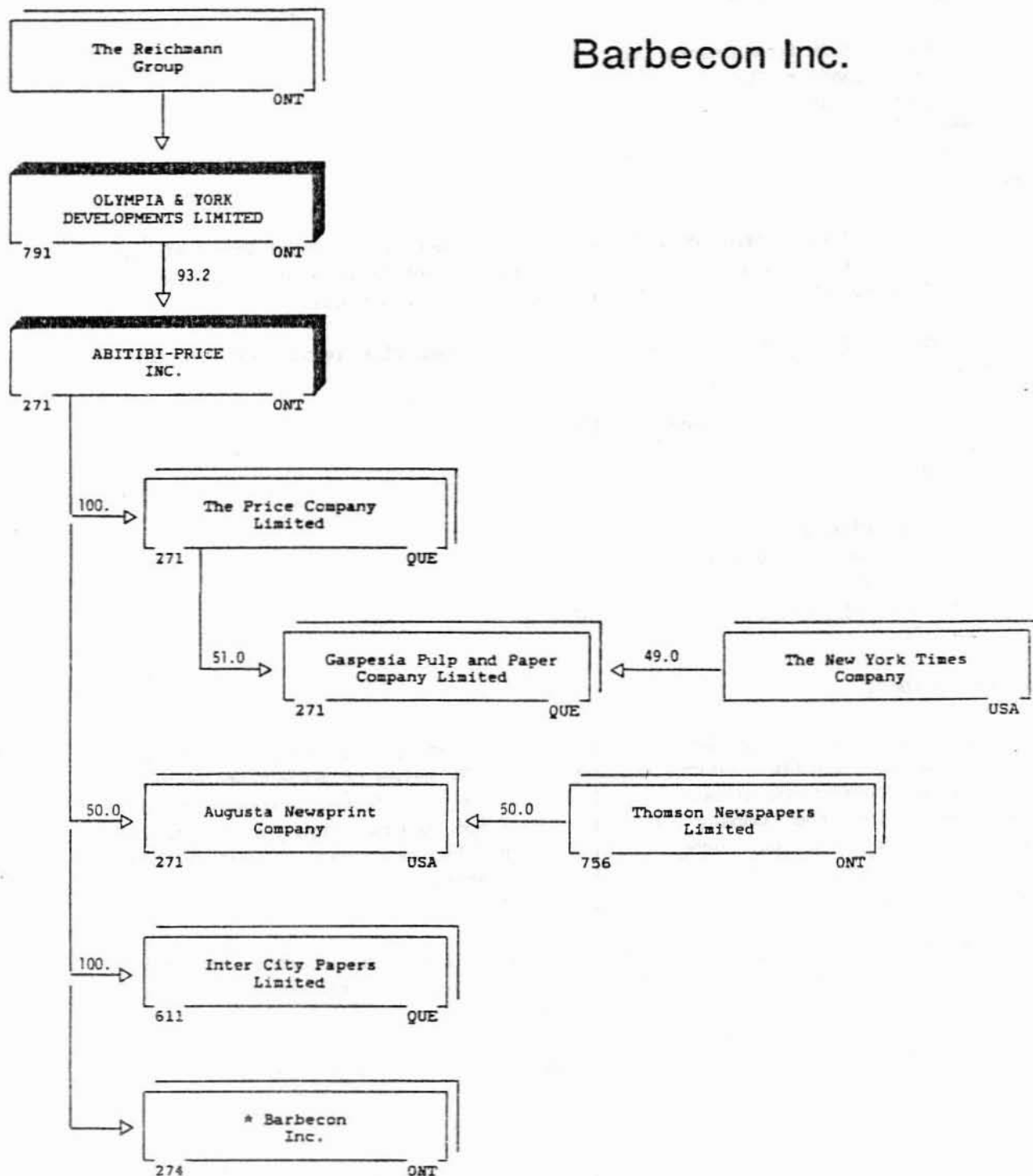
<sup>b</sup> Position (ranking) approximated on the basis of 1983 sales. Source: The Blue Book of Canadian Business, 1984.

Source: Canadian Business, "Canada's Top 500 Companies", CB Media Ltd., June 1985.

# Olympia & York Developments Limited

## ABITIBI-PRICE INC.

Barbecon Inc.



\* purchase pending, March 1985

## OLYMPIA & YORK DEVELOPMENTS LTD.

### *Head office location and address*

Olympia & York Developments Ltd.  
1 First Canadian Place  
Toronto, Ontario  
M5X 1B5

### *Nature of business*

Olympia & York Developments Ltd., wholly owned by the Reichmann family, is a privately owned, fully integrated real estate development and management company with properties in Canada, the United States and Europe.

Olympia & York Developments Ltd. is the enterprise parent of Abitibi-Price Inc.

## ABITIBI-PRICE INC.

### *Head office location and address*

Abitibi-Price Inc.  
Toronto Dominion Centre  
P.O. Box 21  
Toronto, Ontario  
M5K 1B3

### *Nature of business*

"Abitibi-Price Inc., the world's largest producer of newsprint, is an integrated Canadian forest products company with 1984 sales of more than \$2 billion and manufacturing operations in both Canada and the United States. In addition to newsprint, the Company produces groundwood papers, fine papers, kraft pulp, building products and lumber. The Company also has paper converting operations and a major distribution network for printing papers, industrial paper products and information processing supplies." (Anon. 1984).

Abitibi-Price is also involved in mining and mineral exploration activities in Canada, principally on lands where it holds both timber and mineral rights.

Abitibi-Price is a subsidiary of Olympia & York Developments Ltd.

### *Directors*

Robert C. Gimlin	Chairman and Chief Executive Officer
Bernd K. Koken	President and Chief Operating Officer
General Lauris Norstad	Honorary Director

Thomas J. Bell, M.C.  
Edmund C. Bovey, C.M.  
Gilbert I. Newman  
Francis J. Ryan, Q.C.  
Paul-Gaston Tremblay, C.M.

Ralph Reichmann  
Albert Reichmann  
Paul Reichmann  
John A. Tory,, Q.C.  
David A. Ward, Q.C.

Marcel Belanger, Q.C.  
Howard W. Blauvelt  
C. Edward Medland  
Kenneth R. Thomson

#### *History (specific to Ontario-based operations)*

The Abitibi Pulp & Paper Company Ltd. was incorporated in 1912 and its name was changed to Abitibi Power & Paper Company Ltd. in 1914. Newsprint operations at Iroquois Falls were incorporated into the company in 1915. In 1927 the company acquired the Mattagami Pulp and Paper Co. mill in Smooth Rock Falls, and in 1928 it merged with a number of other companies including Spanish River Pulp and Paper Mills Ltd. and the Fort William Paper Company Ltd. The Spanish River Pulp and Paper Mills Ltd. operations at Espanola, Sturgeon Falls and Sault Ste. Marie were subsequently sold, in 1943, 1979 and 1984, respectively. In 1928 the company also acquired interests in the Thunder Bay Paper Company Limited, with full ownership following in 1932.

In 1965 the company name was changed to Abitibi Paper Company Limited. Abitibi secured controlling interests in Inter City Papers Limited in 1967 and purchased all outstanding shares of Hilroy Envelopes and Stationery Limited in 1968.

In 1974 Abitibi Paper Company Limited acquired controlling interest in The Price Company Ltd.; acquisition of all outstanding shares in La Compagnie Price Limitée was realized in 1978. The company changed its name to Abitibi-Price Inc. in 1979.

In 1981 controlling interests in Abitibi-Price Inc. were acquired by Olympia & York Developments Limited. The company's Thorold fine paper mill was sold in the same year.

Controlling interests in Barbecon Inc. were acquired in 1985.

#### *Organizational structure*

Abitibi-Price manages its various businesses within three groups: core business, diversified business, and U.S. building products. Operating divisions of the core business group include newsprint, groundwood papers, kraft pulp, and lumber. Operating divisions of the diversified business group include Provincial Papers, Inter City Papers Ltd., Hilroy, Canada Envelope, and Barbecon Inc. Divisions with operating interests in the province of Ontario are summarized in Table 4.

Table 4. Abitibi-Price Inc. divisions with operating interests in Ontario

Division or segment	Nature of business
<u>Core Business Group</u>	
Newsprint	Abitibi-Price Inc. is the world's largest producer of standard grade newsprint (75% mechanical pulp, 25% chemical pulp), with an estimated 13% share of total North American capacity and a corresponding 7% share of rated world capacity.
Kraft Pulp	Softwood kraft pulp is sold to other pulp and paper mills for use in the manufacture of a wide variety of products. In terms of the company's overall operations, market pulp sales are largely insignificant. On balance the company purchases slightly more market pulp than it sells.
<u>Diversified Business</u>	
Provincial Papers	Abitibi-Price Inc., through its Provincial Papers operations, is the country's largest producer of premium coated papers.
Inter City Papers Limited	Inter City Papers Limited, Canada's largest paper merchant, markets and distributes a wide selection of commercial printing papers, business papers and information processing supplies.
Hilroy	Hilroy is a leading manufacturer and distributor of personal stationery and a variety of paper and paper-related products for the school, home and office.
Canada Envelope	Canada Envelope, the nation's third largest envelope manufacturer, produces a wide variety of envelope products aimed primarily at the office market.
Barbecon Inc.	Barbecon Inc. is a Canadian-owned company and subsidiary of Abitibi-Price Inc. Its registered and principal office is located in Toronto, Ontario. The company is the nation's largest envelope manufacturer, and is a major distributor of printing papers.

*Ontario-based manufacturing facilities*

Table 5 lists all Ontario-based production facilities and sales offices by product category. Figure 1 depicts production facilities and sales offices by operating division and organizational structure. All Ontario-based production facilities are listed in Table 6.

Table 5. Abitibi-Price Inc. pulp and paper mills, converting plants and sales facilities in the province of Ontario

Product	Manufactured at	Sales companies and offices
Newsprint	Thunder Bay Thunder Bay Div. Fort William Div.  Iroquois Falls	Abitibi-Price Inc. Toronto
Kraft pulp	Smooth Rock Falls	Abitibi-Price Inc. Toronto
Coated fine papers	Georgetown Thunder Bay	Provincial Papers Thunder Bay Toronto
Commercial printing papers, business papers		Inter City Papers Limited London Ottawa Toronto
Paper bags, folding cartons and other institutional paper		Inter City Papers Limited Price Wilson Division London Ottawa Toronto
Envelopes, social stationery, school and office supplies	Canada Envelope Toronto  Hilroy Toronto  Barbecon Inc. Markham Downsview Toronto	Canada Envelope Toronto London Ottawa  Hilroy Toronto  Barbecon Inc. Toronto



ABITIBI-PRICE INC.

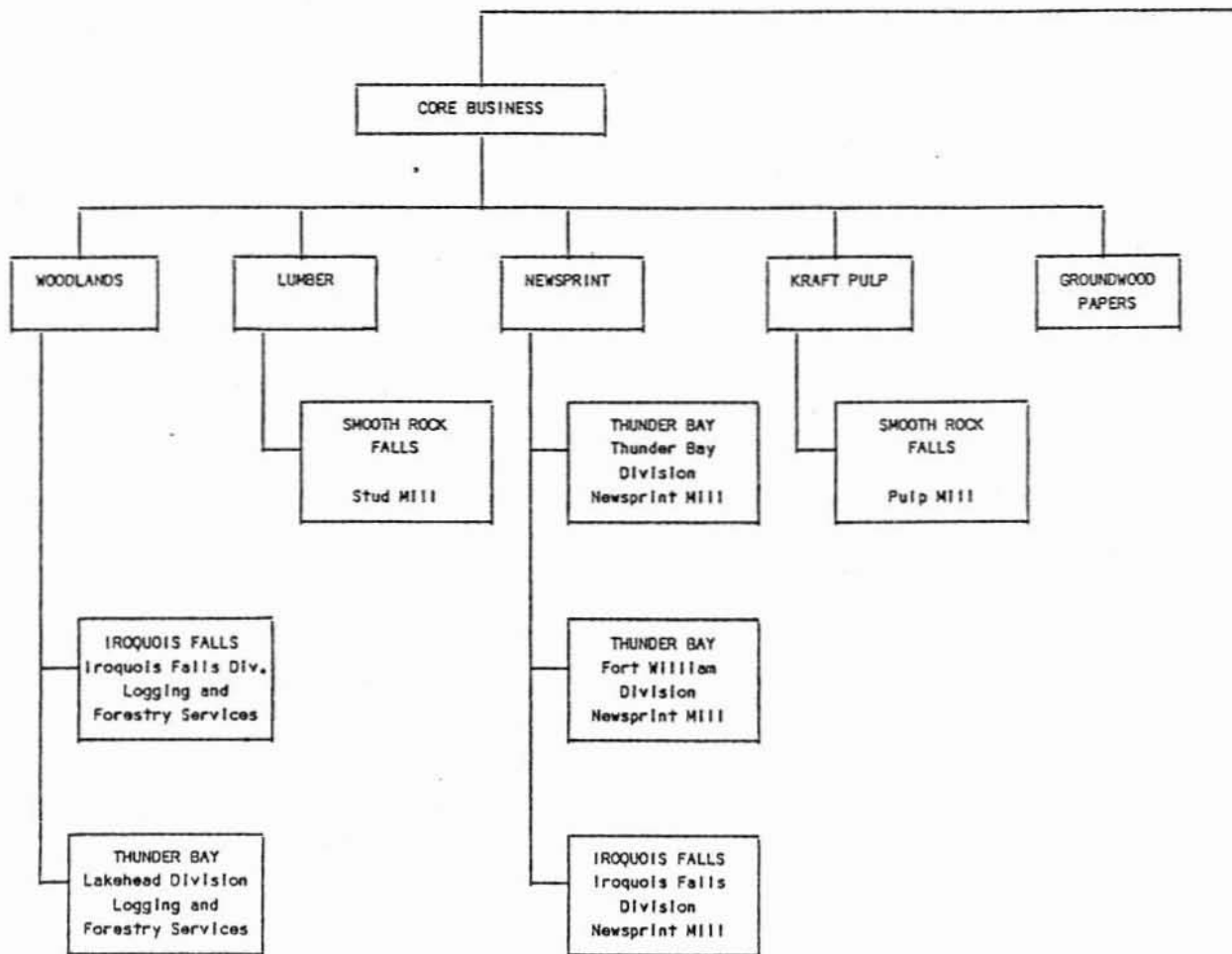


Figure No. 1. Abitibi-Price Inc., pulp and paper industries production, converting plants and sales facilities in the province of Ontario.

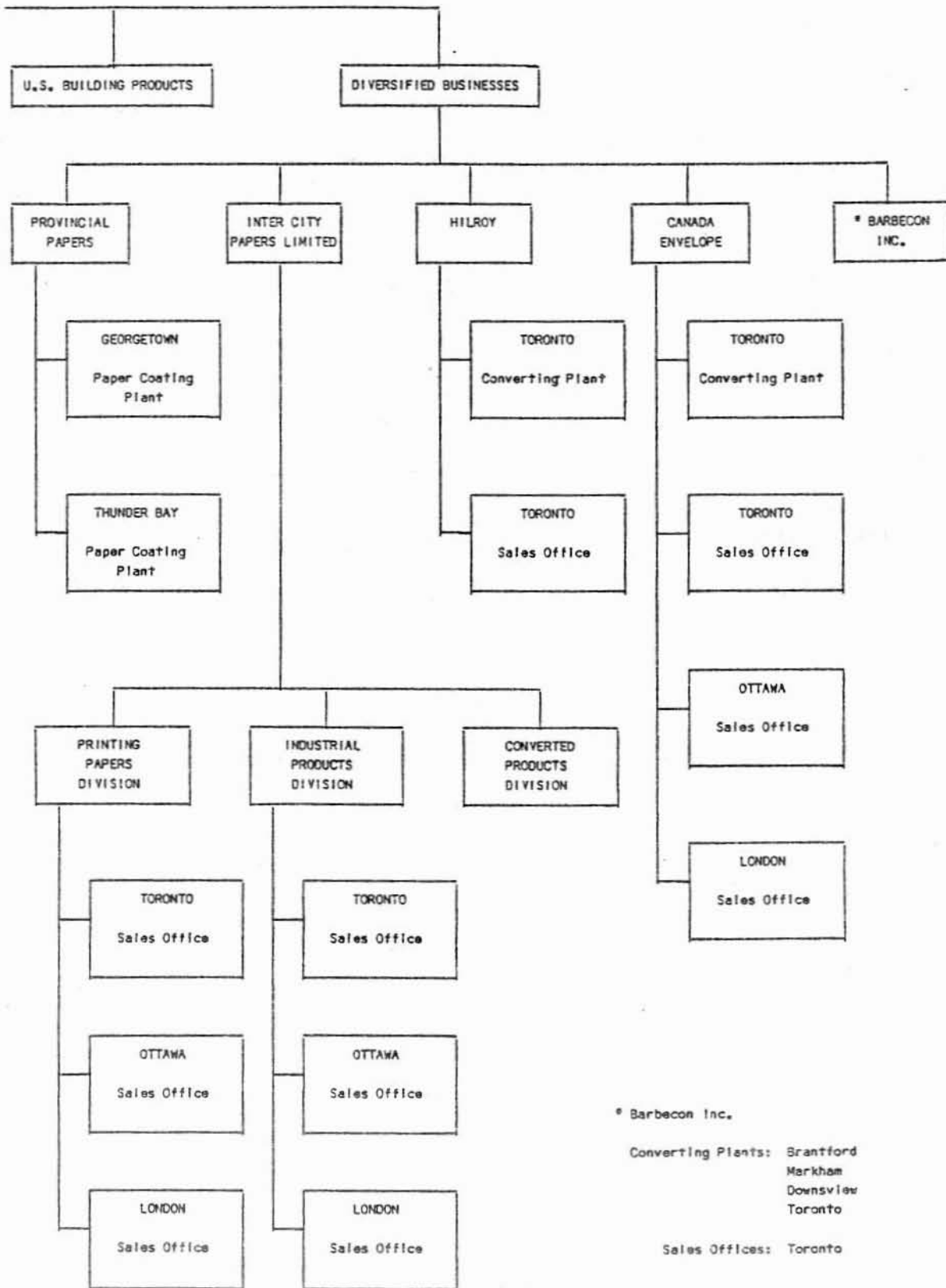


Table 6. Abitibi-Price Inc. manufacturing facilities in the province of Ontario

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Abitibi-Price Inc.  
Fort William Division

P.O. Box 160  
Postal Station "F"  
Thunder Bay, Ontario  
P7C 4V8

(807) 623-6486

Products: newsprint

Total employees: 360

Abitibi-Price Inc.  
Provincial Papers Division

P.O. Box 2450  
Thunder Bay, Ontario  
P7B 5E9

(807) 683-6211

Products: coated printing papers,  
coated cover papers

Total employees: 850

---

Abitibi-Price Inc.  
Iroquois Falls Division

Iroquois Falls, Ontario  
P0K 1E0

(807) 258-3931

Products: newsprint

Total employees: 1,015

Abitibi-Price Inc.  
Provincial Papers Division

1 Rosetta Street  
Georgetown, Ontario  
L7G 3P1

(416) 877-2221

Products: coated and glazed papers

Total employees: 41

---

Abitibi-Price Inc.  
Iroquois Falls Division

P.O. Box 310  
Smooth Rock Falls, Ontario  
P0L 2B0

(705) 338-2505

Products: kraft pulp

Total employees: 400

Abitibi-Price Inc.  
Canada Envelope Division

23 Disco Road  
P.O. Box 160  
Rexdale, Ontario  
M9W 5L1

(416) 675-5900

Products: envelopes

Total employees: 112

(cont'd)

Table 6. Abitibi-Price Inc. manufacturing facilities in the province of Ontario (concl.)

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<hr/>	
Abitibi-Price Inc. Thunder Bay Division	Abitibi-Price Inc. Hilroy Division
P.O. Box 2390 Postal Station "F" Thunder Bay, Ontario P7B 5E9	2560 Bowie Avenue Toronto, Ontario M1E 2R9
(807) 683-6235	(416) 782-4411
Products: newsprint	Products: printing and writing papers, including social stationery and school and office
Total employees: 375	Total employees: 360
<hr/>	
Barbecon Inc. Central Converting Division	Barbecon Inc. Becon-Gage Envelopes Division
340 Rimrock Road Downsview, Ontario M3J 3A6	56 Steelcase Road West Markham, Ontario L3R 1B2
(416) 638-6555	(416) 475-6181
Products: envelopes	Products: envelopes
Total employees: 40	Total employees: 98 (plant) 62 (office)
<hr/>	
Barbecon Inc. Barber-Ellis Division	Barbecon Inc. Becon-Gage Envelopes Division
20 Overlea Boulevard Toronto, Ontario M4H 1A7	114 Marlborough Street P.O. Box 998 Brantford, Ontario N3T 5S7
(416) 421-8270	(519) 752-4347
Products: social stationery and miscellaneous converted	Products: envelopes paper products
Total employees: 75	Total employees: 61

# ATLANTIC PACKAGING PRODUCTS LIMITED

## ATLANTIC PACKAGING PRODUCTS LTD.

### *Head office location and address*

Atlantic Packaging Products Ltd.  
111 Progress Avenue  
Scarborough, Ontario  
M1P 2Y9

### *Nature of business*

Atlantic Packaging Products Ltd. is a privately owned company. It is wholly owned by the Granovsky family. The Ontario-based company manufactures linerboard, corrugating medium, corrugated shipping containers, gummed tape, polyethylene film, paper bags, sanitary tissues and disposable diapers.

### *Directors*

Phil Granovsky, Chairman and President  
Irving Granovsky

### *History*

Atlantic Packaging Company was established in 1946 and began operations as a manufacturer of paper bags. In 1958 the company began making extruded polyethylene film, and with the installation of a paper mill in 1968 the company entered into the manufacture of a variety of paper-based products. During the mid-1970s the company name was changed to Atlantic Packaging Products Ltd.

### *Production facilities*

Table 7 lists the company's production facilities, all of which are located in Ontario.

Table 7. Atlantic Packaging Products Ltd. production facilities in the province of Ontario

---

Atlantic Packaging Products Ltd.  
(mill and converting plant)

111 Progress Avenue  
Scarborough, Ontario  
M1P 2Y9

(416) 298-8201

Products: linerboard, corrugating  
medium, tissues,  
flexible packaging,  
bags, corrugated  
containers, sanitary  
paper products

Total employees: 470 (approx.)

Atlantic Packaging Products Ltd.

45 Chisolm Drive  
Ingersoll, Ontario  
N5C 2C7

(519) 485-5251

Products: corrugated containers,  
converted paper and paper-  
board products

Total employees: 29

---

Atlantic Packaging Products Ltd.

5711 Atlantic Drive  
Mississauga, Ontario  
L4W 1H3

Products: corrugated containers

Total employees: 50

Atlantic Packaging Products Ltd.

6 Shaftsbury Lane  
Brampton, Ontario  
L6T 3X7

Products: corrugated containers,  
converted paper and  
paperboard products

Total employees: 120

---

Atlantic Packaging Products Ltd.

55 Milliken Blvd.  
Agincourt, Ontario  
M1V 1V3

Products: household towels,  
disposable diapers,  
sanitary paper products

Total employees: 80

Georgia-Pacific Corp.

# BEAVER WOOD FIBRE COMPANY LIMITED

## GEORGIA-PACIFIC CORPORATION

### *Head office location and address*

Georgia-Pacific Corporation  
133 Peachtree  
Atlanta, Georgia  
30303

### *Nature of business*

Georgia-Pacific Corporation controls timberlands and manufactures, distributes and markets a variety of forest products and building products including plywood, paper, pulp, paperboard, gypsum, chemicals, furniture and lumber. Operations located outside the United States are managed through Georgia-Pacific International Corporation, a wholly owned subsidiary of Georgia-Pacific Corporation.

Georgia-Pacific Corporation is the enterprise parent of the Beaver Wood Fibre Co. Ltd.

## THE BEAVER WOOD FIBRE CO. LTD.

### *Head office location and address*

The Beaver Wood Fibre Co. Ltd.  
395 Allanburg Road  
Thorold, Ontario  
L2V 1A5

### *Nature of business*

The Beaver Wood Fibre Co. Ltd. is a wholly owned subsidiary of Georgia-Pacific International Corporation of Atlanta, Georgia. Head offices of the Beaver Wood Fibre Co. Ltd. are located in Thorold, Ontario. The company manufactures and markets a variety of paperboard and building materials products.

### *Directors (The Beaver Wood Fibre Co. Ltd., 1984)*

D.W. Watts  
Glenn E. Wilson

### *History (specific to Ontario-based operations)*

The company was formed in 1913 by the Beaver Wood Fibre Co. Ltd. It was later acquired by Certain-Teed Products Corporation, then by Bestwall Corporation, and finally by Georgia-Pacific Corporation.

Federal Packaging & Partition Co. Ltd., a paper converter and subsidiary company, was sold in 1985.

### *Ontario-based manufacturing facilities*

The Beaver Wood Fibre Co. Ltd  
319 Allanburg Road  
P.O. Box 1047  
Thorold, Ontario  
L2V 1A5

(416) 227-6651

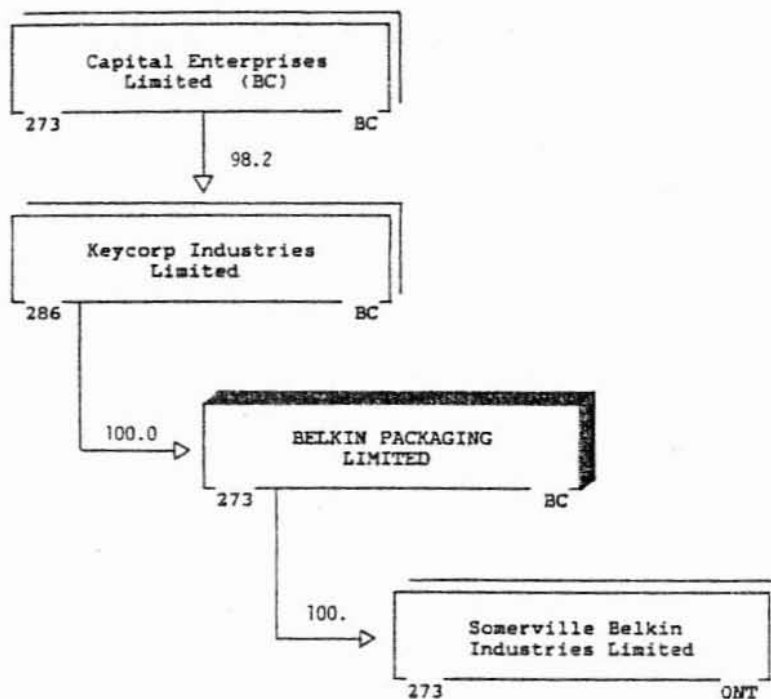
Products: boxboard, chipboard, tube stock,  
gypsum board papers, partition  
stock, paperboard

Total employees: 170 (plant)  
18 (office)



# BELKIN PACKAGING LIMITED

Somerville  
Belkin  
Industries  
Limited



Note: Keycorp Industries Ltd. and Belkin Packaging Ltd. were amalgamated on 1 October, 1985 under the new name of Belkin Inc.

Community Paper Recycling Ltd. to be renamed Belkin Paper Stock Inc.

## KEYCORP INDUSTRIES LTD.

### *Head office location and address*

Keycorp Industries Ltd.  
13651 Bridgeport Road  
Richmond, British Columbia  
V6V 1X1

### *Nature of business*

Keycorp Industries Ltd. is a subsidiary of Capital Enterprises Ltd. of British Columbia. Keycorp Industries Ltd. is engaged primarily in the manufacture and marketing of business forms and related products.

Keycorp Industries Ltd. is the enterprise parent of Belkin Packaging Ltd.

### *Directors*

Morris Belkin, Chairman and President

M. Joseph Kelly	Lorenzo N. Hoopes
A. Stuart Belkin	Douglas J. McKinnon
Robert F. Krause	William E. Mastbaum
Edwin C. Phillips	C.R. Lawrence Peers

## BELKIN PACKAGING LTD.

### *Head office location and address*

Belkin Packaging Ltd.  
8255 Wiggins Street  
Burnaby, British Columbia  
V3N 2V7

### *Nature of business*

Belkin Packaging Ltd. is a wholly owned subsidiary of Keycorp Industries Ltd. of Burnaby, British Columbia. Belkin Packaging Ltd. and its subsidiaries manufacture and market paperboard and various paperboard products, plastic products, various automotive products and construction materials including industrial papers, roofing felts, gypsum board and core boards. The company is also engaged in merchandising services.

Somerville Belkin Industries Ltd. is a wholly owned subsidiary of Belkin Packaging Ltd.

*Directors (Belkin Packaging Ltd., 1984)*

Morris Belkin, Chairman and President

M. Joseph Kelly	Lorenzo N. Hoopes
A. Stuart Belkin	Douglas J. McKinnon
Robert F. Krause	William E. Mastbaum
Edwin C. Phillips	C.R. Lawrence Peers

*History (specific to Ontario-based operations)*

Belkin Packaging Ltd., through its Belkin Paperboard division, operates paperboard mills in British Columbia, Ontario and Quebec. The Ontario-based operations were acquired in 1981 with the purchase of the Toronto boxboard plant, formerly owned by the Continental Group of Canada Ltd., and its operating subsidiary, the Continental Can Company of Canada.

A corrugated container plant located in Toronto was incorporated into the company in October, 1984.

*Ontario-based production facilities*

Belkin Packaging Ltd. operates a boxboard plant in Toronto (see Table 8).

SOMERVILLE BELKIN INDUSTRIES LTD.

*Head office location and address*

Somerville Belkin Industries Ltd.  
2121 Argentia Road  
Mississauga, Ontario  
L5N 1V8

*Nature of business*

Somerville Belkin Industries Ltd. is a wholly owned subsidiary of Belkin Packaging Ltd. of Burnaby, British Columbia. Somerville Belkin Industries Ltd. is engaged in the manufacture of packaging products including folding cartons, milk cartons, and flexible packaging. The company also manufactures vacuum-formed plastics, injection-moulded plastics and automotive products, and provides merchandising services.

*Directors (Somerville Belkin Industries Ltd., 1984)*

Robert F. Krause	President and Chief Executive Officer
Morris Belkin	Chairman
David H. Gordon	Douglas J. McKinnon
Frank Warnock	

*Ontario-based production facilities*

Somerville Belkin Industries Ltd. operates several production facilities in Ontario, three of which manufacture paperboard boxes and related products (see Table 8).

COMMUNITY PAPER RECYCLING LTD.

*Nature of business*

A subsidiary of Belkin Packaging Ltd., Community Paper Recycling Ltd. operates paper recycling plants in Burnaby, Edmonton, Calgary and Toronto. These plants provide a steady, low-cost source of raw material for the three boardmills of Belkin Packaging Ltd.

Table 8. Belkin Packaging Ltd., Somerville Belkin Industries Ltd., and Community Paper Recycling Ltd. production facilities in the province of Ontario.

---

Somerville Belkin Industries Ltd.  
Packaging Division

Crumlin Side Road  
P.O. Box 5760  
Terminal "A"  
London, Ontario  
N6A 4T2

(519) 451-6060

Products: folding paperboard  
boxes and cartons

Total employees: 191 (plant)  
56 (office)

Somerville Belkin Industries Ltd.  
Packaging Group

66 Ray Avenue  
Toronto, Ontario  
M6M 2A9

(416) 766-8211

Products: folding paperboard boxes,  
miscellaneous converted  
paper and paperboard pro-  
ducts

Total employees: 200 (plant)  
65 (office)

---

Somerville Belkin Industries Ltd.  
Packaging Division

1291 California Avenue  
Brockville, Ontario  
K6V 5W3

(613) 342-9640

Products: folding paperboard  
boxes and cartons

Total employees: 185

Belkin Packaging Ltd.  
Belkin Paperboard Division

495 Commissioners Street  
Toronto, Ontario  
M4M 1A5

(416) 461-8261

Products: boxboard, coated boxboard,  
linerboard, miscellaneous  
paper from recycled waste  
material

Total employees: 183 (plant)  
42 (office)

---

Belkin Packaging Ltd.  
Corrugated Division

188 Cartwright Avenue  
Toronto, Ontario  
M6A 1V6

(416) 787-4206

Products: corrugated containers

Community Paper Recycling Ltd.

475 Commissioners Road  
Toronto, Ontario  
M4M 1A6

(416) 461-9241

Products: recycled waste, paper stock

# BOISE CASCADE CANADA LIMITED

## BOISE CASCADE CORPORATION

### *Head office location and address*

Boise Cascade Corporation  
One Jefferson Square  
Boise, Idaho  
83728

### *Nature of business*

Boise Cascade Corporation is an American-owned, fully integrated forest products company with corporate headquarters located in Boise, Idaho. It is engaged principally in the manufacture, distribution and marketing of newsprint and other paper products, packaging and office products, wood products and building materials.

Boise Cascade Corporation is the enterprise parent of Boise Cascade Canada Ltd.

## BOISE CASCADE CANADA LTD.

### *Head office location and address*

Boise Cascade Canada Ltd.  
Suite 500  
3300 Bloor Street West  
Toronto, Ontario  
M8X 2X2

### *Nature of business*

Boise Cascade Canada Ltd. is a wholly owned subsidiary of Boise Cascade Corporation of Boise, Idaho. Headquarters offices of Boise Cascade Canada Ltd. are located in Toronto, Ontario. The company is a fully integrated forest products company maintaining and operating major pulp and paper mills in northwestern Ontario. The company manufactures a variety of forest products, including market pulp, fine papers, newsprint and lumber.

### *Directors (Boise Cascade Canada Ltd., 1984)*

R. Joseph Kneeland	President and Chief Executive Officer
John R. Forrest	Chairman
Philip Gordon	John Wasserlein
Robert E. Membrey	Hon. Alan A. Macnaughton
Rex L. Dorman	K. Peter Norrie
Fred G. Williams	Robert B. Taylor
Kenneth H. Woodley	Charles E. Faries, Jr.

### *Ontario-based production facilities*

Boise Cascade Canada Ltd.  
Kenora Newsprint Division

504 9th Street  
P.O. Box 5000  
Kenora, Ontario  
P9N 3Y1

(807) 468-6411

Products: newsprint

Total employees: 843

Boise Cascade Canada Ltd.  
Paper Mill Division

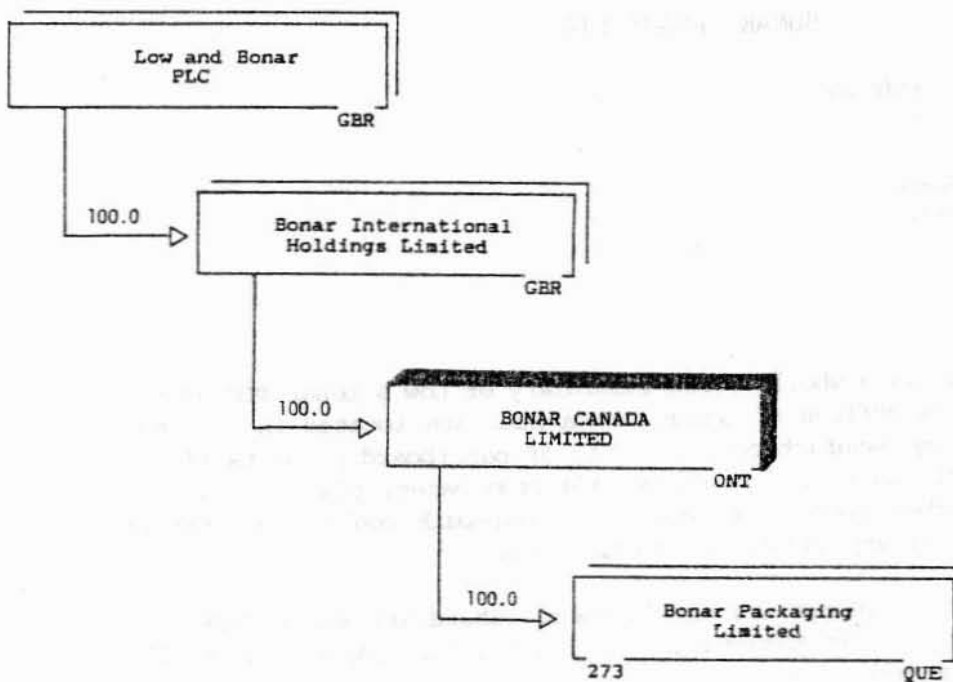
1455 Idylwild Drive  
Fort Frances, Ontario  
P9A 3M3

(807) 274-7743

Products: bleached kraft (market) pulp,  
newsprint, offset papers,  
specialty groundwood papers

Total employees: 1,149 (plant  
37 (office))

# BONAR CANADA LIMITED





## LOW & BONOR PLC

### *Head office location and address*

Low & Bonor PLC  
Bonar House  
Faraday Street  
Dundee, U.K.  
DD1 9JA

### *Nature of business*

Low & Bonor PLC is registered in Scotland as the Low & Bonor Group Ltd. With business interests around the world, the company conducts its business through three divisions: packaging, textiles, and engineering.

Low & Bonor PLC is the enterprise parent of Bonar Canada Ltd. and its wholly owned subsidiary, Bonar Packaging Ltd.

## BONAR CANADA LTD.

### *Head office location and address*

Bonar Canada Ltd.  
3027 Harvester Road  
Burlington, Ontario  
L7N 3J9

### *Nature of business*

Bonar Canada Ltd. is a wholly owned subsidiary of Low & Bonor PLC of the United Kingdom. Executive offices of Bonar Canada Ltd. are located in Burlington, Ontario. The company manufactures a variety of paperboard products (i.e., folding cartons), flexible packaging products made from paper, plastic and textiles, printed bags, lumber protection wrap, and semi-bulk containers, and it distributes packaging machinery and mining ventilators.

Bonar Canada Ltd., through its wholly owned subsidiary Bonar Packaging Ltd., is one of Canada's largest manufacturers of multi-wall paper and textile bags and plastic flexible packaging.

### *Directors (Bonar Canada Ltd., 1983)*

E.G. Campbell	President and Chief Executive Officer
B.G. Gilbert	Chairman
W.S. Moffat	W.L. Telfer
R.J. Shirley	R.R. Craig

*Ontario-based production facilities*

Bonar Canada Ltd. maintains and operates plants and sales offices across Canada. Bonar Packaging Ltd., a wholly owned subsidiary, operates three converting plants in Ontario (see Table 9).

Table 9. Bonar Canada Ltd. and Bonar Packaging Ltd. production facilities in the province of Ontario.

---

Bonar Packaging Ltd.  
Paper Division

2380 McDowall Road  
Burlington, Ontario  
L7R 4A1

(416) 637-5611

Products: paper bags, small and  
multi-wall plastic  
bags, packaging  
machinery

Total employees: 300

---

Bonar Packaging Ltd.

364 Massey Avenue  
Guelph, Ontario  
N1H 6R1

(519) 821-2570

Products: paper bags

Total employees: 29 (plant)  
6 (office)

Bonar Packaging Ltd.

173 Bartley Drive  
Toronto, Ontario  
M4A 1E6

(416) 755-2213

Products: folding paperboard boxes,  
blister cards and skin  
boards

Total employees: 57 (plant)  
14 (office)

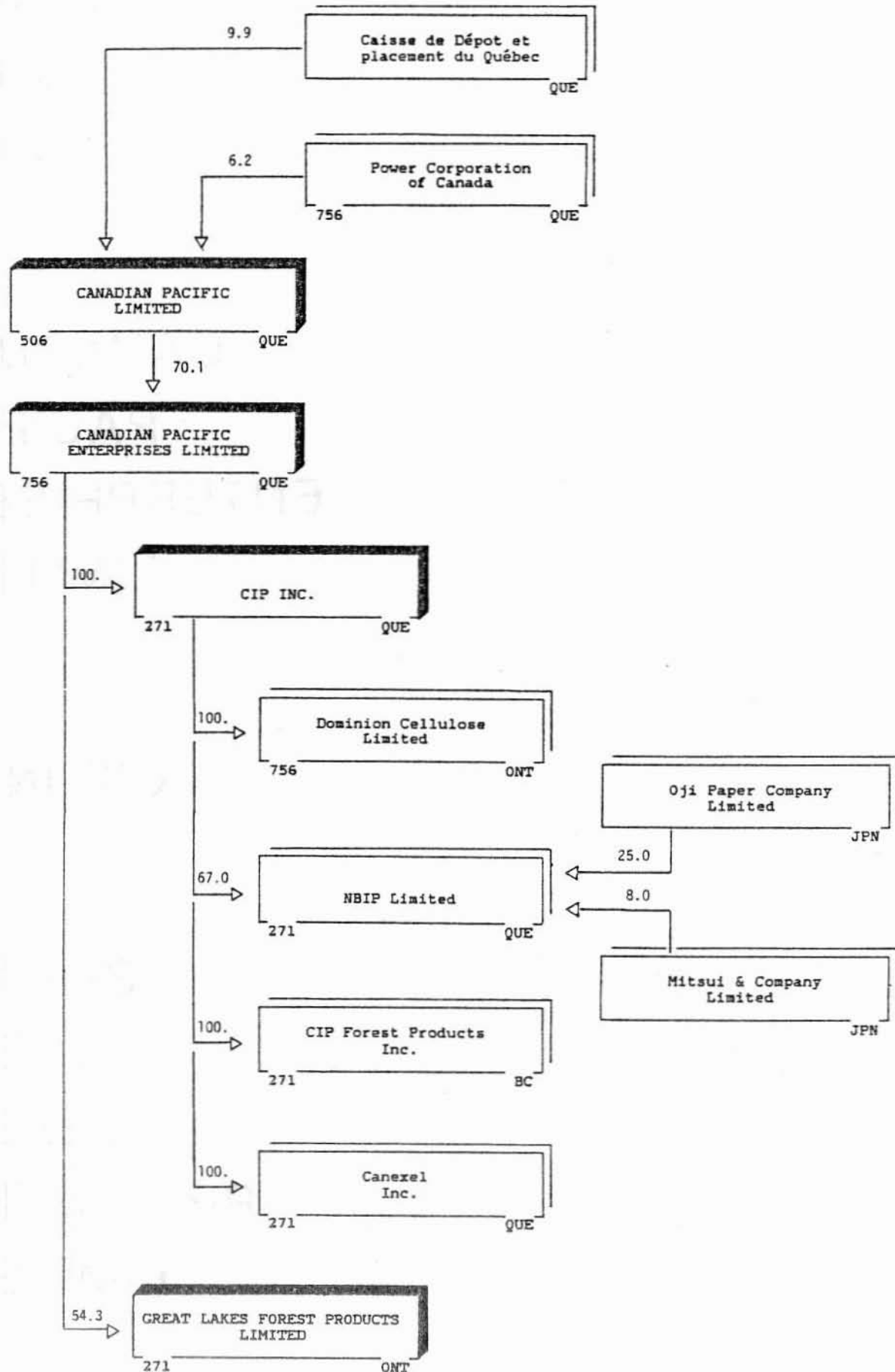
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Canadian  
Pacific  
Limited

CANADIAN  
PACIFIC  
ENTERPRISES  
LIMITED

CIP INC.

GREAT  
LAKES  
FOREST  
PRODUCTS  
LIMITED



## CANADIAN PACIFIC LTD.

### *Head office location and address*

Canadian Pacific Ltd.  
Windsor Station  
P.O. Box 6042, Station A  
MONTREAL, Quebec  
H3C 3E4

### *Nature of business*

Canadian Pacific Ltd. is a widely held, Canadian-owned, diversified business enterprise. Although the company maintains significant business interests in the United States and around the world, its primary operating interests are Canadian and broadly based, extending across the nation. They include rail, road, sea and air transportation, telecommunications, hotels and food services, real estate, resource development, manufacturing, insurance, agriproducts, economic and transportation consulting.

Canadian Pacific Ltd. is the enterprise parent of Canadian Pacific Enterprises Ltd. and its associated subsidiary companies.

### *Directors*

F.S. Burbidge  
W.W. Stinson

Chairman  
President and Chief Executive Officer

James W. Burns  
Allard Jiskoot  
C.A. Fielding  
J.H. Moore  
Thomas G. Rust  
F.H. Sherman  
C. Douglas Reekie

Paul Desmarais, Q.C.  
Robert W. Campbell  
Donald C. Matthews  
Stanley A. Milner  
Paul L. Pare, Q.C.  
Claude Pratte, Q.C.  
Ray D. Wolfe, C.M.  
Rt. Hon. Lord Polwarth, T.D., D.L.

Lloyd I. Barber, Q.C.  
A.S. Kingsmill, Q.C.  
W. Earle McLaughlin, Q.C.  
Lucien G. Rolland, Q.C.  
William D. Mulholland  
Jean Casselman Wadds, Q.C.

## CANADIAN PACIFIC ENTERPRISES LTD.

### *Head office location and address*

Canadian Pacific Enterprises Ltd.  
2300, One Palliser Square  
125 9th Avenue S.E.  
Calgary, Alberta  
T2G 0P6

### *Nature of business*

Canadian Pacific Enterprises Ltd. is a Canadian-owned subsidiary corporation of Canadian Pacific Ltd. Canadian Pacific Enterprises Ltd. is a diversified business enterprise with operating interests around the world, as well as

coast to coast in Canada. Business interests include manufacturing, real estate, resource development, insurance and agricultural products.

Canadian Pacific Enterprises Ltd. is the enterprise parent of two major forest products companies--CIP Inc. and Great Lakes Forest Products Ltd. Canadian Pacific Enterprises Ltd. holds a majority interest in Great Lakes Forest Products Ltd. and wholly owns CIP Inc.

#### *Directors*

Robert W. Campbell	Chairman and Chief Executive Officer	
Stuart E. Eagles	President	
F.S. Burbidge	M. Norman Anderson	W. Earle McLaughlin
J. Macnamara	Thomas M. Galt	A.A. MacNaughton
Paul A. Nepveu	Claude Pratte, Q.C.	The Hon. J.L. Nichol, Q.C.
R.D. Southern	C. Merv Leitch, Q.C.	C. Douglas Reekie
W.W. Stinson	Ray D. Wolfe, C.M.	Paul Desmarais, Q.C.
	Paul L. Pare, Q.C.	

#### *Production facilities*

The various enterprises with Ontario-based facilities engaged in the production and marketing of pulp and paper products are summarized by product type in Table 10, and by production facility in Table 11.

### CIP INC.

#### *Head office location and address*

CIP Inc.  
14th Floor  
1155 Metcalfe Street  
Montreal, Quebec  
H3B 2X1

#### *Nature of business*

CIP Inc. is a wholly owned subsidiary corporation of Canadian Pacific Enterprises Ltd. of Calgary, Alberta.

CIP Inc. is a major integrated forest products company engaged in the production and marketing of a variety of pulp and paper products, including newsprint, paperboard, pulp, packaging and specialty paper products. The company's operations are located primarily in eastern Canada and British Columbia, although it has facilities in most provinces. Its products are marketed both domestically and internationally.

CIP Inc., through its container and single service divisions, operates four packaging and containerboard plants in the province of Ontario. Through its wholly owned subsidiary, Dominion Cellulose Ltd., the company produces various tissue and household paper products. The company's Ontario-based operations are listed in Table 11.

*Directors*

C.S. Flenniken

Chairman, President and Chief Executive  
Officer

Michel Belanger

James F. Hankinson

Claude Pratte, Q.C.

Jacques de Billy

Stuart E. Eagles

Paul A. Nepveu

Paul H. Leman

Peter M. Nixon

Paul L. Pare, Q.C.

E. Neil McKelvey

*History (specific to Ontario-based operations)*

The original company was incorporated by statute of the province of Quebec in 1916 under the name of "St. Maurice Lumber Company". The name was changed to the Canadian International Paper Company in 1925.

The assets of the Canadian International Paper Company, a wholly owned subsidiary of International Paper Company of New York, were acquired by Canadian Pacific Enterprises Ltd. in 1982 and the name was subsequently changed to CIP Inc.

The Hawkesbury, Ontario dissolving pulp mill was closed in December of 1982.

In 1984, Canadian Pacific Enterprises Ltd. acquired the assets of Tahsis Company Ltd. which were subsequently absorbed within the operations of its wholly owned subsidiary, Pacific Forest Products Ltd. Pacific Forest Products Ltd. was renamed CIP Forest Products Inc.

In 1985, CIP Forest Products Inc. was amalgamated with CIP Inc. under CIP Inc.

DOMINION CELLULOSE LTD.

*Head office location and address*

Dominion Cellulose Ltd.  
1551 Weston Road  
TORONTO, Ontario  
M6M 4Y4

*Nature of business*

Dominion Cellulose Ltd. is a wholly owned subsidiary of CIP Inc. The company manufactures and markets tissue and sanitary paper products.

Products are marketed by its subsidiary company, Facelle Company Ltd. of Toronto, Ontario.

### *Directors*

Brian M. Blakely                      President and General Manager

P.G. Day	C.S. Flenniken	P.E. Gagné
A.R. Murphy	W.H. Martin	F.D. Quinn
	Marc Régnier	

### *Production facilities*

Dominion Cellulose Ltd. operates a plant in Toronto (see Table 11).

## GREAT LAKES FOREST PRODUCTS LTD.

### *Head office location and address*

Great Lakes Forest Products Ltd.  
P.O. Box 430  
Thunder Bay, Ontario  
P7C 4W3

### *Nature of business*

Great Lakes Forest Products Ltd., with corporate headquarters located in Thunder Bay, Ontario, is a Canadian-owned subsidiary company of Canadian Pacific Enterprises Ltd. of Calgary, Alberta.

Great Lakes Forest Products Ltd. is a major integrated manufacturer of forest products that markets bleached kraft pulp, newsprint, fine papers and building products. The company's plants are located in northwestern Ontario and its sales are principally to the United States.

### *Directors*

C.J. Carter                                      President and Chairman of the Board

C.R. Bowles	B.H. Ridder, Jr.	Richard C. Meech, Q.C.
R.W. Campbell	W. Norman Kissick	Bartlett B. Rombough
R.E. Chalmers	William W. Stinson	J. Ross LeMesurier
R.S. DeMone	J.G. Trezevant	Stanley H. Stauffer
	J.R. Jones	

### *History*

Incorporated as the Great Lakes Paper Company Ltd. in 1919, the company began operations producing groundwood pulp in 1924. In 1936 the company was re-organized as The Great Lakes Paper Company Ltd. and again in 1978 as Great Lakes Forest Products Ltd.

In 1979 the company acquired the mill and associated forest products assets of Reed Ltd., Dryden Division.



*Production facilities*

The operations of Great Lakes Forest Products Ltd. are centered in northwestern Ontario with major production facilities located in Thunder Bay and Dryden (see Table 11).

Table 10. Canadian Pacific Enterprises Ltd. (forest products manufacturing subsidiaries) pulp and paper mills, converting plants and sales facilities in the province of Ontario

Product	Manufactured at	Sales companies and offices
Corrugated containers	CIP Inc. Burlington London Markham Rexdale	CIP Inc. Burlington London Markham Rexdale
Sanitary food containers	CIP Inc. Markham	PURE-PAK Cartons Markham
Sanitary tissues	Dominion Cellulose Ltd. Toronto	Facelle Company Ltd. Toronto
Market pulp	Great Lakes Forest Products Ltd. Thunder Bay Dryden	
Newsprint	Great Lakes Forest Products Ltd. Thunder Bay	
Fine papers	Great Lakes Forest Products Ltd. Dryden	Great Lakes Forest Products Ltd. (fine paper sales) Toronto

Table 11. Canadian Pacific Enterprises Ltd. (forest products manufacturing subsidiaries) production facilities in the province of Ontario

---

CIP Inc.  
Container Division

Dominion Cellulose Ltd.  
Toronto, Ontario

747 Appleby Line  
Burlington, Ontario  
L7R 2Y6

1551 Weston Road  
Toronto, Ontario  
M6M 4Y4

(416) 827-0012

(416) 243-3011

Products: corrugated shipping  
containers

Products: facial tissue, bathroom tissue,  
household towels

Total employees: 170

Total employees: 463 (plant)  
87 (office)

---

CIP Inc.  
Container Division

Great Lakes Forest Products Ltd.

575 Pall Mall Street  
London, Ontario  
N5Y 2Z8

P.O. Box 430  
Thunder Bay, Ontario  
P7C 4W3

(519) 432-1186

(807) 475-2110

Products: corrugated shipping  
containers

Products: kraft market pulp, newsprint

Total employees: 280

Total employees: 3,908

---

CIP Inc.  
Container Division

1170 Martin Grove Road  
Rexdale, Ontario  
M9W 4X1

(416) 247-8761

Products: corrugated containers

Total employees: 125 (plant)  
27 (office)

(cont'd)

Table 11. Canadian Pacific Enterprises Ltd. (forest products manufacturing subsidiaries) production facilities in the province of Ontario (concl.)

---

CIP Inc.

- 1) Single Service Division
- 2) Container Division

200 Bullock Drive  
Markham, Ontario  
L3P 1W2

(416) 294-9137

Products: 1) sanitary food containers  
2) corrugated containers

Total employees: 110

Great Lakes Forest Products Ltd.

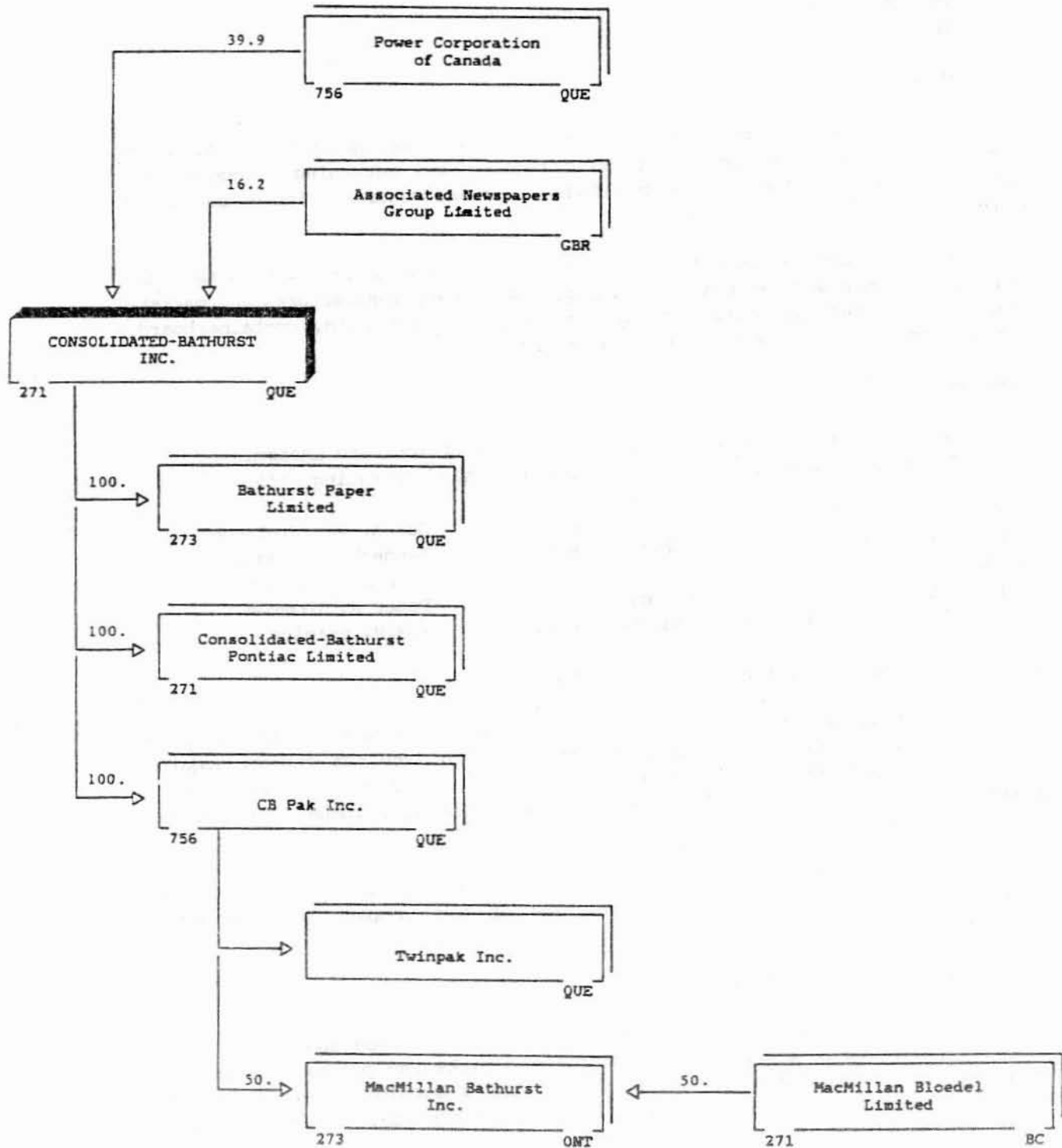
Duke Street  
Dryden, Ontario  
P8N 2Z7

(807) 223-2323

Products: fine paper products including  
business form paper, book paper,  
business paper, envelope,  
converting and printing paper,  
kraft market pulp

Total employees: 1,671

# CONSOLIDATED-BATHURST INC.



## CONSOLIDATED-BATHURST INC.

### *Head office location and address*

Consolidated-Bathurst Inc.  
800 Dorchester Blvd. W.  
P.O. Box 69  
Montreal, Quebec  
H3B 1Y9

### *Nature of business*

Consolidated-Bathurst Inc., with corporate headquarters located in Montreal, is an eastern Canadian forest products and packaging products company. It ranks among the 30 largest publically owned manufacturing companies in Canada.

With production and sales operations functions organized within two business groups, Pulp and Paper and Packaging, the company manufactures and markets a variety of forest products including newsprint, kraft pulp, containerboard, boxboard, kraft paper, lumber and packaging products.

### *Directors*

William I.M. Turner Jr.	Chief Executive Officer and Chairman	
T. Oscar Strangeland	President and Chief Operating Officer	
Pierre Arbour	A. Frank Knowles	Gus A. Van Wielingen
Robert A. Bandeen	Robert E. Morrow	Kenneth A. Randall
Jean Simard	Douglas A. Berlis	John M. Seabrook
James W. Burns	H. Roy Crabtree	Peter N. Thomson
Rt. Hon. Viscount Rothermere	Paul Desmarais	R.M.P. Shields

### *History (specific to Ontario-based operations)*

Consolidated-Bathurst Corporation Ltd. was incorporated in 1931 as a reorganization of Canada Power & Paper Corporation. In 1960 the company acquired a packaging plant in Dryden, Ontario; however, this plant was subsequently closed down. The assets of Gillies Bros. & Company Ltd., a lumber manufacturer, were acquired in 1963.

Control of the New Brunswick-based company, Bathurst Paper Ltd., was realized in 1966/1967. In 1967, the name of the company was changed to Consolidated-Bathurst Ltd.

### *Ontario-based manufacturing facilities*

Consolidated-Bathurst Inc., through its wholly owned subsidiary CB Pak Inc., has interests in a number of Ontario-based packaging plants. These facilities are listed in Table 12. Twinpak Inc. is a subsidiary of CB Pak Inc. MacMillan Bathurst Inc. is a joint venture enterprise, owned equally by Consolidated-Bathurst Inc. and MacMillan Bloedel Ltd.

MacMILLAN BATHURST INC.

*Head office location and address*

MacMillan Bathurst Inc.  
2070 Hadwen Road  
Mississauga, Ontario  
L5K 2C9

*Nature of business*

MacMillan Bathurst Inc. is a joint venture enterprise undertaken by MacMillan Bloedel Ltd. and Consolidated Bathurst Inc. to manufacture and market corrugated shipping containers.

TWINPAK INC.

*Head office location and address*

Twinpak Inc.  
2225 Boul. Hymus  
Dorval, Quebec  
H9P 1J8

*Nature of business*

Twinpak is an eastern Canadian manufacturer of packaging products and packaging systems. The company is a subsidiary of CB Pak Inc., a holding company for the various packaging subsidiaries owned and operated by Consolidated-Bathurst Inc.

Table 12. Consolidated Bathurst Inc. manufacturing facilities in the province of Ontario (subsidiary and affiliated interests)

---

MacMillan Bathurst Inc.

200 Brockport Drive  
Rexdale, Ontario  
M9N 5C9

(416) 259-8421

Products: corrugated shipping containers

Total employees: 138 (plant)  
35 (office)

MacMillan Bathurst Inc.

390 Woodlawn Road West  
Guelph, Ontario  
N1H 6R1

519) 821-4930

Products: corrugated shipping containers

Total employees: 127 (plant)  
39 (office)

---

(cont'd)

Table 12. Consolidated Bathurst Inc. manufacturing facilities in the province of Ontario (subsidiary and affiliated interests) (concl.)

---

MacMillan Bathurst Inc.

1155 Talbot Street  
Saint Thomas, Ontario  
N5P 1G6

(519) 633-0770

Products: corrugated shipping con-  
tainers

Total employees: 135 (plant)  
36 (office)

MacMillan Bathurst Inc.

301 Forced Road  
Pembroke, Ontario  
K8A 6Y5

(613) 732-2873

Products: corrugated shipping con-  
tainers

Total employees: 115 (plant)  
28 (office)

---

MacMillan Bathurst Inc.

730 Islington Avenue  
Toronto, Ontario  
M8Z 4N8

(416) 259-8421

Products: corrugated shipping con-  
tainers

Total employees: 138 (plant)  
44 (office)

---

MacMillan Bathurst Inc.

Water Street  
P.O. Box 150  
Whitby, Ontario  
L1N 5R7

(416) 687-2600

Products: corrugated shipping con-  
tainers

Total employees: 167 (plant)  
51 (office)

Twinpak Inc.

(subsidiary of CB Pak Inc.)

Unit 369, Elgin Street  
P.O. Box 1480  
Brantford, Ontario  
N3T 5V6

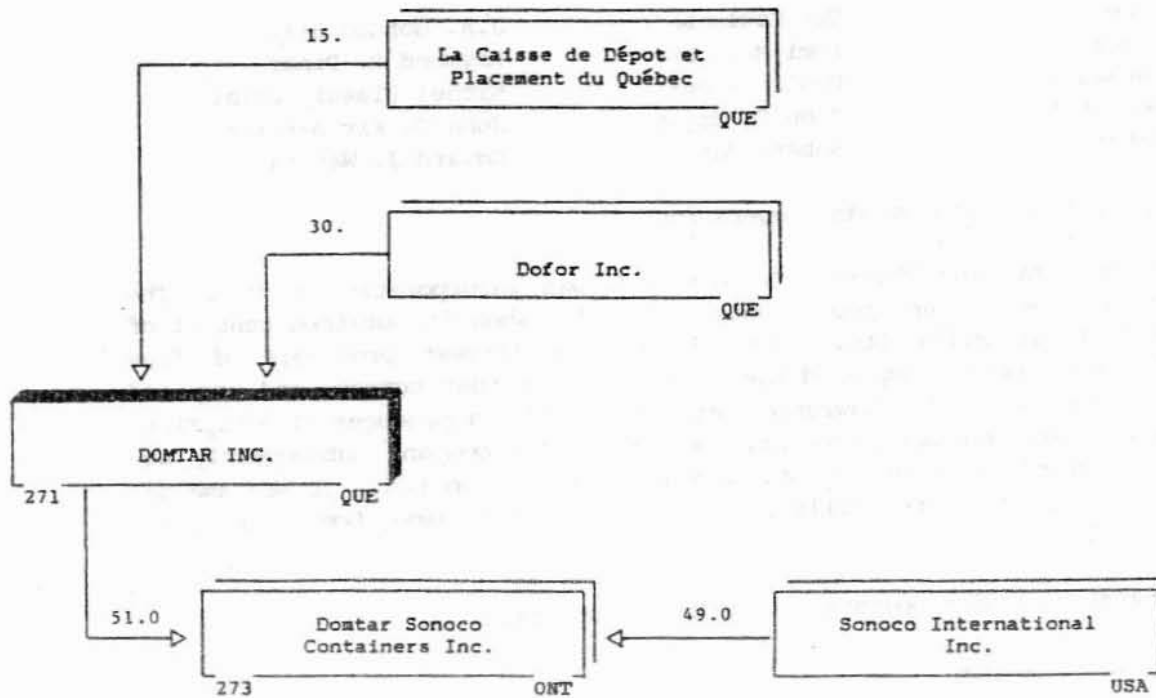
(519) 759-2500

Products: flexible packaging products,  
metallized products, pack-  
aging systems, multiwall  
paper products

Total employees: 180

# DOMTAR INC.

## Domtar Sonoco Containers Inc.





## DOMTAR INC.

### *Head office location and address*

Domtar Inc.  
395 de Maisonneuve Blvd. W.  
Montreal, Quebec  
H3A 1L6

### *Nature of business*

Domtar Inc. is a Canadian-owned corporation. Its registered and principal office is located in Montreal, Quebec.

Domtar Inc. is a diversified company engaged in the manufacture and marketing of a wide range of products through four operating groups: pulp and paper products, packaging, chemicals, and construction materials. Domtar, through its various subsidiaries and affiliates, is also engaged in gas and oil exploration and in related development programs.

Domtar's sales and operations are predominantly Canadian. During the period 1980-1984, sales in the United States (from both Canadian and American operations) represented approximately 24-30% of Domtar's sales.

### *Directors*

Yves Pratte	Chairman of the Board	
James H. Smith	President and Chief Executive Officer	
Gilles Blondeau	Guy Coulombe	J.A. Gordon Bell
Robert Despres	Rémi Marcoux	Raymond R. Pinard
Robert E. Heneault	Denis Giroux	Michel Plessis-Belair
Jean-Claude Lebel	John C. Major	John G. Kirkpatrick
Lorne C. Webster	Robert Marcus	Edward J. Waters

### *History (specific to Ontario-based operations)*

Dominion Tar and Chemical Company Ltd. was incorporated in 1929. The company entered the pulp and paper industry in 1957 when it obtained control of Howard Smith Paper Mills Ltd., one of Canada's largest producers of fine papers. In 1961, Domtar completed the acquisition of that company and acquired controlling interests in St. Lawrence Corporation Ltd., a producer of newsprint, containerboard, and various packaging products. The company subsequently acquired all outstanding shares of St. Lawrence Corporation Ltd. It was amalgamated with Howard Smith Paper Mills in 1971. The present name, Domtar Inc., was adopted in 1978.

Subsidiaries also operate in the United States.

### *Organizational structure*

Domtar Inc. manages its various businesses within four groups: pulp and paper products, packaging, construction materials, and chemicals. (See Fig. 2.)

The pulp and paper products group, the largest of Domtar's four operating groups, is one of the major pulp and paper manufacturers in Canada. The three operating divisions of this group (fine papers, newsprint and kraft pulp, and forest products), form a vertically integrated business from the harvesting of timber through to the marketing of a diverse range of paper products.

The packaging group produces containerboard, corrugated containers and composite cans. The group is organized by product line into four divisions: containerboard, corrugated containers, recycling, and composite can.

The construction materials group is a leading manufacturer and distributor of construction materials in Canada. The roofing and fiber products division is a constituent industry of the paper and allied industries group as defined by Statistics Canada.

Divisions with operating interests in the province of Ontario are summarized in Table 13.

Table 13. Domtar Inc. divisions with operating interests in Ontario

Division	Nature of business
<p>Pulp and paper products group</p> <p>Forest products</p>	<p>The forest products division supplies Domtar's pulp mills with wood fiber, the principal raw material used by the pulp and paper products and packaging groups. The division engages in the management of timber resources, harvesting and purchasing of wood fiber and the production and sale of lumber.</p>
Fine papers	<p>The fine papers division is the largest manufacturer of uncoated fine papers in Canada. The division produces over 500 grades of paper in a wide variety of finishes, weights and sizes.</p>
Newsprint and kraft pulp	<p>The newsprint and kraft pulp division produces newsprint and groundwood specialty papers at two integrated mills located at Dolbeau and Donnacona, Quebec and kraft pulp at Lebel-sur-Quevillon, Quebec. These products are marketed together with the newsprint produced by the Red Rock, Ontario mill operated by Domtar's packaging group. These three newsprint mills have the capacity to produce approximately 400,000 metric tonnes of newsprint and groundwood specialty papers per year.</p>

(cont'd)

Table 13. Domtar Inc. divisions with operating interests in Ontario (concl.)

Division	Nature of business
	Packaging group
Containerboard	<p>The corrugated containers division is one of Canada's largest manufacturers of corrugated containers, with 13 plants located in major industrial markets across Canada.</p> <p>The division obtains the bulk of the raw materials used in its manufacture of corrugated containers from the containerboard division. A long-term supply agreement is in effect with a western Canadian producer to provide the containerboard requirements of two of the division's western plants.</p>
Recycling	<p>The recycling division operates three waste paper recycling plants with an aggregate capacity to salvage, handle and supply Domtar's mills and other Canadian mills with approximately 124,000 metric tonnes of waste paper annually. The Division also acts as a broker of waste papers.</p>
Composite can	<p>The Corporation owns 51% of Domtar Sonoco Containers Inc., which is the leading Canadian manufacturer of composite paper-metal cans and has the major share of the Canadian market.</p>
	Construction materials group
Roofing and fiber products	<p>This division produces asphalt shingles, rolled products and roofing felts at five Canadian locations and has approximately 27% of the Canadian asphalt roofing products market.</p>

Table 14. Domtar Inc. pulp and paper mills, converting plants and sales facilities in the province of Ontario

Product	Manufactured at	Sales companies and offices
Fine papers	Cornwall St. Catharines Toronto	Buntin Reid Paper Ottawa London Mississauga  Buntin Gilles Hamilton Ottawa  Halls-Canada Papers Toronto
Newsprint	Red Rock	Willowdale
Linerboard and corrugating medium	Mississauga Red Rock Trenton	
Corrugated containers	Peterborough Etobicoke Chatham St. Mary's Concord Toronto	Barrie Chatham Etobicoke Kitchener (2 offices) London Owen Sound Peterborough Ruthven St. Mary's Toronto
Composite cans Domtar Sonoco Containers Inc.	Chatham Mississauga Prescott	
Roofing felt	Thorold Brampton	

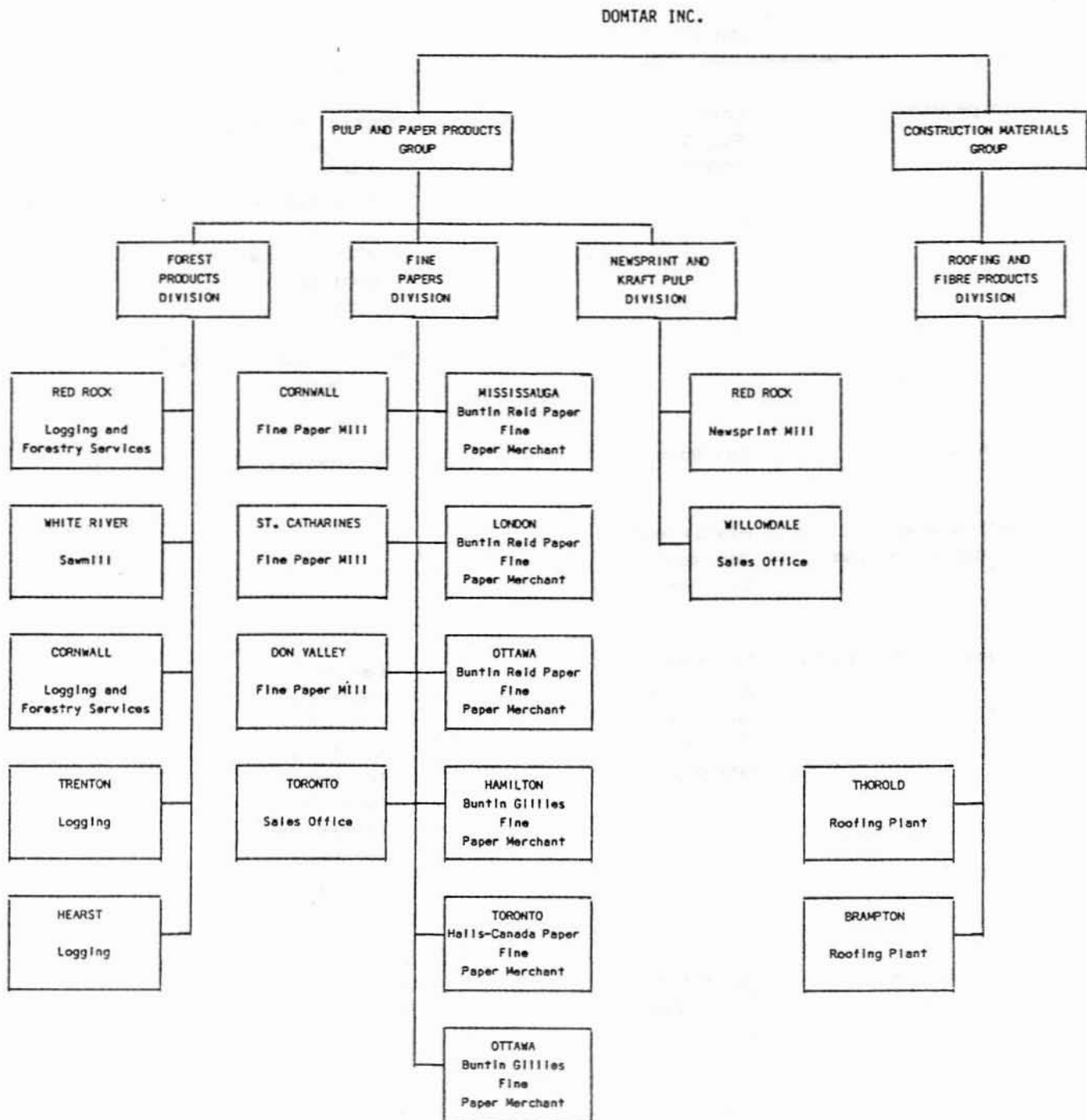
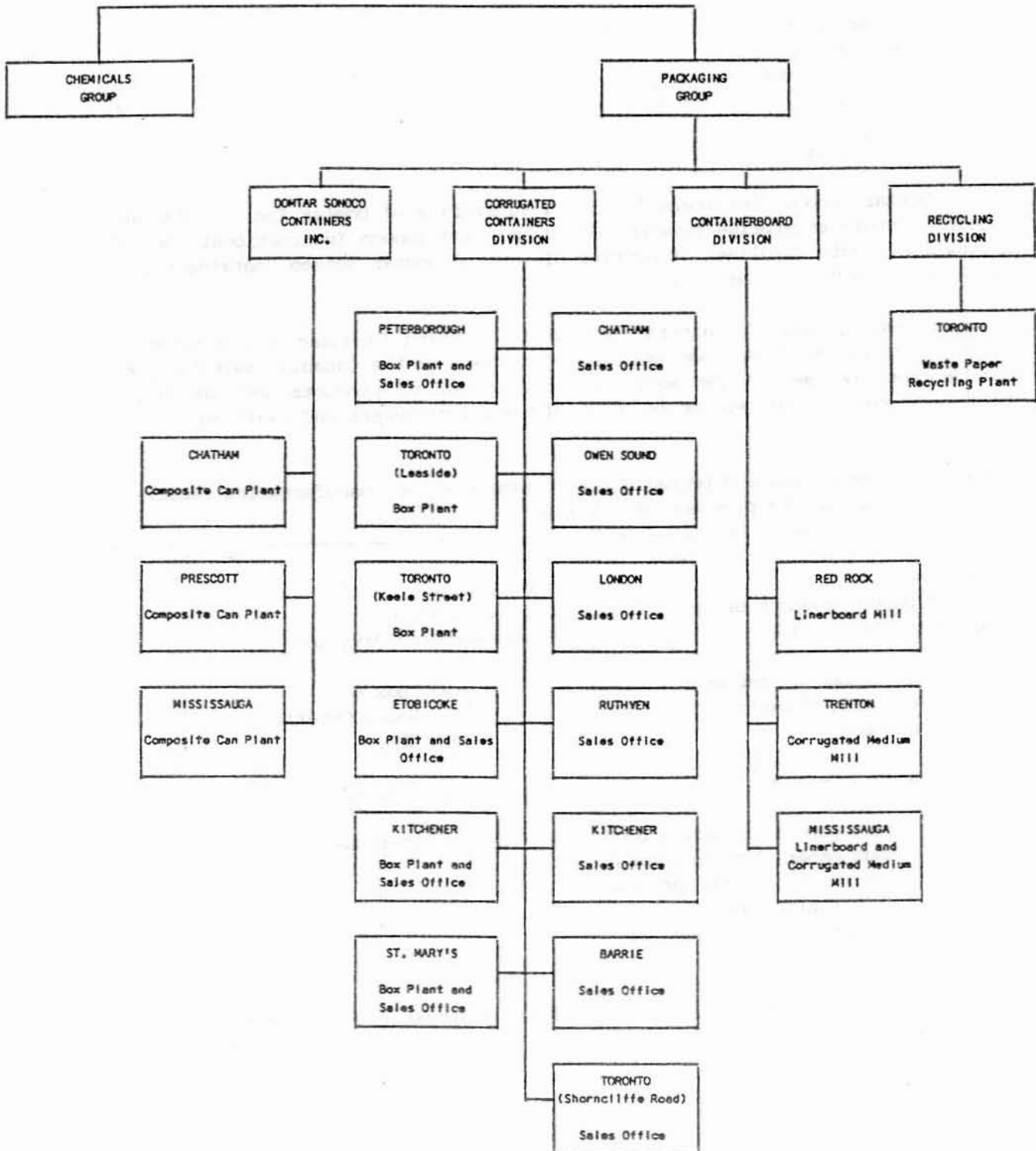


Figure No. 2. Domtar Inc., organizational structure and facilities in the province of Ontario.



DOMTAR SONOCO CONTAINERS INC.

*Head office*

Domtar Sonoco Containers Inc.  
450 Evans Avenue  
Etobicoke, Ontario  
M8W 2T5

*Nature of business*

Domtar Sonoco Containers Inc. is a subsidiary of Domtar Inc. (51.0%) and a joint venture enterprise between Domtar Inc. and Sonoco International Inc. of Hartsville, South Carolina. Executive offices of Domtar Sonoco Containers Inc. are located in Malton, Ontario.

Domtar Sonoco Containers Inc. is the leading Canadian manufacturer of composite paper-metal cans and has the major share of the Canadian market. Composite cans are used in the packaging of a number of products such as frozen juices, powdered beverages, motor oils, household cleansers and caulking.

Table 16. Domtar Inc. and Domtar Sonoco Containers Inc. manufacturing facilities in the province of Ontario

---

Domtar Inc.  
Pulp and Paper Products Group  
Fine Papers Division

800 Second Street West  
Cornwall, Ontario  
K6H 5S3

(613) 932-6620

Products: fine papers including bond,  
book paper, business form  
paper, copy paper, printing  
and writing papers,  
paperboard, bleached kraft  
pulp

Total employees: 1,500

Domtar Inc.  
Packaging Group  
Containerboard Division

P.O. Box 480  
Red Rock, Ontario  
P0T 2P0

(807) 886-2211

Products: linerboard

Total employees: 600 (plant)  
100 (office)

(cont'd)

Table 16. Domtar Inc. and Domtar Sonoco Containers Inc. manufacturing facilities in the province of Ontario (cont'd)

---

Domtar Inc. Pulp and Paper Products Group Fine Papers Division	Domtar Inc. Pulp and Paper Products Group Newsprint and Kraft Pulp Division
P.O. Box 606 Postal Station "J" Toronto, Ontario	P.O. Box 480 Red Rock, Ontario P0T 2P0
(416) 425-3111	(807) 886-2211
Products: fine papers, including tag, boxboard, bristols, laminating, cover, poster, specialty paper	Products: newsprint  Note: Red Rock newsprint mill is owned and operated by the Packaging Group.
Total employees: 100	

---

Domtar Inc. Pulp and Paper Products Group Fine Papers Division	Domtar Inc. Packaging Group Containerboard Division
343 Glendale Avenue St. Catharines, Ontario L2T 2L9	P.O. Box 807 Trenton, Ontario K8V 5R8
(416) 227-3721	(613) 392-6505
Products: fine papers and paperboard including bond, bristols, electrical insulating, file folders, glassine, grease- proof, laminating, anifold, offset paper, onion skin, poster, register, specialty paper, tabulating, wet strength, tag	Products: corrugating medium
Total employees: 255 (plant) 58 (office)	Total employees: 140

---

(cont'd)



Table 16. Domtar Inc. and Domtar Sonoco Containers Inc. manufacturing facilities in the province of Ontario (cont'd)

---

Domtar Inc.  
Packaging Group  
Corrugated Containers Division

450 Evans Avenue  
P.O. Box 270  
Etobicoke, Ontario  
M8W 2T5

(416) 255-8541

Products: corrugated containers

Total employees: 300

Domtar Inc.  
Packaging Group  
Containerboard Division

7447 Bramalea Road  
Mississauga, Ontario  
L5S 1C4

(416) 671-2940

Products: corrugating medium,  
linerboard

Total employees: 114

---

Domtar Inc.  
Packaging Group  
Corrugated Containers Division

1 Laird Drive  
Toronto, Ontario  
M4G 3S8

(416) 425-4211

Products: corrugated containers

Total employees: 100

Domtar Inc.  
Packaging Group  
Corrugated Containers Division

77 Wellington Street East  
P.O. Box 814  
Kitchener, Ontario  
N2G 2E6

(519) 745-6141

Products: corrugated containers

Total employees: 91 (plant)  
41 (office)

---

Domtar Inc.  
Construction Materials Group  
Roofing and Fiber Products Division

22 Ormond Street  
P.O. Box 10  
Thorold, Ontario  
L2V 3Y7

(416) 227-3714

Products: roofing felt, sheathing,  
building paper and board

Total employees: 53

Domtar Inc.  
Packaging Group  
Corrugated Containers Division

7700 Keel Street  
Vaughan (Concord), Ontario  
L4K 1B1

(416) 663-6330

Products: corrugated containers

Total employees: 150

(cont'd)

Table 16. Domtar Inc. and Domtar Sonoco Containers Inc. manufacturing facilities in the province of Ontario (concl.)

---

Domtar Inc.  
Construction Materials Group  
Roofing and Fiber Products Division

22 Sydenham Street  
P.O. Box 966  
Brampton, Ontario  
N3T 5S1

Products: roofing shingles, roll  
goods, asphalt roof coatings  
and cements

Total employees: 90

Domtar Inc.  
Packaging Group  
Corrugated Containers Division

105 Park Street South  
P.O. Box 355  
Peterborough, Ontario  
K9J 6Z3

(705) 748-6881

Products: corrugated containers

Total employees: 95 (plant)  
32 (office)

---

Domtar Sonoco Containers Inc.

674 Richmond Street West  
P.O. Box 339  
Chatham, Ontario  
N7M 5K4

(519) 352-8201

Products: fiber cans and tubes

Total employees: 135 (plant)  
21 (office)

Domtar Inc.  
Packaging Group  
Corrugated Containers Division

304 James Street South  
P.O. Box 1090  
St. Mary's, Ontario

(519) 284-1840

Products: corrugated containers

Total employees: 187 (plant)  
47 (office)

---

Domtar Sonoco Containers Inc.

6591 Kitimat Road  
Mississauga, Ontario  
L5N 3T4

(416) 858-7880

Products: cans

Domtar Sonoco Containers Inc.

Susan Street  
P.O. Box 100  
Prescott, Ontario  
K0E 1T0

(613) 925-2821

Products: cans, tubes

Total employees: 105 (plant)  
7 (office)

## DRG INC.

### DRG PLC

#### *Head office location and address*

DRG PLC  
1 Redcliffe Street  
Bristol  
BS997QY  
England

#### *Nature of business*

Through its various subsidiaries and affiliates located around the world, DRG PLC is engaged primarily in the manufacture and marketing of packaging: from paper, board, plastics and metal foils to consumer products including envelopes, stationery, papers, adhesive tapes and office equipment and supplies.

Canadian-based operations are managed through its subsidiary DRG Inc.

## DRG INC.

### *Head office location and address*

DRG Inc.  
73 Laird Drive  
Toronto, Ontario  
M4G 3T8

### *Nature of business*

DRG Inc., a subsidiary of DRG PLC of the United Kingdom, has its registered and principal offices in Toronto, Ontario.

Through its various subsidiaries and divisions, the company manufactures and distributes envelopes, and envelope-type products, writing papers and stationery, rigid and flexible packaging materials, calendars, adhesives and filmic and non-filmic tapes.

The company is also engaged in the printing and distribution of advertising specialties and business gifts.

### *Ontario-based manufacturing facilities*

The various business undertakings of DRG Inc. are managed through a series of divisions and subsidiaries including:

DRG Globe Envelopes  
DRG Enveloppe Internationale Inc.  
DRG Packaging  
DRG Sellotape

DRG Stationery Company  
DRG Hospital Supplies  
DRG Plastics  
DRG Speciality Advertising

Table 17. DRG Inc. manufacturing facilities in the province of Ontario

---

DRG Inc.  
DRG Globe Envelopes

545 First Street  
London, Ontario  
N5V 1Z5

(519) 455-5430

Products: envelopes

Total employees: 27

DRG Inc.  
DRG Globe Envelopes

400 Humberline Drive  
Rexdale, Ontario  
M9W 5T3

(416) 675-9370

Products: envelopes

Total employees: 150

---

DRG Inc.  
DRG Packaging Division

85 Laird Drive  
Toronto, Ontario  
M4G 3T8

(416) 421-1700

Products: flexible packaging materials, printing, specialty advertising and calendars, thermoformed expanded and oriented polystyrene, hospital packaging

Total employees: 700

DRG Inc.  
DRG Stationery Company

71 Todd Road  
Halton Hills, Ontario  
L7G 4T4

(416) 877-6908

Products: social stationery, commercial, home and office stationery, school stationery supplies

Total employees: 110

---

DRG Inc.  
DRG Sellotape

10 Esandar Drive  
Toronto, Ontario  
M4G 1Y3

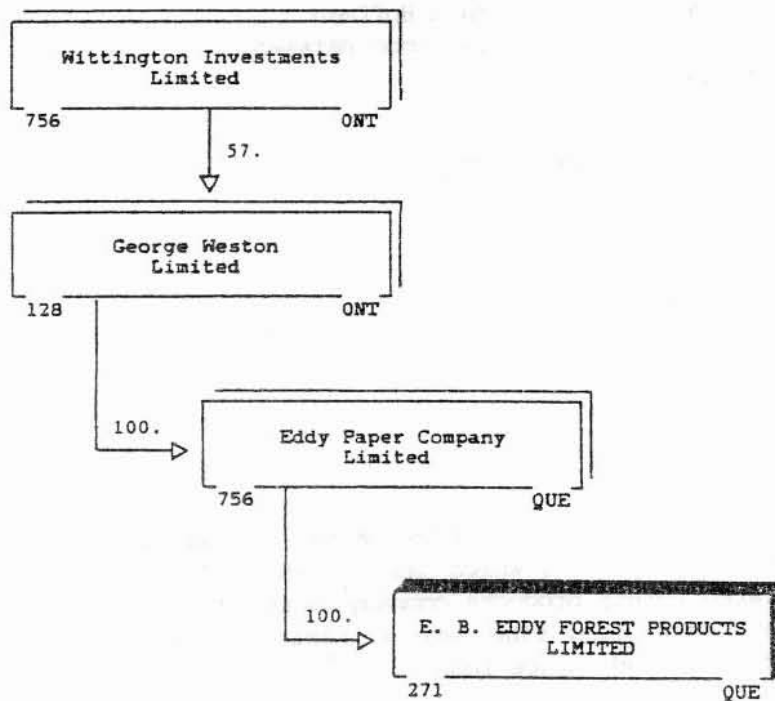
(416) 421-1202

Products: pressure-sensitive paper

Total employees: 60

George  
Weston  
Limited

E. B. EDDY  
FOREST  
PRODUCTS  
LIMITED



## GEORGE WESTON LTD.

### *Head office location and address*

George Weston Ltd.  
22 St. Clair Avenue East  
Toronto, Ontario  
M4T 2S7

### *Nature of business*

George Weston Ltd. is a Canadian-owned corporation with corporate headquarters located in Toronto, Ontario. It is a broadly based and diversified business enterprise which, through its subsidiaries and affiliates, is engaged in food processing, food distribution and resource operations throughout North America.

George Weston Ltd. is the enterprise parent of E.B. Eddy Forest Products Ltd.

### *Directors*

W. Galen Weston	Chairman and President	
George C. Metcalf	Honorary Director	
Richard J. Currie	John D. Stevenson	Garry H. Weston
Robert H. Kidd	Dr. Pauline McGibbon	Mark Hoffman
David A. Nicol	Hugo Mann	S. Simon Reisman
	John C. Scarth	

## E.B. EDDY FOREST PRODUCTS LTD.

### *Head office location and address*

E.B. Eddy Forest Products Ltd.  
1335 Carling Avenue  
Ottawa, Ontario  
K1Y 4L5

### *Nature of business*

E.B. Eddy Forest Products Ltd. is wholly owned by George Weston Ltd. through a holding company, Eddy Paper Company Ltd., which has its head office in Hull, Quebec. It is a fully integrated forest products company manufacturing a variety of products including market kraft pulp, fine papers, sanitary tissue, specialty and packaging papers, white pine and spruce lumber.

The company's manufacturing facilities are located in Espanola, Nairn Centre, Ottawa and Timmins, Ontario, and in Hull and Davidson, Quebec.

## *Directors*

J.C. Scarth	President and Chief Executive Officer	
Edward F. Boswell	Peter Singer	George A. Neil
Edward M. Fox	Fred L. LeClair	Harold P. Roddick
Garry F. Chase	Edmund J. O'Brien	

## *History (specific to Ontario-based operations)*

The E.B. Eddy Company, which was originally established in 1851 on the Ottawa River as a wood products business, was expanded in 1890 to include pulp and paper and was located at the present site in Hull, Quebec. A rival forest products operation, J.R. Booth Ltd., which was established in Ottawa, Ontario in the same era, was purchased by the Eddy Company in 1946, shortly after control of the latter was acquired by Garfield Weston.

The Espanola operation, which was acquired by Eddy in 1969, started up in 1905 as a groundwood mill and underwent many changes in ownership and product lines throughout its history. A multi-million dollar modernization and expansion program was completed in 1983, and resulted in 1000 tons per day capacity for bleached softwood and hardwood kraft pulp.

Eddy's operations in the United States began in 1969 through the acquisition of Eastern Fine Paper Inc., a manufacturer of fine papers and specialty coated papers.

## *Ontario-based manufacturing facilities*

E.B. Eddy Forest Products Ltd.

Espanola, Ontario  
POP 1C0

(705) 869-2020

Products: kraft (market) pulp, bag, book paper, kraft paper, wrapping, business form paper, and other fine and specialty papers

Total employees: 1,008

E.B. Eddy Forest Products Ltd.  
(Ottawa mill)

Mailing address:

P.O. Box 600  
Hull, Quebec  
J8X 3Y7

(819) 595-5211

Products: business papers, register bond, lightweight publication and offset, specialty packaging and other specialty and fine papers

Total Employees: 485



# IKO INDUSTRIES LIMITED

## IKO SALES LTD.

### *Head office location and address*

IKO Sales Ltd.  
1600 42nd Avenue S.E.  
Calgary, Alberta  
T2P 2L2

### *Nature of business*

IKO Sales Ltd. is a privately owned holding company headquartered in Calgary, Alberta. Through its wholly owned subsidiary, IKO Industries Ltd., the company manufactures and markets roofing products and fiberboard.

## IKO INDUSTRIES LTD.

### *Head office location and address*

IKO Industries Ltd.  
1 Yorkdale Place  
P.O. Box 1325  
Toronto, Ontario

### *Nature of business*

A wholly owned subsidiary of IKO Sales Ltd., the company manufactures and markets asphalt roofing products and fiberboard.

*Directors*

Henry Koschitzky

Saul Koschitzky

*Ontario-based manufacturing facilities*

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IKO Industries Ltd.

71 Orenda Road  
Brampton, Ontario  
L6W 1V8

(416) 457-5321

Products: asphalt roofing felts and  
shingles, building papers

Total employees: 134

IKO Industries Ltd.

1450 Spence Street  
Hawkesbury, Ontario  
K6A 2Y3

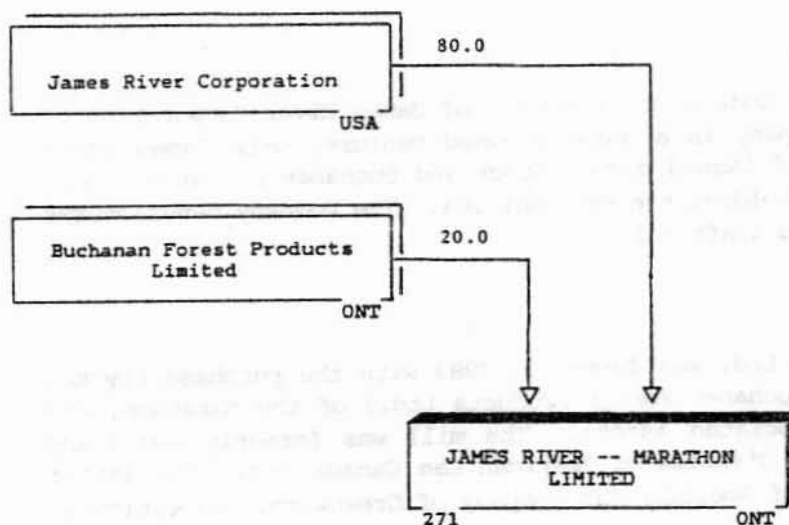
(613) 632-8581

Products: asphalt roofing felt and  
shingles

Total employees: 80

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# JAMES RIVER-MARATHON LIMITED



## JAMES RIVER CORPORATION

### *Head office location and address*

James River Corporation  
P.O. Box 2218  
Tredegar Street  
Richmond, Virginia  
23217

### *Nature of business*

James River Corporation is an American-owned corporation with corporate headquarters located in Richmond, Virginia. It is an integrated manufacturer and converter of paper and related products with 59 manufacturing facilities located in 19 states and in Canada. The company processes basic raw materials--wood, pulpwood, synthetic fibers, and plastic resins--into final products that include towel and tissue products, folding cartons, disposable food service items and a wide array of decorative or functional specialty and communication papers.

James River Corporation is the enterprise parent of James River--Marathon Ltd.

JAMES RIVER--MARATHON LTD.

*Head office location and address*

James River--Marathon Ltd.  
P.O. Box 100  
Marathon, Ontario  
P0T 2E0

*Nature of business*

James River--Marathon Ltd. is a subsidiary of James River Corporation of Richmond, Virginia. The company is a jointly owned venture, with James River Corporation controlling 80% of issued common stock and Buchanan Forest Products Ltd. of Thunder Bay, Ontario holding the residual 20%. The company manufactures bleached hardwood and softwood kraft pulp.

*History*

James River--Marathon Ltd. was formed in 1983 with the purchase (by the James River Corporation and Buchanan Forest Products Ltd.) of the Marathon, Ontario pulp mill and its associated assets. The mill was formerly owned and operated as the Marathon Pulp Division of American Can Canada Inc. The latter is a wholly owned subsidiary of American Can Company of Greenwich, Connecticut.

*Manufacturing facilities*

James River--Marathon Ltd.

P.O. Box 100  
Marathon, Ontario  
P0T 2E0

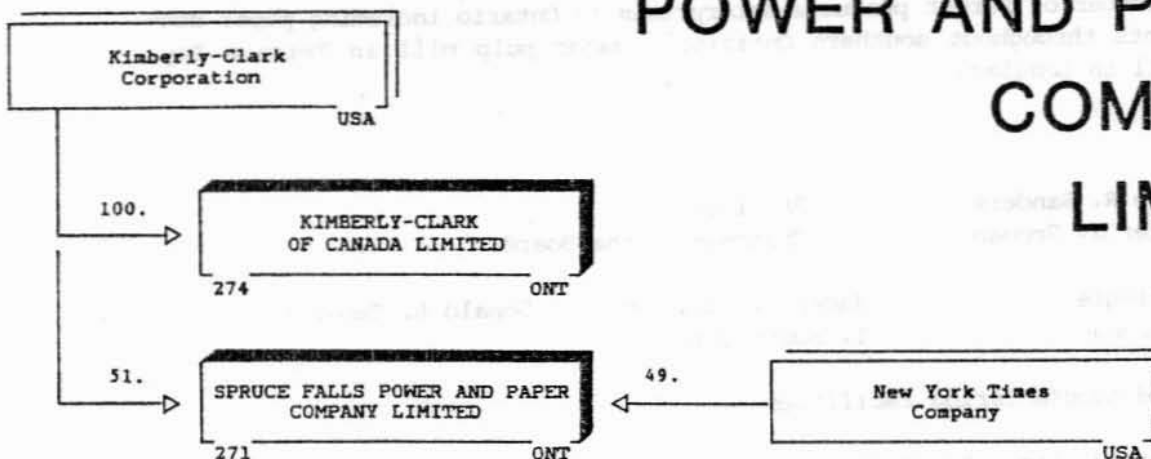
(807) 229-1200

Products: bleached hardwood and softwood  
kraft pulp

Total employees: 350 (plant)  
100 (office)

# KIMBERLY-CLARK OF CANADA LIMITED

## SPRUCE FALLS POWER AND PAPER COMPANY LIMITED



### KIMBERLY-CLARK CORPORATION

#### *Head office location and address*

Kimberly-Clark Corporation  
Neenah, Wisconsin  
54956  
USA

#### *Nature of business*

Kimberly-Clark Corporation, its consolidated subsidiaries and equity companies are engaged in a single, worldwide business employing advanced technologies in absorbency, fiber-forming and other fields. The corporation produces and markets a wide range of products made from natural and synthetic fibers for personal care, health care, and other uses in the home, business and industry. The corporation also produces and markets specialty papers requiring specialized technology in development application as well as traditional paper and related products for newspaper and other communication needs.

Canadian-based operations of the Kimberly-Clark Corporation are managed through its wholly owned subsidiary, Kimberly-Clark of Canada Ltd.

## KIMBERLY-CLARK OF CANADA LTD.

### *Head office location and address*

Kimberly-Clark of Canada Ltd.  
365 Bloor Street East  
Toronto, Ontario  
M4W 3L9

### *Nature of business*

Kimberly-Clark of Canada Ltd. is a wholly owned subsidiary of the Kimberly-Clark Corporation of Neenah, Wisconsin. Kimberly-Clark of Canada Ltd. operates a number of forest products enterprises in Ontario including paper converting plants throughout southern Ontario, a major pulp mill in Terrace Bay, and a sawmill in Longlac.

### *Directors*

Wayne R. Sanders  
Walter J. Groman

President  
Chairman of the Board

Donald M. Pringle  
Marvin F. Gadenne

James T. McCauley  
T. Scott Chalmers

Donald R. Cameron

### *Ontario-based manufacturing facilities*

Table 18 lists, by product category, the Ontario-based production facilities of Kimberly-Clark and its subsidiary companies. Table 19 provides a summary of the same.

## SPRUCE FALLS POWER AND PAPER COMPANY LTD.

### *Head office location and address*

Spruce Falls Power and Paper Company Ltd.  
P.O. Box 100  
Kapuskasing, Ontario  
P5N 2Y2

### *Nature of business*

Spruce Falls Power and Paper Company Ltd. is a subsidiary of the Kimberly-Clark Corporation of Neenah, Wisconsin and a joint venture enterprise undertaken by the Kimberly-Clark Corporation (51%) and The New York Times Company (49%) of New York. Spruce Falls Power and Paper Company Ltd. is an integrated forest products enterprise engaged in the manufacture and marketing of newsprint, various paper products and lumber.

## Directors

Frederic A. Campling	President and Chief Executive Officer	
Maurice R. Hicks	Donald J. Schalky	Rene Brunelle
Donald Cameron	Marvin F. Gade	Meredith O. Nelson
	Michael E. Ryan	

## History

The Spruce Falls Power and Paper Company Ltd. was incorporated in 1928. Since its establishment, it has been owned and operated as a joint venture enterprise by the Kimberly-Clark Corporation and the New York Times Company.

## Manufacturing facilities

Spruce Falls Power and Paper Company Ltd. operates an integrated forest products facility in Kapuskasing, Ontario (see Tables 18 and 19).

Table 18. Kimberly-Clark of Canada Ltd. and Spruce Falls Power and Paper Company Ltd. pulp and paper mills, converting plants and sales facilities in the province of Ontario

Product	Manufactured at	Sales companies and offices
Market pulp	Kimberly-Clark of Canada Terrace Bay	Kimberly-Clark of Canada Ltd. Toronto
	Spruce Falls Power and Paper Company Ltd. Kapuskasing	Spruce Falls Power and Paper Company Ltd. Toronto
Newsprint	Spruce Falls Power and Paper Company Ltd. Kapuskasing	Spruce Falls Power and Paper Company Ltd. Toronto
Offset paper	Spruce Falls Power and Paper Company Ltd. Kapuskasing	Spruce Falls Power and Paper Company Ltd. Toronto
Sanitary paper products	Rexdale	Kimberly-Clark of Canada Ltd. Toronto
Tissues	Huntsville St. Catharines	Kimberly-Clark of Canada Ltd. Toronto

Table 19. Kimberly-Clark of Canada Ltd. and Spruce Falls Power and Paper Company Ltd. manufacturing facilities in the province of Ontario

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Kimberly-Clark of Canada Ltd.

10 Disco Road  
P.O. Box 620  
Rexdale, Ontario  
M9W 5L6

(416) 675-7880

Products: facial and bathroom tissues,  
feminine napkins and other  
sanitary paper products

Total employees: 470

Kimberly-Clark of Canada Ltd.

P.O. Box 790  
Huntsville, Ontario  
P0A 1K0

(705) 789-4487

Products: tissues and sanitary paper  
products

Total employees: 142 (plant)  
40 (office)

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Spruce Falls  
Power and Paper Company Ltd.

P.O. Box 100  
Kapuskasing, Ontario  
P5N 2Y2

(705) 337-1311

Products: newsprint, offset paper,  
market pulp

Total employees: 2,200

Kimberly-Clark of Canada Ltd.  
Pulp and Forest Products Operations

Terrace Bay, Ontario  
P0T 2W0

(807) 825-3211

Products: bleached hardwood and  
softwood kraft pulp

Total employees: 937

---

Kimberly-Clark of Canada Ltd.

45 Merritt Street  
St. Catharines, Ontario  
L2T 1J4

(416) 227-1161

Products: sanitary and specialty paper  
products

Total employees: 180 (plant)  
40 (office)

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# KRUGER INC.

## KRUGER INC.

### *Head office location and address*

Kruger Inc.  
3285 Bedford Road  
P.O. Box 769  
Montreal, Quebec  
H3S 1G5

### *Nature of business*

Kruger Inc. is eastern Canada's largest privately owned forest products enterprise. Through its three operating divisions, newsprint, packaging, and paperboard, the company manufactures and markets a variety of forest products, including pulp, newsprint and various paperboard items.

Kruger Inc. is the enterprise parent of Ontario-based Craftwell Containers and Packaging Ltd.

### *Directors*

Gene H. Kruger	Chairman	
J. Stuart Hermon	President and Chief Executive Officer	
Frank F. Faludi	L.P. Fournier	W.R. Hermitage
Roland O. Cyrenne	Henri Geoffrion	B.J. Kruger
David J. Kruger	Joseph Kruger II	J.F. Martin

### *History (specific to Ontario-based operations)*

Kruger Pulp and Paper Ltd., owned by the Kruger family, was incorporated in 1964 to consolidate the operations of a number of manufacturing divisions, previously operated as separate companies. The original company, Kruger Paper Company Ltd., was incorporated in 1921. The current name, Kruger Inc., was adopted in 1980.

*Ontario-based manufacturing facilities*

Kruger Inc.  
Packaging Division

280 Belfield Road  
Rexdale, Ontario  
M9W 1H6

(416) 675-7740

Products: corrugated containers,  
litho laminated containers

Total employees: 160 (plant)  
80 (office)

Craftwell Containers and Packaging Ltd.  
(subsidiary of Kruger Inc.)

61 Baywood Road  
Rexdale, Ontario  
M9V 3Y8

(416) 7a45-7890

Product corrugated containers

Total employees: 90

# MOORE CORPORATION LIMITED

## REID-DOMINION PACKAGING LIMITED

MOORE CORPORATION LTD.

*Head office location and address*

Moore Corporation Ltd.  
1 First Canadian Place  
P.O. Box 78  
Toronto, Ontario  
M5X 1G5

*Nature of business*

Moore Corporation Ltd. is a widely held, Canadian-owned company. The company is the world's largest manufacturer of business forms, with operating facilities located in Canada, the United States, Europe and Latin America.

The company also markets systems and provides services and products relating to the management, recording, communication, retention and retrieval of business information.

Moore Corporation Ltd. is the enterprise parent of Ontario-based Reid Dominion Packaging Ltd.

*Directors*

Judson William Sinclair	President and Chief Executive Officer
David W. Barr	Chairman

Edward H. Crawford	James D. Farley	James Douglas Gibson
L. Edward Grubb	Edwin Henry Heeney	Walter Frederick Light
Joseph Dean Muncaster	Cedric Elmer Ritchie	

MOORE BUSINESS FORMS

*Head office location and address*

Moore Business Forms  
(Division of Moore Corporation Ltd.)  
130 Adelaide Street West  
Suite 1600  
Toronto, Ontario  
M5H 3R7

*Nature of business*

Moore Business Forms is an operating division of Moore Corporation Ltd., with head offices located in Toronto, Ontario. The division is engaged in the manufacture and marketing of various business forms products including continuous forms, forms handling equipment, tab card sets, sales books and registers.

*Ontario-based manufacturing facilities*

Ontario-based manufacturing facilities are listed in Table 20.

REID-DOMINION PACKAGING LTD.

*Head office location and address*

Reid-Dominion Packaging Ltd.  
425 Parkdale Avenue North  
Hamilton, Ontario  
L8H 5Y4

*Nature of business*

Reid-Dominion Packaging Ltd. is a wholly owned subsidiary of Seneca Investments Ltd., a holding company of Moore Corporation Ltd. of Toronto, Ontario. Reid-Dominion Packaging Ltd. is a manufacturer and distributor of moulded pulp products, labels, folding cartons, packaging systems, flexible packaging materials, various paper products including laminated, coated and glazed papers, as well as being a marketer of printing services, including lithography and gravure printing.

*Directors (Reid-Dominion Packaging Ltd., 1984)*

R.W. Hamilton	D.W. Barr	F.E. Dougherty
J.E. Sinclair	R.W. Bastien	D.S. Dunlop
J.D. Gibson	E.H. Heeney	J.B. McArthur

*Manufacturing facilities*

Reid-Dominion Packaging Ltd., through its Moulded Products Division, operates a processing facility in Brantford, Ontario (see Table 20).

Table 20. Moore Corporation Ltd. and Reid-Dominion Packaging Ltd. manufacturing facilities in the province of Ontario

Reid-Dominion Packaging Ltd.  
Moulded Products Division

81 Elgin Street  
P.O. Box 1360  
Brantford, Ontario  
N3T 5T6

(519) 753-8427

Products: pressed and moulded pulp goods including trays for meat produce and food service, and egg cartons and trays

Total employees: 132 (plant)  
26 (office)

Moore Business Forms  
(Division of Moore Corporation Ltd.)

650 Victoria Terrace  
Fergus, Ontario  
N1M 1G7

(519) 843-2510

Products: multiple business forms

Total employees: 241

Moore Business Forms  
(Division of Moore Corporation Ltd.)

Douglas Road  
Trenton, Ontario  
K8V 5R4

(613) 392-1205

Products: continuous business forms

Total employees: 248

Moore Business Forms  
(Division of Moore Corporation Ltd.)

Jack Street  
P.O. Box 580  
Kemptville, Ontario  
K0G 1J0

(613) 258-3485

Products: continuous register forms, tab card sets

Total employees: 70

(cont'd)

Table 20. Moore Corporation Ltd. and Reid-Dominion Packaging Ltd. manufacturing facilities in the province of Ontario (concl.)

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Moore Business Forms  
(Division of Moore Corporation Ltd.)

103 The East Mall  
Toronto, Ontario

(416) 239-7131

Products: business forms

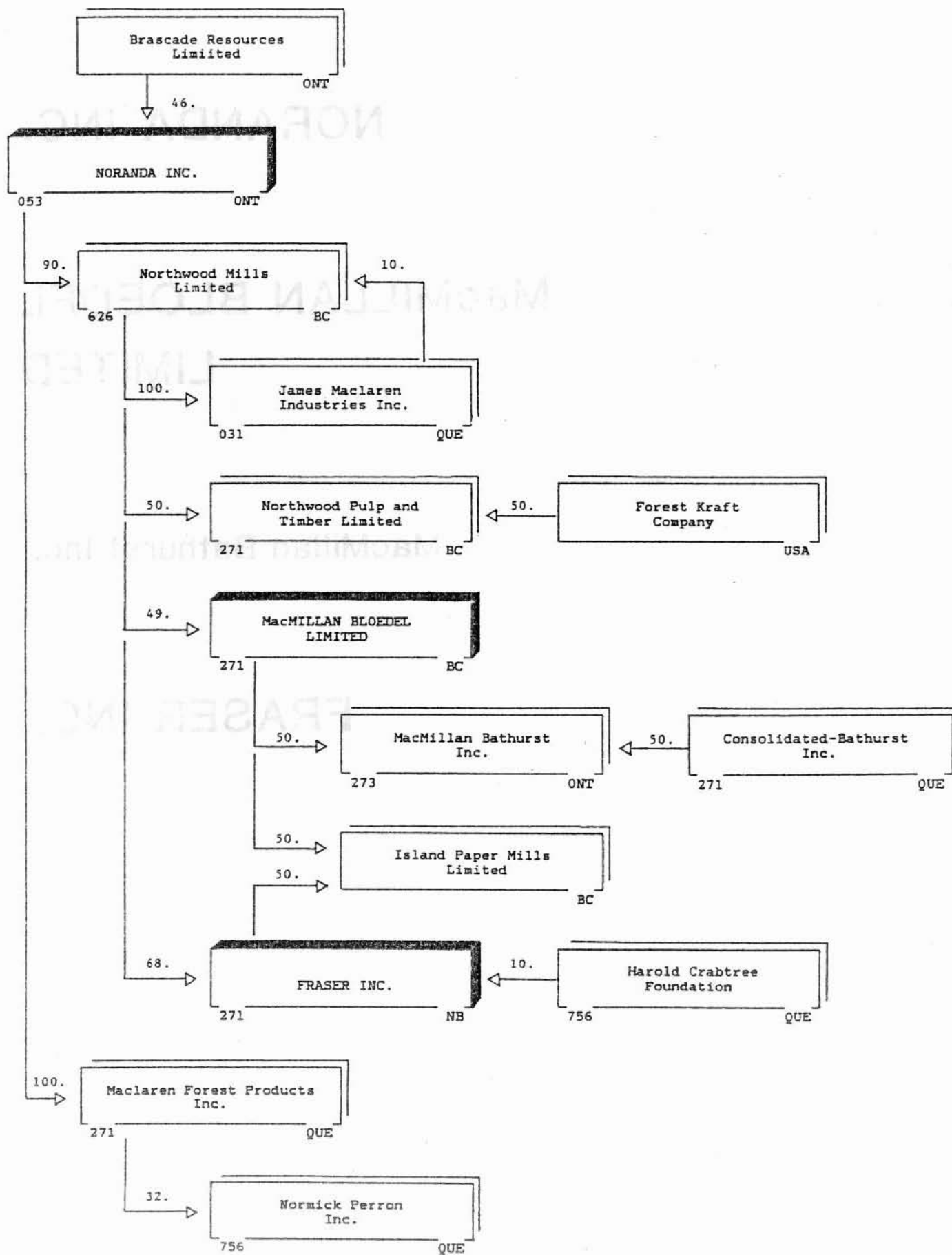
Total employees: 30

**NORANDA INC.**

**MacMILLAN BLOEDEL  
LIMITED**

**MacMillan Bathurst Inc.**

**FRASER INC.**





## NORANDA INC.

### *Head office location and address*

Noranda Inc.  
Commerce Court West  
P.O. Box 45  
Toronto, Ontario  
M5L 1B6

### *Nature of business*

Noranda Inc. is a Canadian-owned conglomerate consisting of more than 66 enterprises operating worldwide. Noranda Inc. is a broadly based conglomerate with business interests in forest products (including pulp, paper, lumber and board products), mining, mineral exploration, refining, manufacturing (wire and cable, foundry products, metals, mill products), research, and oil and natural gas exploration and extraction.

Noranda Inc., through its subsidiary, Northwood Mills Ltd. is the enterprise parent of Fraser Inc., a wholly owned subsidiary of Northwood Mills Ltd. Noranda Inc. also holds an interest in MacMillan Bloedel Ltd. through its subsidiary, Northwood Mills Ltd.

### *Directors*

Alfred Powis	Chairman and Chief Executive Officer	
Adam H. Zimmerman	President and Chief Operating Officer	
J.W. Bird	Paul M. Marshall	Jack L. Cockwell
David E. Mitchell, Q.C.	James C. Dudley	Andre Monast, Q.C.
J. Trevor Eyton, Q.C.	Fernand Pare	Brian Fleming, Q.C.
Antoine Turmel, Q.C.	Pierre Lamy	H. Richard Whittall
Donald S. McGiverin	William P. Wilder	W. David McKeough
	Harold M. Wright	

## NORTHWOOD MILLS LTD.

### *Head office location and address*

Northwood Mills Ltd.  
Seventh Floor, 55 Yonge Street  
Toronto, Ontario  
M5E 1S4

### *Nature of business*

Northwood Mills Ltd., with corporate headquarters located in Toronto, Ontario is a subsidiary of Noranda Inc. Northwood Mills is a broadly based forest products distributor and wholesaler.

Its sales division is responsible for the sale of lumber, waferboard and plywood to all markets as agent for Northwood Pulp and Timber Limited, Fraser Inc. and non-affiliated producers. Over 80% of its sales are made in North America. Its wholesale division distributes building products in Canada and sells lumber and panel products to the United States. Northwood Mills' Norfibre Division markets woodpulp for Fraser Inc. and Maclaren in North America and Europe.

Fraser Inc. is a wholly owned subsidiary of Northwood Mills Ltd. Approximately 49% of the common stock of MacMillan Bloedel Ltd. is held by Northwood Mills Ltd.

### MacMILLAN BLOEDEL LTD.

#### *Head office, location and address*

MacMillan Bloedel Ltd.  
1075 West Georgia Street  
Vancouver, British Columbia  
V6E 3R9

#### *Nature of business*

MacMillan Bloedel Ltd. is one of North America's largest forest products companies, with integrated operations in Canada and the United States as well as major investments in Canada, the United Kingdom and continental Europe. The company manages 1.6 million ha of productive timberlands, which supply approximately 80% of its total fiber requirements. Of these timberlands, 1.1 million ha are in British Columbia where the company's headquarters and approximately 55% of its assets are located. The products of MacMillan Bloedel and its affiliated companies are marketed throughout the world and include lumber, panelboards, kraft pulp, newsprint, groundwood specialty papers, fine papers, containerboard and corrugated containers.

#### *Directors*

R.V. Smith	President and Chief Executive Officer
The Hon. J.V. Clyne	Honorary Director
J.E. Richardson	Honorary Director

E.K. Cork	Calvert C. Knudsen	Dr. K.G. Pedersen
D.C. Davenport	Alfred Powis	J.P. Fisher
Jean M. Southam	R.E. Harrison	G.H.D. Hobbs
J.N. Hyland	Adam H. Zimmerman	G.M. Tidball

#### *History*

MacMillan Bloedel Ltd. was formed by the amalgamation of MacMillan and Bloedel Ltd. and the Powell River Company Ltd. in 1959. The Powell River Company Ltd. was incorporated in 1911. MacMillan and Bloedel Ltd. was formed in 1951 through the merger of H.R. MacMillan Export Company Ltd., which started in 1919, and Bloedel Stewart & Welch Ltd., which was established in 1911.

The Sturgeon Falls, Ontario mill was acquired by MacMillan Bloedel in 1979. The facility was formerly owned and operated by Abitibi Paper Company Ltd.

MacMillan Bathurst Inc. was formed in 1983 as a joint venture undertaking by MacMillan Bloedel Ltd. and Consolidated Bathurst Inc.

#### MACMILLAN BATHURST INC.

##### *Head office location and address*

MacMillan Bathurst Inc.  
2070 Hadwen Road  
Mississauga, Ontario  
L5K 2C9

##### *Nature of business*

MacMillan Bathurst Inc. is a joint venture enterprise undertaken by MacMillan Bloedel Inc. and Consolidated Bathurst Inc. to manufacture and market corrugated shipping containers.

#### FRASER INC.

##### *Head office, location and address*

Fraser Inc.  
27 Rice Street  
Edmunston, New Brunswick  
E3V 1S9

##### *Nature of business*

Fraser Inc., a subsidiary of Northwood Mills Ltd., is an integrated forest products enterprise with manufacturing interests in lumber, printing and writing papers, specialty papers, paperboard and boxboard, and sulphite and groundwood market pulp.

The company operates two sawmills, two pulp mills, and one boxboard mill in New Brunswick, one paper mill in Maine, one paper mill in Ontario, and has a half interest in a fine paper mill in British Columbia and a sawmill in Maine.

##### *Directors*

John P. Fisher	Chairman and Chief Executive Officer	
Adam H. Zimmerman	Vice-chairman	
Knut Grotterod	President and Chief Operating Officer	
Carl E. Beigie	Rowland C. Frazee	William D. Eberle
W. Randolph Clerihue	H. Roy Crabtree	Kenneth V. Cox
R. Timothy Kenny	David J. Hennigar	Joseph Sewall
J.W. Bird	Timothy R. Price	

*History (specific to Ontario-based operations)*

Fraser's business began in New Brunswick in 1877 as a sawmilling enterprise. With the building of the Edmundston, New Brunswick pulp mill in 1917 and the incorporation of Fraser Companies Ltd., the emphasis of the company changed from sawmilling to the manufacture of pulp and paper products.

The Thorold, Ontario fine paper mill was acquired in 1981. The mill was previously owned and operated by Abitibi-Price Inc.

*Ontario-based manufacturing facilities*

Noranda Inc., through various subsidiary and affiliated companies, maintains operating interests in a number of Ontario-based pulp and paper production facilities. These plants are listed in Table 21.

Table 21. Noranda Inc. (subsidiary and affiliated companies) manufacturing facilities in the province of Ontario

MacMillan Bloedel Sturgeon Falls Division	MacMillan Bathurst Inc.
Sturgeon Falls, Ontario P0H 2G0	1155 Talbot Street St. Thomas, Ontario N5P 1G6
(705) 753-2170	(519) 633-0770
Products: corrugating medium, hardboard	Products: corrugated shipping containers
Total employees: 400	Total employees: 135 (plant) 36 (office)
MacMillan Bathurst Inc.	MacMillan Bathurst Inc.
390 Woodlawn Road West Guelph, Ontario N1H 6R1	730 Islington Avenue Toronto, Ontario M8Z 4N8
(519) 821-4930	(416) 259-8421
Products: corrugated shipping containers	Products: corrugated shipping containers
Total employees: 127 (plant) 39 (office)	

(cont'd)

Table 21. Noranda Inc. (subsidiary and affiliated companies) manufacturing facilities in the province of Ontario (concl.)

---

MacMillan Bathurst Inc.

301 Forced Road  
Pembroke, Ontario  
K8A 6Y5

(613) 732-2873

Products: corrugated shipping  
containers

Total employees: 115 (plant)  
28 (office)

MacMillan Bathurst Inc.

Water Street  
P.O. Box 150  
Whitby, Ontario  
L1N 5R7

(416) 686-2600

Products: corrugated shipping  
containers

Total employees: 250

---

MacMillan Bathurst Inc.

200 Brockport Drive  
Rexdale, Ontario  
M9N 5C9

(416) 259-8421

Products: corrugated shipping  
containers

Total employees: 138 (plant)  
35 (office)

Fraser Inc.

John Street  
P.O. Box 1046  
Thorold, Ontario  
L2V 3Z7

(416) 227-5271

Products: bond, business form paper,  
envelopes, fine papers

Total employees: 700

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# NORDFIBRE COMPANY

## NORDFIBRE COMPANY

### *Head office location and address*

Nordfibre Company  
Eloy Road  
P.O. Box 3100  
North Bay, Ontario  
P1B 8K1

### *Nature of business*

Nordfibre Company is a privately owned company, wholly owned by the Frank Orsi family. The company manufactures and markets fiberboard and acoustical insulating board products. Executive offices are located in North Bay, Ontario.

### *History*

The North Bay plant, originally owned and operated by the Canadian Johns-Manville Company Ltd., entered into production in May 1957.

In 1978, the plant and its associated assets were purchased by two local and private interests, registered as Nordfibre North Bay Ltd. and Nordfibre Corporation, respectively. With the purchase of the plant and subsequent reorganization, the enterprise assumed operations under the name of Nordfibre Company.

### *Manufacturing facilities*

Nordfibre Company

Eloy Road  
P.O. Box 910  
North Bay, Ontario  
P1B 8K1

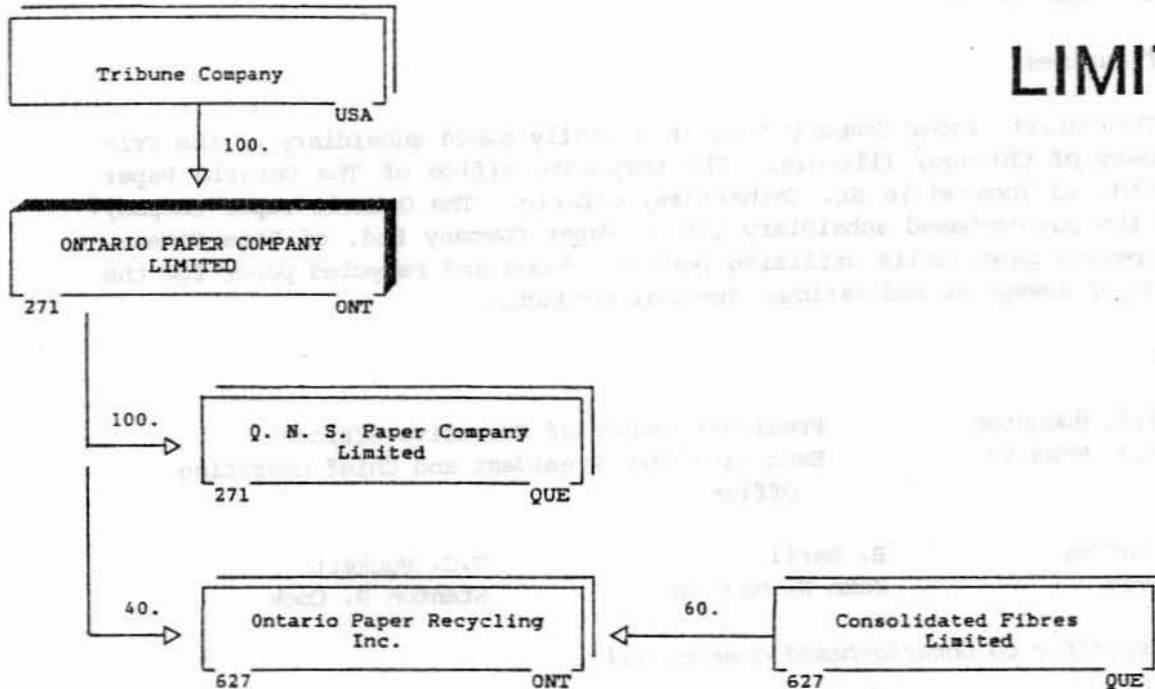
(705) 474-2300

Products: insulating and acoustical  
board products including  
wood fiber ceiling tiles  
and panels

Total employees: 110

Tribune Company

# ONTARIO PAPER COMPANY LIMITED



## TRIBUNE COMPANY

### Head office location and address

Tribune Company  
435 N. Michigan Avenue  
Chicago, Illinois  
60611  
U.S.A.

### Nature of business

The Tribune Company of Chicago, Illinois, is a broadly based communications enterprise with interests in publishing, radio and television broadcasting, cable television and the manufacture and marketing of various forest products.

The Tribune Company is the enterprise parent of The Ontario Paper Company Ltd.

## THE ONTARIO PAPER COMPANY LTD.

### *Corporate office*

The Ontario Paper Company Ltd.  
80 King Street  
P.O. Box 3026  
St. Catharines, Ontario  
L2R 7G2

### *Nature of business*

The Ontario Paper Company Ltd. is a wholly owned subsidiary of the Tribune Company of Chicago, Illinois. The corporate office of The Ontario Paper Company Ltd. is located in St. Catharines, Ontario. The Ontario Paper Company Ltd. and its Quebec-based subsidiary Q.N.S. Paper Company Ltd. of Baie Comeau, Quebec, operate paper mills utilizing both roundwood and recycled paper for the production of newsprint and various chemical products.

### *Directors*

J.E. Houghton	President and Chief Executive Officer
W.J. McNally	Executive Vice President and Chief Operating Officer

Earle H. Harvey	B. Baril	T.C. Puckett
Paul Morasse	John W. Madigan	Stanton R. Cook

### *History (specific to Ontario-based operations)*

The Ontario Paper Company Ltd. was incorporated in 1912. Production at its Thorold, Ontario plant began in 1913. Major plant renovations were undertaken and completed in 1982.

### *Manufacturing facilities*

#### Ontario Paper Company

Allanburg Road  
Thorold, Ontario  
L2V 3Z5

(416) 227-1121

Products: newsprint, pulp and chemicals  
including alcohol, vanillin  
and salt cake

Total employees: 1,000



# PAPERBOARD INDUSTRIES CORPORATION

## Select Corrugating Services

## Trent Valley Paperboard

### PAPERBOARD INDUSTRIES CORPORATION

#### *Corporate office*

Paperboard Industries Corporation  
Glen Miller, Ontario

#### *Mailing Address:*

Paperboard Industries Corporation  
P.O. Box 821  
Trenton, Ontario  
K8V 5R8

#### *Nature of business*

Paperboard Industries Corporation is a privately owned company based in eastern Canada. Through its operating divisions, Trent Valley Paperboard, Select Corrugating Services, and Boxcraft Montreal, the company manufactures and markets fiberboard building materials, corrugated containers, and boxboard and paperboard specialty products.

#### *History (specific to Ontario-based operations)*

Paperboard Industries Corporation was formed in 1985 with the reorganization of its predecessor, Miller Bros. Company (1962) Ltd. Various operating divisions and subsidiary companies were amalgamated and are now maintained and operated as discrete divisions of the newly formed corporation.

The Trent Valley Paperboard division assumes the assets and operations of Trent Valley Paperboard Mills Ltd., the Select Corrugating Services division supersedes Select Corrugating Services Ltd., and the Boxcraft Montreal division replaces Boxcraft Ltd. A former joint venture enterprise, Cameron Packaging Ltd., was dissolved with the formation of the new corporation.

*Manufacturing facilities*

Paperboard Industries Corporation operates four manufacturing facilities in Ontario, as listed in Table 22.

Table 22. Paperboard Industries Corporation manufacturing facilities in the province of Ontario

---

Paperboard Industries Corporation  
Trent Valley Paperboard Division

P.O. Box 821  
Trenton, Ontario  
K8V 5R8

(613) 392-1231

Products: fiberboard, panelboards,  
boxboard, containerboard,  
automotive panels, pasted  
boards, bookbinders and  
products

Total employees: 300 (plant)  
60 (office)

Paperboard Industries Corporation  
Select Corrugating Services Division

95 Brown's Line  
Toronto, Ontario  
M8W 3S6

(416) 252-7121

Products: single-faced corrugated  
sheets, partitions, corru-  
gated cartons, corrugated  
laminated boxes, die-cuts

Total employees: 165

---

Paperboard Industries Corporation  
Select Corrugating Services Division

110 Torbay Road, Unit #5  
Markham, Ontario  
L3R 1G6

(416) 474-0521

Products: corrugated single-faced  
rolls

Total employees: 30

Paperboard Industries Corporation  
Select Corrugating Services Division

Hwy. #11 and Bathurst Streets  
Bradford, Ontario  
L0G 1C0

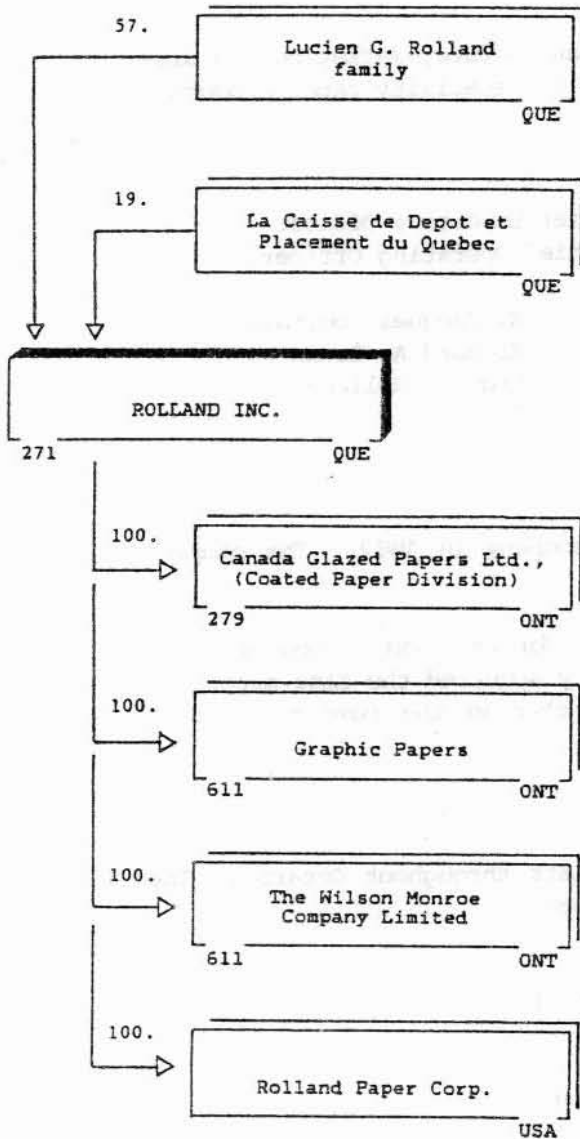
(416) 694-9907

Products: single-faced corrugating  
sheets, die-cuts, corrugated  
cartons, pre-print cartons

Total employees: 100

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# ROLLAND INC.



ROLLAND INC.

*Corporate office*

Rolland Inc.  
Suite 3620  
800 Place Victoria  
Montreal, Quebec  
H4Z 1H3

### *Nature of business*

Rolland Inc. is a Canadian-owned corporation with registered and principal offices located in Montreal, Quebec. Controlling interests are currently held by the Lucien G. Rolland family.

Rolland Inc. is engaged primarily in the manufacture, marketing and distribution of high quality fine paper, coated paper and specialty paper products.

### *Directors (Rolland Inc., 1984)*

Lucien G. Rolland	Chairman and Chief Executive Officer
P. Denis Hamel	President and Chief Operating Officer

G. Drummond Birks	Douglas A. Berlis	E. Jacques Courtois
Roger H. Charbonneau	Roger Lachapelle	Richard A. Irwin
Albert Rolland	Gerard Plourde	Nicolas Rolland
Marc Rolland	Pierre A. Salbaing	

### *History (specific to Ontario-based operations)*

Rolland Inc. began as a privately owned company in 1882. The company was incorporated in 1928.

Canada Glazed Products Limited was acquired in 1964 and is now operated as a division of Rolland Inc. In 1975, the company acquired the fine paper division assets of Kruger Pulp and Paper Ltd. and changed the name to Graphic Papers in 1981.

### *Manufacturing facilities*

Rolland Inc. maintains numerous sales outlets throughout Ontario. The company operates a paper coating plant in Scarborough.

Rolland Inc.  
(Canada Glazed Papers Ltd.)  
Coated Papers Division

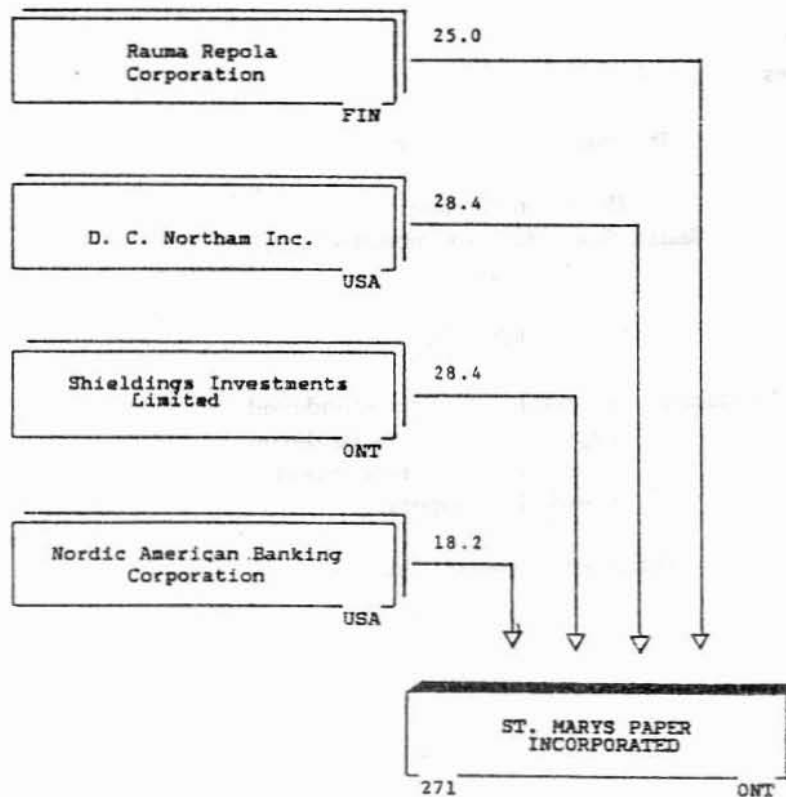
2131 Lawrence Avenue East  
Scarborough, Ontario  
M1R 3A2

(416) 487-4621

Products: coated papers, glazed papers,  
and specialty box wraps

Total employees: 148

# ST. MARYS PAPER INC.



## ST. MARYS PAPER INC.

### *Corporate office*

St. Marys Paper Inc.  
75 Huron Street  
Sault Ste. Marie, Ontario  
P6A 5P4

### *Nature of business*

St. Marys Paper Inc. is a major North American producer and marketer of super-calendered and groundwood specialty paper.

### *History*

Until 1928, the Sault Ste. Marie, Ontario groundwood mill was owned and operated by Spanish River Pulp and Paper Mills Ltd. In that year, it was purchased by Abitibi Power and Paper Company Ltd.

Facing a probable closure by Abitibi-Price Inc., the mill was purchased by entrepreneur Dan Alexander and a consortium of investors in 1984. The antiquated mill was subsequently renovated and modified to produce super-calendered groundwood paper.

### *Manufacturing facilities*

St. Marys Paper Inc.

75 Huron Street  
Sault Ste. Marie, Ontario  
P6A 5P4

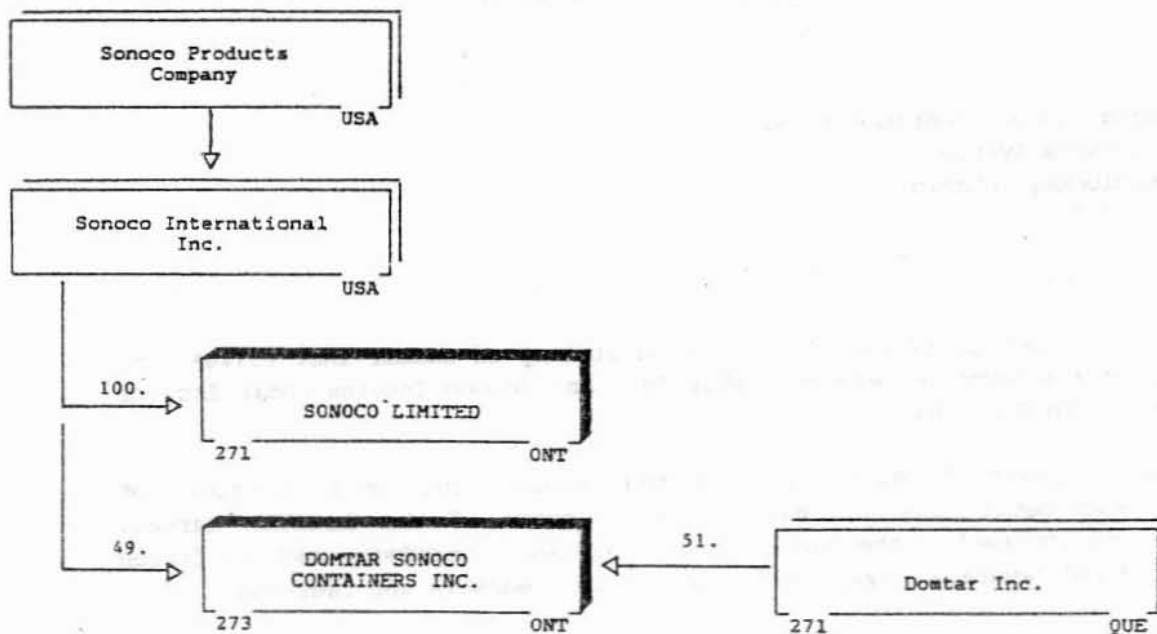
(705) 942-6070

Products: uncoated super-calendered  
paper, premium calendered  
rotogravure, groundwood  
specialty papers

Total employees: 520

## Sonoco International Inc.

# SONOCO LIMITED



## SONOCO LTD.

### *Corporate office*

Sonoco Ltd.  
33 Park Avenue East  
P.O. Box 1208  
Brantford, Ontario  
N3S 2Z3

### *Nature of business*

Sonoco Ltd. is a wholly owned subsidiary of the Sonoco Products Company of Hartsville, South Carolina. Executive offices of Sonoco Ltd. are located in Brantford, Ontario. The company manufactures and markets fiberboard, fiber tubes, paper cones, partitions, headers and fiber forms for concrete columns and voids.

### *Directors (Sonoco Ltd., 1985)*

Thomas S. Cameron	President and Chief Executive Officer	
F.L.H. Coker	C.W. Coker, Jr.	W.F. Jepson
J.L. Coker	J.M. Wiacek	A.F. Nevska
	D.D. Kewin	

## DOMTAR SONOCO CONTAINERS INC.

### *Head office*

Domtar Sonoco Containers Inc.  
450 Evans Avenue  
Etobicoke, Ontario  
M8W 2T5

### *Nature of business*

Domtar Sonoco Containers Inc. is a subsidiary of Domtar Inc. (51.0%) and a joint venture enterprise between Domtar Inc. and Sonoco International Inc. of Hartsville, South Carolina.

Domtar Sonoco Containers Inc. is the leading Canadian manufacturer of composite paper-metal cans and has the major share of the Canadian market. Composite cans are used in the packaging of a number of products such as frozen juices, powdered beverages, motor oils, household cleansers and caulking.

### *Manufacturing facilities*

The production facilities of Sonoco Ltd. and Domtar Sonoco Containers Inc. are summarized in Table 23.



Table 23. Sonoco Ltd. and Domtar Sonoco Containers Inc. manufacturing facilities in the province of Ontario

---

Sonoco Ltd.		Sonoco Ltd.	
33 Park Avenue P.O. Box 1208 Brantford, Ontario N3S 2Z3		591 Gardinere Road Kingston, Ontario K7M 3Y3	
(519) 752-6591		(613) 289-4880	
Products: tubes, cores, fiber cans, spools, partitions, fiber forms or concrete voids and columns, paperboard		Products: spiral wound and convolute paper tubes	
Total employees: 240		Total employees: 25	

---

Sonoco Ltd.		Domtar Sonoco Containers Inc.	
55 Progress Avenue Scarborough, Ontario M1P 2Y7		674 Richmond Street Chatham, Ontario N7M 5K4	
(416) 293-4166		(519) 352-8201	
Products: tubes, cores, fiber cans, spools, fiber forms		Products: fiber cans and tubes	
Total employees: 37		Total employees: 135 (plant) 21 (office)	

---

Sonoco Ltd. (formerly: Federal Packaging and Partition Company Ltd.)		Domtar Sonoco Containers Inc.	
516 Finley Avenue P.O. Box 148 Ajax, Ontario L1S 3C2		Susan Street P.O. Box 100 Prescott, Ontario K0E 1T0	
Products: miscellaneous converted paper and paperboard products, partitions		Products: cans, tubes	
Total employees: 110		Total employees: 105 (plant) 7 (office)	

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(cont'd)

Table 23. Sonoco Ltd. and Domtar Sonoco Containers Inc. manufacturing facilities in the province of Ontario (concl.)

---

Domtar Sonoco Containers Inc.

6591 Kitimat Road  
Mississauga, Ontario  
L5N 3T4

(416) 858-7880

Products: cans

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# Roman Corporation Limited

## STRATHCONA PAPER COMPANY

### ROMAN CORPORATION LTD.

#### *Corporate office*

Roman Corporation Ltd.  
Royal Bank Plaza  
South Tower, Suite 3900  
P.O. Box 40  
Toronto, Ontario  
M5J 2K2

#### *Nature of business*

Roman Corporation Ltd. is a privately owned holding company with registered and principal offices located in Toronto, Ontario. The company is engaged primarily in activities related to exploration for petroleum and base metals. Through its Strathcona Paper Company division, it also manufactures and markets a variety of boxboard products.

#### *Directors (Roman Corporation Ltd., 1984)*

Steven B. Roman	Chairman	
Helen E. Roman-Barber	John S. Grant, Sr.	Frederick G. Roman
Keith H. Barnes	Vincent L. Chapin	John H. Coleman
John S. Grant, Jr.	George B. Heenan	Charles D. Parmelee
W. Earl Riddolls	Anthony Roman	Rober N. Thompson

## STRATHCONA PAPER COMPANY

### *Division office*

Strathcona Paper Company  
Strathcona, Ontario

#### *Mailing address:*

Strathcona Paper Company  
P.O. Box 130  
Napanea, Ontario  
K7R 3L6

### *Nature of business*

The company, a division of Roman Corporation Ltd., manufactures and markets boxboard products.

### *History*

The Strathcona Paper Company began operations as a private company, owned and operated by the W.J. Finlay family.

The company was purchased by Roman Corporation Ltd. in 1974 and subsequently operated as a division of Roman Corporation Ltd.

### *Manufacturing facilities*

Strathcona Paper Company  
Division of Roman Corporation Ltd.

#### *Mailing address:*

Strathcona Paper Company  
P.O. Box 130  
Napanea, Ontario  
K7R 3L6

(613) 378-6672

Products: boxboard products including  
folding and non-folding,  
plain and colored, white-  
lined, coated and uncoated

Total employees: 240

# TORHAM PACKAGING INC.

## THE HAMILTON GROUP LTD.

### *Corporate office*

The Hamilton Group Ltd.  
5050 South Service Road  
Burlington, Ontario  
L7L 4Y7

### *Nature of business*

The Hamilton Group Ltd. is a diversified Canadian-owned holding company which, through its subsidiaries and affiliates, is engaged in manufacturing, leasing, mortgage financing and the provision of financial services within Canada, Europe and Mexico.

The Hamilton Group Ltd. is a major shareholder in Torham Packaging Inc.

## TORHAM PACKAGING INC.

### *Corporate office*

Torham Packaging Inc.  
853 Woodward Avenue  
P.O. Box 3276  
Postal Station "C"  
Hamilton, Ontario  
L89H 7L4

### *Nature of business*

Torham Packaging Inc., an Ontario-based paper converter, through its various operating divisions is engaged in the manufacture and marketing of folding and set-up paperboard products.

*Manufacturing facilities*

Torham Packaging Inc., through its various divisions, operates a number of box plants in Ontario (see Table 24).

Table 24. Torham Packaging Inc. manufacturing facilities in the province of Ontario

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Torham Packaging Inc.  
Tressidder-Reid Paper Boxes Division

54 Burland Crescent  
P.O. Box 3280, Station "C"  
Hamilton, Ontario  
L8H 7L4

(416) 547-1977

Products: set-up paperboard boxes

Total employees: 39 (plant)  
4 (office)

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Torham Packaging Inc.  
Atlas Paperboard Boxes (Hamilton)  
Division

853 Woodward Avenue  
Hamilton, Ontario  
L8H 7L4

(416) 547-3006

Products: folding and set-up paper  
boxes

Total employees: 165

Torham Packaging Inc.  
Fielder/Ontario Paper Box Division

44 Norwood Terrace  
Toronto, Ontario  
M4E 2H1

(416) 698-2843

Products: set-up paperboard boxes

Total employees: 39 (plant)  
4 (office)

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