

 **Thunder Bay**
PULP AND PAPER



Celebrating 100 Yrs
of Operation



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100 Years of Innovation

Welcome to a milestone moment in our history—a celebration of 100 years of innovation, dedication, and progress. As we turn the pages of this commemorative timeline booklet, we invite you to join us on a remarkable journey through a century of achievements and milestones that have shaped our organization and its legacy.

Over the past 100 years, our story has been one of vision and perseverance, marked by significant moments that have defined our path and forged our identity. From humble beginnings to becoming a leading force in our field, this timeline captures the essence of our evolution, highlighting key events, transformative changes, and the indomitable spirit that has guided us through each decade.

As you explore this booklet, you'll find glimpses of our past that reflect the challenges we've overcome, the innovations we've introduced, and the values that have remained at the heart of our mission. Each entry represents not just a date or event, but a testament to the hard work, creativity, and commitment of everyone who has been part of our journey.

We are deeply grateful to all who have contributed to our success—past and present—and we look forward to continuing this incredible journey into the future. Here's to celebrating a century of shared accomplishments and to the exciting possibilities that lie ahead.

Thank you for being a part of our story. Enjoy the journey through our 100-year history!

History of the Brands



1919



1989



1994



2002



2007



2012



2023

Foundation & Inception

Strategically located near the mouth of the Kaministiquia river, the site of Thunder Bay Pulp and Paper covers some 300 acres on the southwestern boundary of Thunder Bay.

The history of the Thunder Bay mill goes back to 1919 when three American businessmen secured timber limits in the Black Sturgeon area, on the northern shores of Lake Superior and in the Longlac area on the condition that they supply a pulp and newsprint paper mill. Lewis Alstead, president of the Combined Locks Paper Co. of Appleton Wisconsin, George M. Seaman, president of the Seaman Paper Company of Chicago and Edward W. Backus, a Minnesota lumber tycoon and founder of pulp and paper mills in Fort Frances and Kenora, spent the next four years negotiating with the municipalities of Fort William and Port Arthur, the Ontario Government, and the Ontario Hydro Electric Power Commission, to determine the site of the mill and the supply of electrical power required to run the mill.

In 1923 the construction of the Great Lakes Paper Company got underway and on July 26, 1924, a sample of the first groundwood pulp was deposited with Fort William's City Clerk. Alstead, Seaman and Backus operated the mill for the next three years shipping the pulp to Appleton Wisconsin.

Three years later Backus formally announced to the City of Fort William the plans for the construction of a newsprint mill with an annual capacity of 91,000 metric tons per year. The first paper machine (Judy) was put into operation in 1928 followed by the second unit (Jumbo) a year later. Both machines were considered the largest in the world when built. This plant, which was designated to produce a low-cost product, was considered a "monument to industry" by its builders.

The company did not have time to establish itself and build up reserves prior to the economic Great Depression of the 30's. Like many other enterprises during that era, it defaulted on its obligations and was operated by a receiver from 1931 to 1936. The Great Lakes Paper Company Limited was formed in 1936. When the company emerged from the economic storms of the depression era, Great Lakes Paper operated its newsprint machines steadily. It also entered the export field in sulphite pulp. In the years after 1936, to ensure a high degree of operating efficiency and to increase the quality and quantity of the finished product, many changes, additions, and replacements naturally had to be made.

From 1946 to 1948, the two paper machines were modernized to increase production from 91,000 metric tons to 142,000 metric tons per year.

In 1953, the head office of the company was moved from Toronto to Fort William as part of a major corporate reorganization.

By 1955 newsprint production had increased to 155,000 tons per year and 68,000 tons per year of sulphite pulp was being exported.

In 1954 it was realized that further expansion to any substantial degree could not be achieved by improving existing equipment. So, in 1955, construction began on the installment of two new paper machines and extensive alterations and additions to all departments to more than double existing capacity. By 1957, No. 3 paper machine (Jill) was online and a year later, in 1958 - No. 4 paper machine (Jupiter), at the time, the largest paper machine in the world, was turning out newsprint.

Extensive improvements were made on the two older paper machines in 1961 and in 1963 where the existing sulphite mill was converted from a calcium based cooking liquor to a magnesium base.

In 1964, the decision was reached to proceed with the construction of a new 540 metric ton per day kraft pulp mill (A kraft mill) at an estimated cost of 31 million dollars. This newly constructed mill produced its first sheet of kraft pulp in April of 1966.

The company in the early 1960's began to incorporate the latest pollution abatement techniques in the design for its first kraft pulp mill. Air management controls, based on the most up-to-date technology available at the time, went into operation when the kraft mill opened in 1966. By 1967 a complete primary effluent treatment system for the kraft mill went into operation which included the automatic blending of acid and alkali streams and removal of settleable solids and surface matter. In 1971, similar facilities for the newsprint mill were completed.

In 1972, the Thunder Bay mill centralized its wood handling and wood processing system. The first of its kind in North America, the company adapted systems developed in Sweden and elsewhere to provide this efficient method of controlling its entire wood handling operation. In the fully mechanized woodroom, logs were debarked by means of a dry debarking system and prepared for the various manufacturing processes.

1972 also saw the construction of a new stud mill producing precision-cut two-by-fours capable of meeting all grade requirements.

The company continually sought ways of improving and expanding existing facilities. This was evident on November 1, 1973, when an announcement of a further expansion to the manufacturing facilities in Thunder Bay was made which included the construction of a new closed-cycle kraft pulp mill (B kraft mill) the first of its kind in the world. November 1976, saw the start-up of this new 225,000 metric ton-per-year mill which integrated with the existing 180,000 metric ton kraft mill bringing to completion a \$191 million diversification and expansion program that had begun in 1973.

The 1973 expansion program also included ways to diversify production including the expansion of the stud mill which was completed in 1975 and construction of a waferboard plant producing products that had a wide use in the construction field. The plant started up in 1976.

In 1975, the company converted its sulphite pulping system to a high yield system where cooking time and chemical usage was greatly reduced. The process made use of mechanical refiners to break up the partially separated fibers produced in the chemical pulping phase.

Further improvements were made in the sulphite mill in 1976, when the cooking liquor base was changed from magnesium bisulphite to sodium bisulphite.

The company has also been a leader in energy conservation. For many years, we have been using bark, paper fibre residuals from our effluent clarifiers, woodroom debris and other wastes as a source of fuel. In the design for the new kraft mill, which is self-sufficient in energy, a 500 thousand pound-per-hour boiler capable of using hog fuel as its principal fuel was included. With the completion of this new mill, about half of the company's overall fuel requirements were being fulfilled by wood waste. To offset the high cost of Ontario Hydro electrical energy, the company increased its electrical generating capacity to include five turbine generators. Approximately 40 percent of the company energy requirements were met by on-site generation facilities.

On January 1, 1979, the company's name was changed from The Great Lakes Paper Company, Limited to Great Lakes Forest Products Limited to reflect the diversification of our manufactured products.

Thus began a period of significant growth for the company, including the purchase of Reed Paper in Dryden, a joint venture in the building of a newsmill and thermomechanical pulping (TMP) plant at Ponderay in the state of Washington, and the modernization of No.3 and No. 4 paper machines.

In 1988 the company announced the intent to invest \$500 million in the construction of No. 5 paper machine, a (TMP) plant and a secondary effluent treatment plant.

In January 1989, the company's name was changed to Canadian Pacific Forest Products Limited following the June 2, 1988 merger with CIP Inc. forming one of the largest newsprint producers in the world. The executive offices located in Thunder Bay were moved to Montreal, Quebec thus ending the era of local control and direction.

In 1989, the company announced plans to build a recycle (deinking) plant to meet demands for recycled content in paper.

No.5 paper machine, a state-of-the-art machine known as Theresa Marie, started up in April 1990 replacing paper machines No. 1 and No. 2. The TMP plant started up in February 1991 replacing No. 1 groundwood while No. 2 groundwood was automated.

In March 1991, the stud mill was closed while in October the recycle plant went into production.

In April 1993, A Kraft mill was shut down but following successful labour negotiations with CPU which included flexible work practices the mill was restarted again in August.

Prior to the merger Canadian Pacific Ltd. owned CIP and held 54.3% of Great lakes Forest Products shares with the rest owned by public shareholders. In September 1993, Canadian Pacific Ltd. Divested itself of its majority ownership by selling all of its 36.7 million common shares in CPFP. On March 18, 1994, the company changed its name to Avenor Inc. The name change was inspired by the Latin root for advantage, meaning "going forward" and from the word, "north". The Newsprint Group was then created to sharpen the focus on the customer and improve links between mills and customers.

Bowater Pulp and Paper Canada Inc. acquired Avenor on July 24, 1998, and became the second largest producer of newsprint in the world and the third largest producer of market pulp in North America.

On January 1, 2002, the company became Bowater Canadian Forest Products Inc. when Bowater Pulp and Paper Canada Inc. and Bowater Canadian Forest Products Inc. (formerly Alliance Forest), both subsidiaries of Bowater, amalgamated.

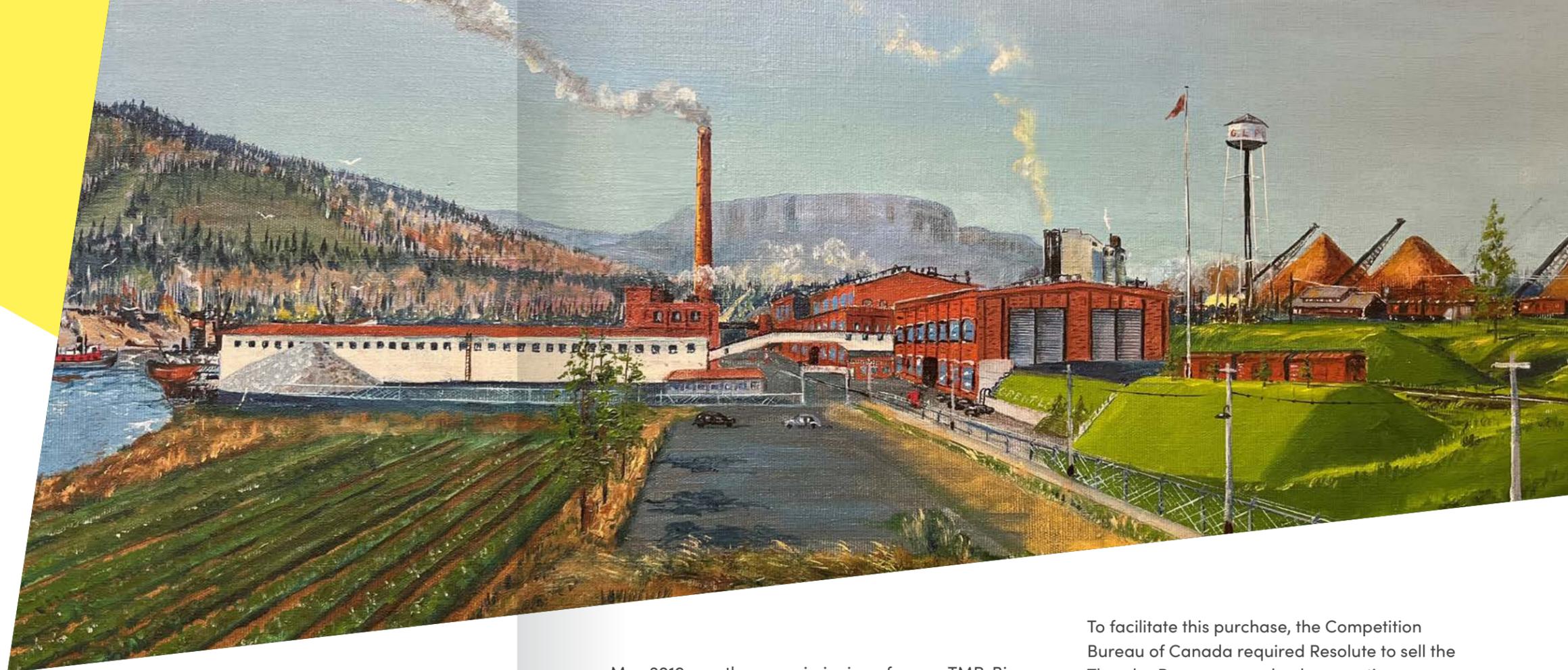
In 2006 A Kraft mill was shut permanently, followed by No. 3 paper machine in 2007.

On October 29, 2007, Bowater Inc. and Abitibi-Consolidated, two renowned companies joined forces to create a new company: AbitibiBowater. The company became the third largest publicly traded forest products company in North America, and the eighth largest in the world, the largest newsprint producer in the world, and a major manufacturer of commercial printing papers, market pulp and wood products.

In April 2009 AbitibiBowater filed for bankruptcy protection in the U.S. and Canada. This creditor protection lasted 20 months while the company restructured.

In August 2009, No. 4 and No. 5 paper machines were indefinitely idled due to erosion of the newsprint market and high operating costs.

In February 2010 No. 5 paper machine was restarted and No. 4 remained indefinitely idled.



In December 2010 the company emerged from creditor protection with an improved financial position.

The recycle plant was permanently closed in 2012.

On July 1, 2012, the company changed its name to Resolute Forest Products Inc. following an employee "name the company" contest.

May 2013 saw the inauguration of a refurbished and upgraded woodwaste boiler and a new 65-megawatt condensing turbine. The project was approved in 2011 and took 21 months to complete at a cost of \$65 million. The project was undertaken to reduce the mill's energy cost as well as maximize local woodlands, sawmill, pulp and paper, and energy operations by fully utilizing forest-based biomass to produce green electricity.

May 2019 saw the commissioning of a new TMP-Bio plant with the capacity to treat 100 metric tons of biomass annually. The project was part of an initiative to renew and transform the forest products industry, building on investments by the company, the Ontario Centre for Research and Innovation in the Bio-Economy (CRIBE), and Natural Resources Canada, The project also had the support of the Northern Ontario Heritage Fund Corporation, FedNor, the Thunder Bay Community Economic Development Corporation and the Ontario Ministry of Natural resources and Forestry. TMP-Bio is a patented technology developed by FPIinnovations for the commercial production of large quantities of bio-sourced chemicals, such as high-quality cellulosic sugars and H-lignin and is a step toward opening new markets for the forest products sector within the biochemical products supply chain.

In 2022 the company announced that Paper Excellence Group, a global diversified manufacturer of pulp and specialty, printing, writing and packaging papers would be purchasing Resolute through its Domtar subsidiary.

To facilitate this purchase, the Competition Bureau of Canada required Resolute to sell the Thunder Bay paper and pulp operations.

On March 1, 2023, Paper Excellence Group completed the purchase of Resolute Forest Products.

On August 1, 2023, Resolute Forest Products completed the sale of the Thunder Bay Operation to Atlas Holdings who establish Thunder Bay Pulp and Paper Inc. as an independent pulp and paper operation, joining Atlas' global family of manufacturing and distribution businesses.

The head office for the new company is back in Thunder Bay for the first time since 1988.

In 2024 we successfully tied-in Single Point Connection (SPC) equipment with new switchgear, transformers, turbine control panels and new insulators on Q5B. Completion of this project will occur in September and October 2024 with the 121 KV pole line construction and manual island mode testing.

Timeline

This timeline presents a chronological overview of pivotal events, developments, and milestones that have defined our company and its predecessors. Each entry on this timeline highlights key occurrences.

By navigating through this timeline, you will gain a clearer perspective on how historical contexts have influenced the world we live in today. It serves as a valuable tool for appreciating the interconnectedness of historical events and understanding the legacy of past achievements and challenges.

> 1919

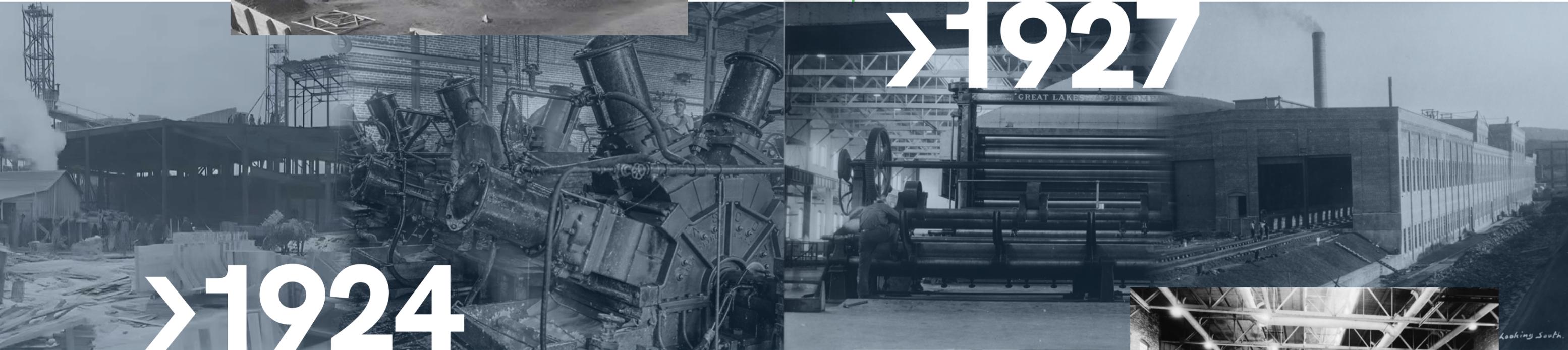
Following four years of complicated and protracted negotiations the construction of Great Lakes Paper Company began in September, 1923. The plant was situated at the southern end of Neebing Avenue near the Kaministiquia River on the boundary between the City of Fort William and the Municipality of Neebing, the boundary being Neebing Avenue. Shown in this picture is the grading of Neebing Avenue which was the main access route to the Great Lakes Paper Company site.





The first major expansion began in 1927 when the company began construction of a 91,000 metric tons per year newsprint mill. The first or No. 1 paper machine, nicknamed “Judy”, was put into production in 1928 and could produce 198 tons of newsprint daily. The No. 2 machine nicknamed “Jumbo” started a year later and could produce 219 tons daily. For a time, it was considered the largest paper machine in the world. The plant, which was designed to produce a low-cost product, was considered a “monument to industry” by its builders. Shown here is the construction of the paper machine room. Shown here are paper machine No. 1 “Judy” on the right and No. 2 “Jumbo” on the left. In 1991 both machines were dismantled, sold and shipped to companies in India and the Philippines.

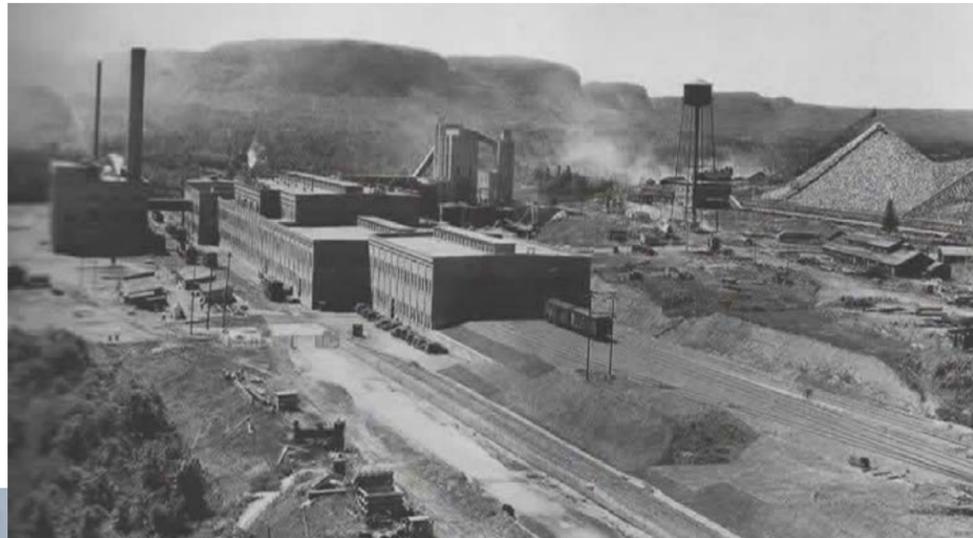
> 1927



> 1924

In September 1923 Barnett and McQueen, known for building grain elevators, began the construction of the groundwood plant which included the wet machine room, the grinder room and the wood room. Pulp shipments started to arrive by April 1924 and a sample of the first pulp produced was deposited with the Fort William City Clerk on July 26, 1924. Shown here is the excavation of the site for the building of the grinder room, construction of the grinder room and the inside of the grinder room following construction.





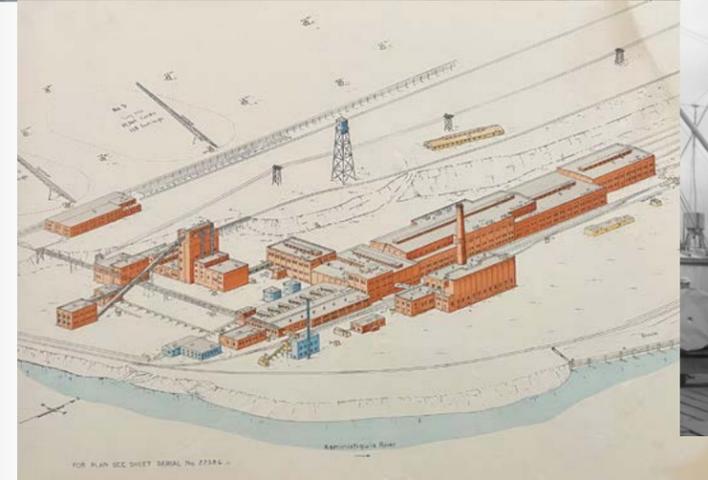
Through the ups and downs of the Great Depression the company continued to operate the newsprint machines steadily. In May of 1933 the first shipment of newsprint by boat was loaded at the new warehouse next to the Kaministiquia River and shipped to the Detroit for use by the Detroit News. Shown here are views of the mill following the modernization of the late 20's, along with views of loading ships including the first shipment on the S.S. Troisdoc of Paterson Steamship Lines. In 1961, 71 vessels were loaded at the company's dock including three that were destined for Australia.

> 1929-1933



> 1928

Part of the 1928 expansion was the construction of a sulphite plant and a boiler house. By cooking the raw wood fibers with sulphite most of the lignin in the raw material is dissolved and the fibers are separated producing a higher quality pulp. The boiler house burned coal brought in by rail to produce steam used in the paper making process. The sulphite plant was demolished in 1991 following the construction of the TMP (thermomechanical pulp) plant. Shown here is the construction of the sulphite plant and the boiler house.



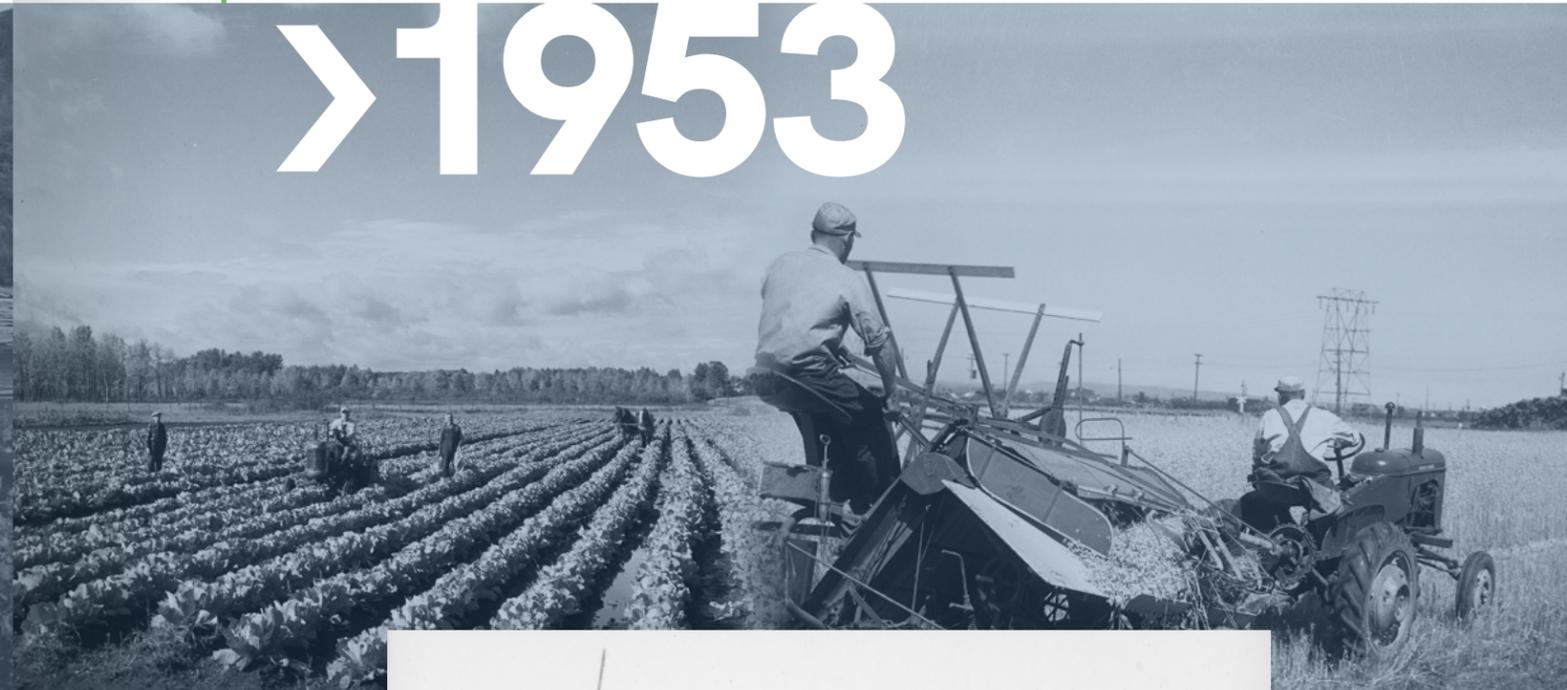
One of the most important parts of the paper mill operation was the River Drive. To the uninitiated it sounds simple to put pulpwood in the water and let the river do the work, but in fact, many hours of careful planning was behind that operation. Wood cut during the previous winter was hauled to landings on the ice or on the banks of lakes and creeks where it could be easily rolled into the water. When the proper time came, after break-up, the river drivers came into the picture. The river was divided into stretches, where a crew of two working mostly from boats, had its own stretch of water. Where the river was deep, there was no trouble but during high water and where rapids were encountered, the wood built itself up into side or center jams on the land or the rocks. The drivers would pry with their pike poles and peaveys until they located the key log and broke the jam, then they moved on to the next jam.

Prior to the building on the two kraft mills, 200 acres of land was used to grow food destined for the logging camps.

> 1953

> 1940's

One drive, the Kam River drive, began beyond Shebandowan, where the pulpwood was driven down the creeks to be rafted across Lake Shebandowan, down the Mattawin to where its junction with the Dog River forms the Kaministiquia River. The wood, when it reached the mouth of the river, was caught in booms and made up into huge rafts of about ten thousand cords each. The spectacle of the logs going over the falls at Kakabeka drew thousands of sightseers each year. River drives ended in 1965. Note the picture of the log jam at Kakabeka Falls which reached all the way to the lip of the falls.



> 1978/79 FAMILY DAY PICNIC



> 1958

The mid to late 50's saw the next expansion with the company quadrupling its newsprint capacity with the additions of No. 3 paper machine (Jill) which started running in 1957 and No. 4 paper machine "Jupiter" which started a year later in 1958. At the time, Jupiter was the largest paper machine in the world.

> 1954



The Great Lakers Athletic Association, now the Great Lakes Athletic Association (GLAA), was formed in 1935 with the purpose "to promote recreational and social activities for members and their families and to create a spirit of harmony and good fellowship within the membership." The GLAA started the Employee senior Club in 1948 and hosted the yearly gala recognizing employees who reached the 10-15-20-25 year mark of service. They also hosted the annual Christmas Tree Party which was held at the mill until 1950 and then moved to the Fort William Gardens in 1951 in response to growing attendance which had reached over 4,000. They also hosted the annual Family Day Picnic which took place in and around July 1st and in its heyday saw attendance over 6,000. The event is still held annually on Father's Day.

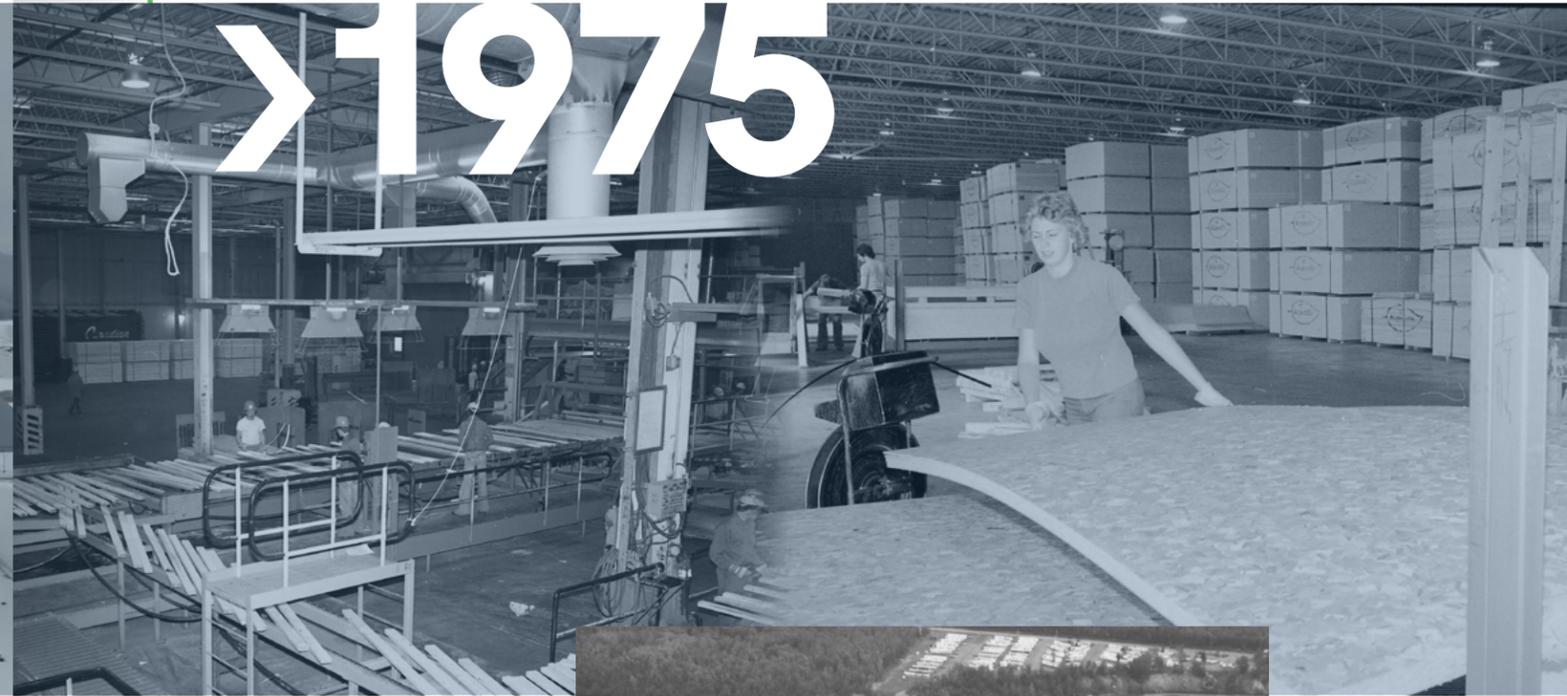


Expansion in the 1970's came in the way of a new kraft mill, known as B Kraft, a closed-cycle kraft mill which was the only one of its kind at the time. Along with the kraft mill came the construction of a stud mill and a waferboard plant, both of which operated until 1991.

> 1975



> 1964



The next big expansion came in 1964 with the building of A Kraft Mill. Although you may not know it, it's quite possible that many of the items you take for granted in your daily home or office life are made using kraft pulp produced at our operation. The list starts with all kinds of paper products, such as writing, copying and printing papers, packaging and boxes for consumer products, and high-gloss papers and coated cardboards. But the number of potential uses, ranging from facial tissue to masking tapes and photographic paper is limited only by the human imagination.





>1980's

The late 80's saw another round of significant expansion, with the construction of paper machine No. 5, or PM5 as it is now called, a new wrap line, a new TMP plant and a recycle (de-inking) plant. No. 5 went on to break speed records in the 90's. Significant upgrades to PM5 control room have occurred over the years since it was first built.





In 2013 we saw the inauguration of a refurbished and upgraded woodwaste boiler and a new 65- megawatt condensing turbine.



> 2013

> 1998

Since the kraft mills and the TMP mill used chips exclusively it was inevitable that new technology would eliminate the need for roundwood delivery to the mill and the old woodrooms were no longer required. Trucks loaded with chips became the mode of fiber delivery.





>2019

In May 2019 we celebrated the commissioning of a new TMP-Bio Plant capable of treating 100 metric tons of biomass annually. The biorefinery pilot project produced lignin and sugars for use in the development of innovative bio-products such as wood adhesives, animal feed and composites.

In May 2024 we came one step closer to the completion of a single electrical line to supply power to the entire site through either of our two main substation circuits. This will allow us the ability to island during storm events without the need to shut down any of our operations.



>2024



Celebrating 100 years of operation as a company, and one year of operation as Thunder Bay Pulp and Paper, we look forward to another 100 years.



Looking to the Future

In August 2023, Atlas Holdings established Thunder Bay Pulp & Paper (TBPP) as an independent pulp and paper operation, joining Atlas' global family of manufacturing and distribution businesses. One hundred years ago we started as a stand-alone company, we are a stand-alone company once again.

TBPP is in the heart of the Robinson Superior Treaty territory within the traditional territories of the Fort William First Nation. We gratefully acknowledge the contributions of Indigenous Peoples who have come before us and cared for the land and water in the way that allows us all to continue to work and gather today. We are committed to maintaining and increasing a mutually respectful relationship.

We are a leading northern bleached softwood and northern bleached hardwood kraft pulp, paper, newsprint and directory producer. With a workforce of 600 hundred and an indirect impact on thousands of other jobs our economic impact is significant. We provide \$50 million in payroll and benefits and spend \$350 million purchasing goods and materials. Our annual production capacity is 320,000 tonnes of market pulp, 200,000 tonnes of paper products, 400,000 MWh annual electrical generation capacity, and we produce biochemical products such as Tall Oil and Turpentine.

Our fibre requirements include over 880,000 admt (air dry metric tonnes) of chips which we receive in the form of sawmill residual and in-bush chipping, along with over 565,000 gmt (green metric tonnes) of biomass. TBPP is committed to sustainable forest management and forest certification. All fibre delivered to the mill is from sustainably managed forests and adhere to Chain of Custody and Controlled Wood requirements. TBPP is certified to Forest Stewardship Council (FSC) CoC and CW standards, Sustainable Forest Initiative (SFI) CoC and SFIS standards, and Programme for the Endorsement of Forest Certification (PEFC).



Coupled with our primary treatment of effluent is a modern and efficient oxygen-activated sludge secondary treatment system that ensures we meet all current provincial and federal environmental regulations. We have seen a 75% reduction in Greenhouse Gas emissions because of a number of water and energy reduction projects, as well as boiler and lime kiln efficiency upgrades. Greater than 95% of the fuels used to produce steam are from renewable energy such as biomass, liquor recovery and waste heat recovery. Our kraft mill produces 85% of its own electrical energy.

The mill at the end of Neebing Avenue has been a landmark in northwestern Ontario and a hallmark of Thunder Bay for 100 years. As we embark on the exciting journey of anticipating another 100 years of operation, we are deeply committed to nurturing our relationships with our employees, the communities in which we do business, and our partners. Our vision for the future is anchored in the same values that have guided us thus far—collaboration, innovation, and mutual respect. We are eager to continue fostering an environment where our employees can thrive, where our community can benefit from our growth, and where our partnerships can flourish with shared goals and successes. Together, we look forward to building on our legacy, embracing new opportunities, and making a positive impact for a century to come.

ENDNOTES

Piovesana, R. H., et. al., Paper & People, An Illustrated History of Great Lakes Paper and Its Successors (1999), Thunder Bay Historical Museum Society.

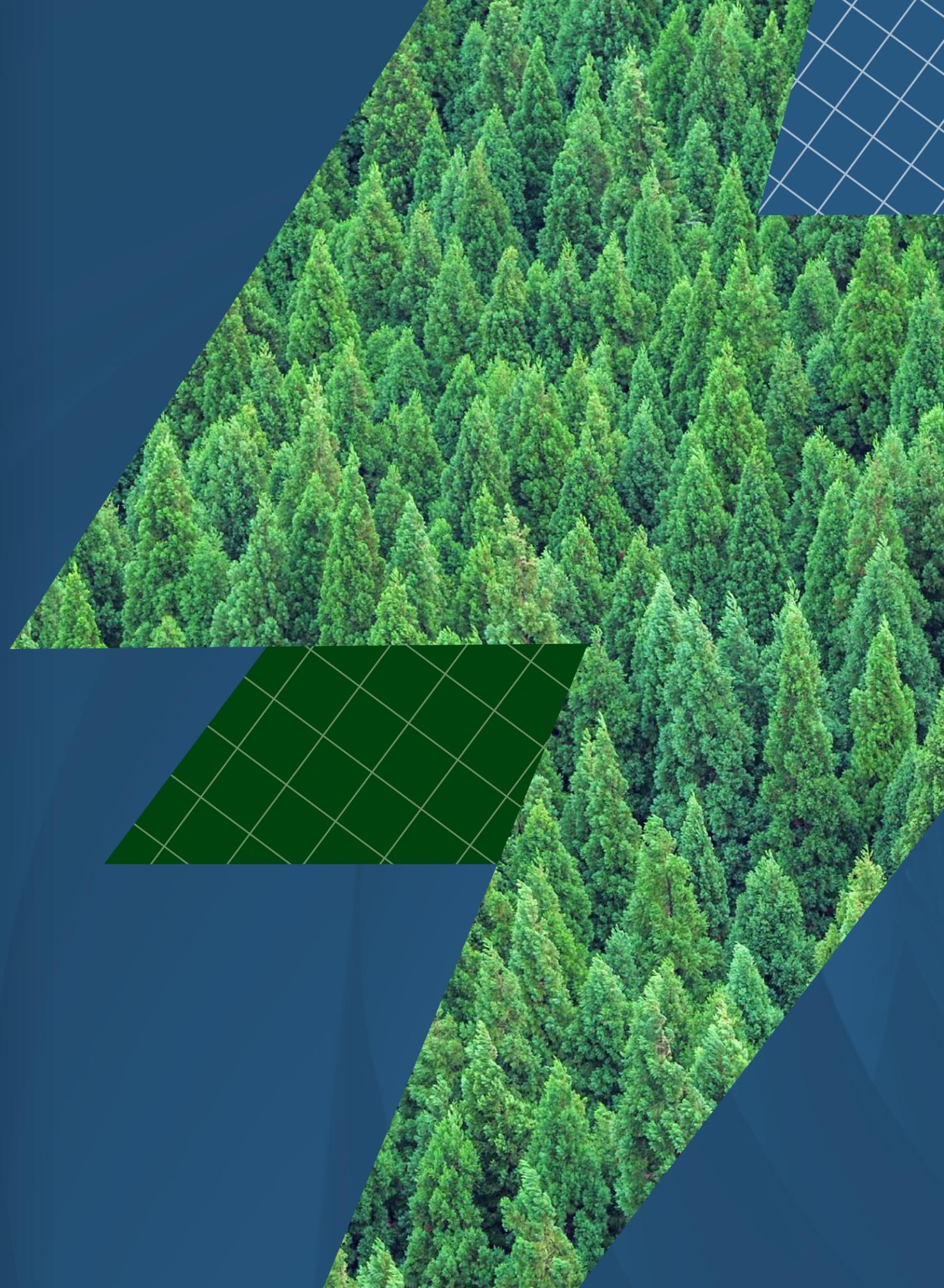
The Link, Published By The Great Lakes Paper Company Limited (1947-1959).

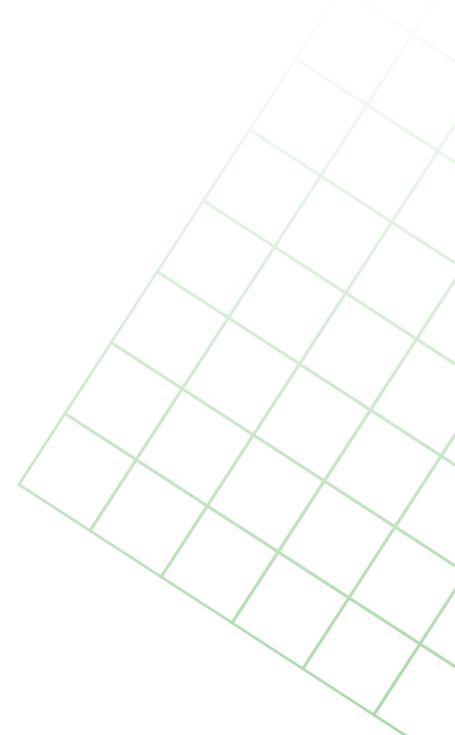
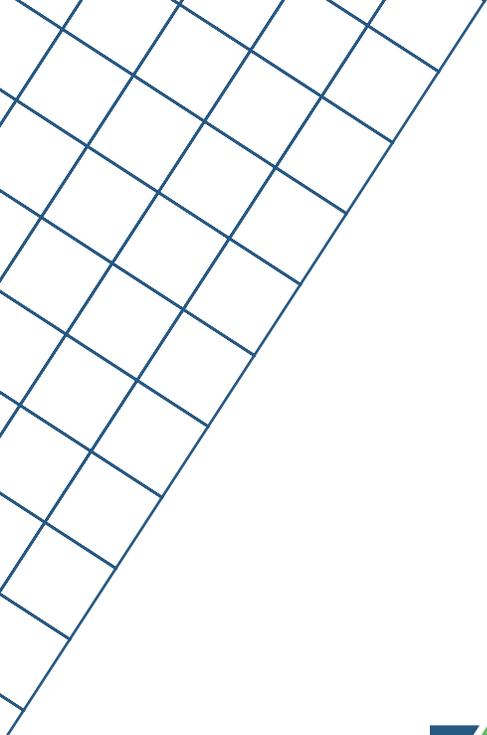
SPECIAL THANK YOU

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All historical articles and photographs compiled by David Berry, Thunder Bay Pulp and Paper.





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