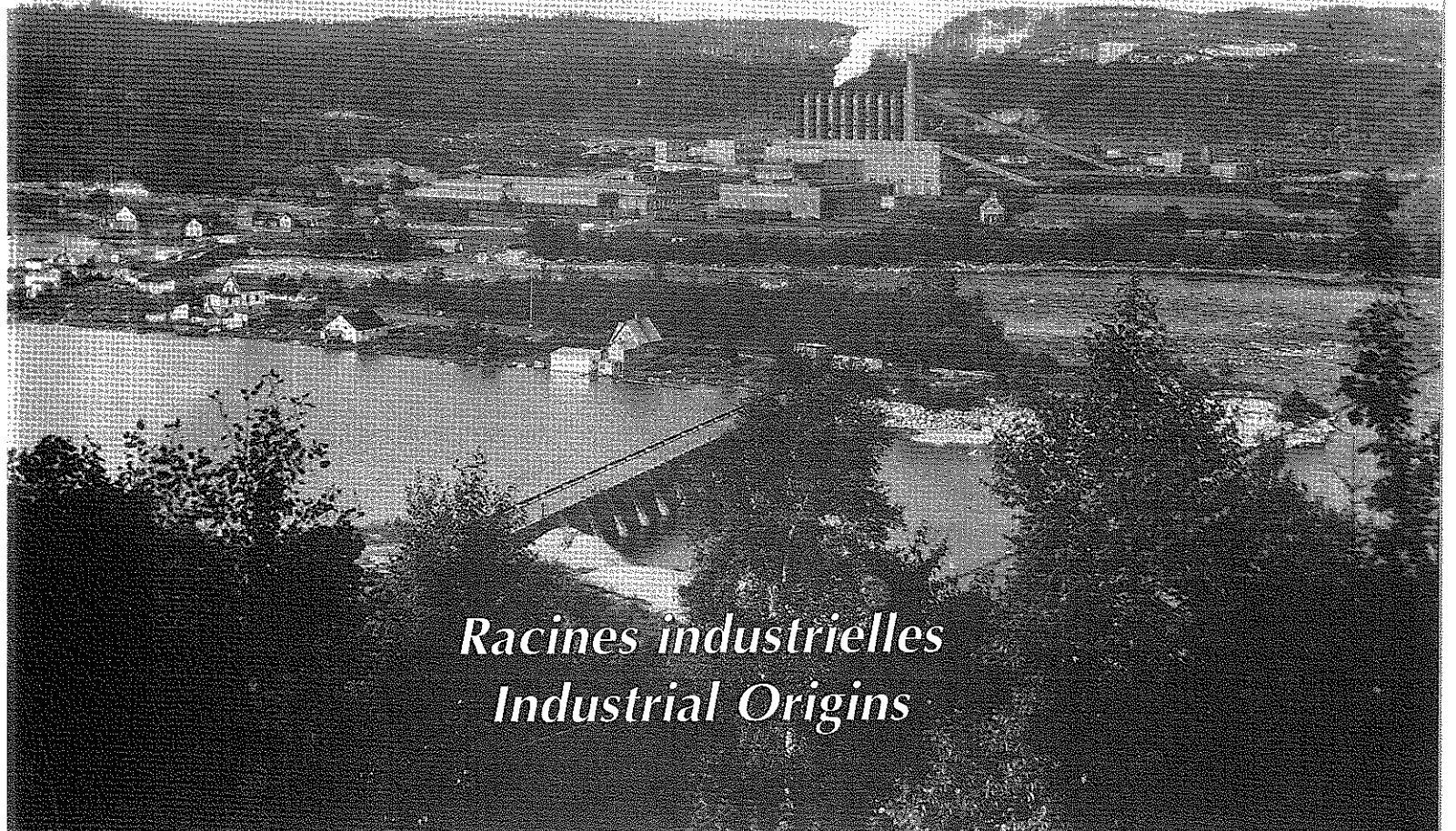


CHAPITRE CHAPTER

2



*Racines industrielles
Industrial Origins*

UN GRAND RÊVE DEVENU RÉALITÉ

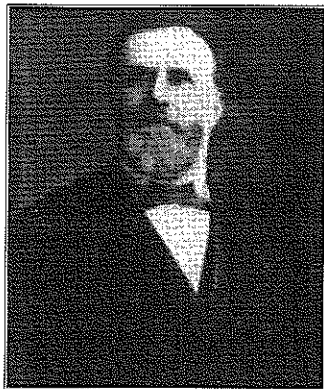
1re PARTIE : L'USINE KIPAWA

Source du rêve :

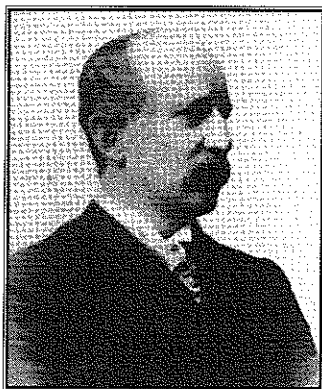
"The Riordon Pulp and Paper Company Limited", ses promoteurs, sous la direction technique du Dr C.B. Thorne, et leur désir industriel.

Nature du rêve :

Produire vraisemblablement la meilleure pâte à dissoudre à partir de la pâte blanchie au bisulfite, au plus bas prix, afin de concurrencer les marchés européens et américains.



John Riordon established the Riordon enterprises in 1857.



Charles Riordon succeeded John Riordon in 1885 and became President.



Carl Riordon was the Managing Director of the Riordon Company.



C.B. Thorne, the Technical Director of the Company was in charge of the construction and operation of Kipawa mill.

Planification et moyens de réalisation :

- Rechercher les méthodes les plus modernes et les plus efficaces en analysant bien tous les procédés;
- Choisir un site où l'approvisionnement est abondant en bois, en eau de qualité, en énergie et où le transport est facile;
- S'entourer des meilleurs collaborateurs, ingénieurs, techniciens, vendeurs, chimistes, ouvriers, etc., connaissant bien les procédés de transformation du bois et son marché;

- Prévoir un milieu de vie agréable pour les travailleurs;
- Acquérir et transporter le matériel et la machinerie nécessaires.

Quel endroit peut répondre à autant d'exigences pour la réalisation d'un tel rêve?

"Témiscaming"

Ville nichée dans les flancs des majestueuses Laurentides, entourée de merveilleux lacs et rivières et offrant un relief exceptionnel pour l'aménagement de toutes les installations.

Oui, Témiscaming doit son existence aux richesses naturelles dont elle est entourée. Les arbres des nombreuses forêts des environs sont ses alliés pour bâtir son empire. L'eau, son associée, venant des lacs Témiscamingue et Kipawa, transporte longtemps ce bois qui sert à nourrir l'usine et fournit l'énergie électrique. Du terrain rocheux, la pierre concassée sur place sert à préparer de solides fondations pour toutes les constructions.

Oui, Témiscaming est un endroit repéré et choisi par des bâtisseurs entreprenants et audacieux qui savent tirer de la nature ce qu'elle leur offre de meilleur. Par exemple, ce fait exceptionnel: l'usine sera construite sur une déclivité de terrain permettant à la pâte liquéfiée de franchir ses étapes de transformation par l'unique force de gravité.

Ces industriels rêvent d'une usine concurrentielle, oui, mais aussi d'une ville modèle où les employés veulent demeurer avec leur famille malgré l'isolement.

Alors, comme un compte à rebours où tout est bien orchestré, programmé et planifié, il semble que la réalisation du rêve se met en branle :

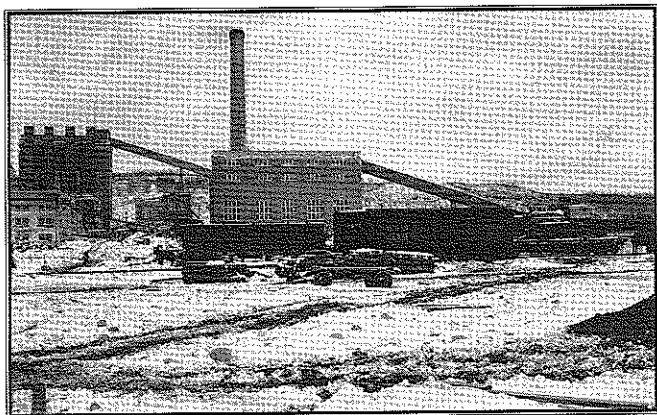
1913: Recherche d'un terrain;

Vers 1916: Commande d'une bonne partie de l'équipement et de la machinerie;

1917: Sûrement la poursuite intensive des préparatifs;

1918: Achat du Lumsden's Mill et de tous les terrains du Long-Sault. Et cette même année, c'est l'**EXPLOSION**.

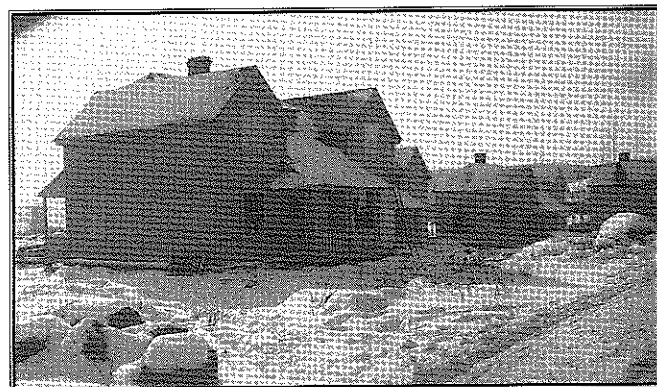
Selon les résidants de l'époque, de nombreux groupes de travailleurs sont à l'oeuvre partout; les uns pour l'édification des bâtiments de l'usine à l'épreuve du feu, d'autres pour le barrage à Lumsden et les trois pipelines, certains pour la construction des maisons avec le système d'aqueduc et d'égout, plusieurs au Forbay où sera la centrale électrique, etc.. De nombreux camps abritent les 2 000 ou-



Construction de l'usine Riordon en novembre 1918.



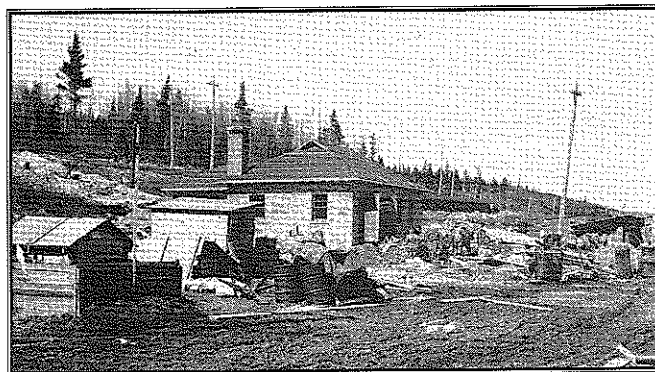
Préparation du terrain, au pic et à la pelle, pour l'installation des pipelines.



Les premières maisons de la Kipawa Fibre Co., en décembre 1918.

vriers environ. Sont-ils tous employés par **"The George A. Fuller Company"** de New York? Il semble que oui pour un bon nombre. Et, tous ces chantiers progressent très vite, surtout pour l'usine, puisque le 12 décembre 1919, une première pâte non blanchie est produite sous la direction de la compagnie **"Kipawa Fibre"**, filiale depuis 1918 de la **"Riordon Pulp and Paper"**. Il semble y avoir une autre transaction avec la **"Kipawa Company Limited"** en 1919 qui revend le tout à la **"Riordon"** à la fin de 1920. La nouvelle usine porte le nom de **"Kipawa"**.

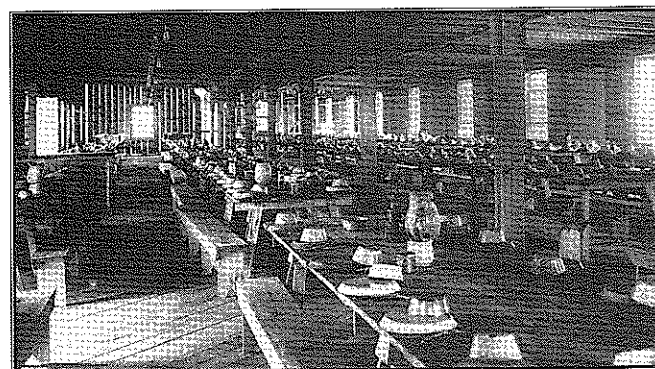
Le sécheur numéro 1 entre en opération après la mi-janvier 1920. A partir de ce moment, la production de pâte augmente, paraît-il, à 100 tonnes en l'espace d'une semaine et se maintient. A ce temps-là, l'usine Kipawa est la première à fabriquer de la pâte à dissoudre, à haut tonnage, chaque jour.



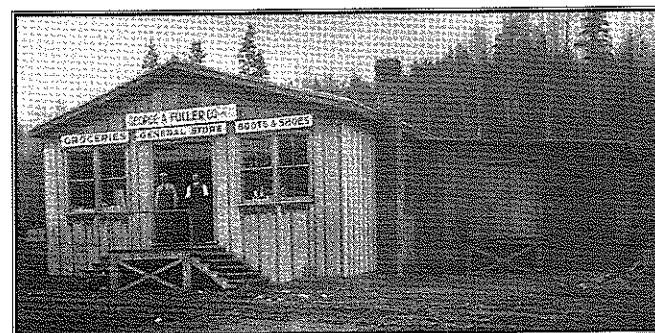
Installation du système de pompage, avril 1920.



Usine de filtration, septembre 1920.



Salle à dîner de la compagnie Fuller au temps de la construction.

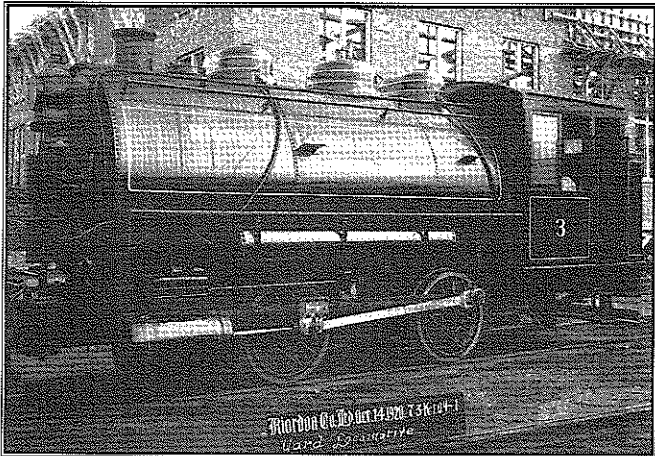


Le magasin général de M. George A. Fuller.

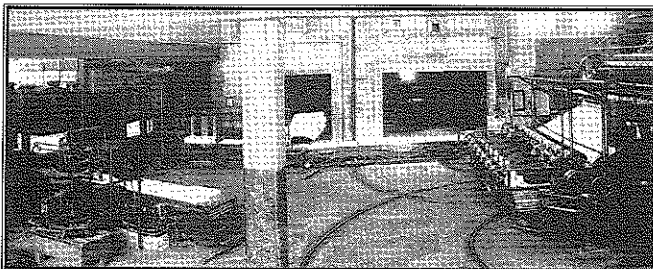
Pour réaliser une autre idée, celle de blanchir la pâte, la construction du système de blanchiment (bleachery) commence aussi en 1920; s'ajoutent aussi celui du sel (Salt Plant), du caustique (Caustic Plant) et de la chambre des 360 piles (Cell room) où est produit le bioxyde de chlore.



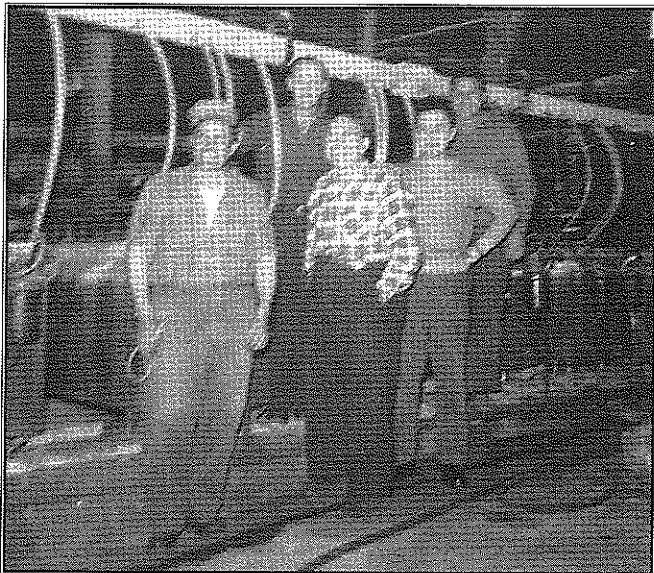
Pelle mécanique rudimentaire.



Locomotive utilisée dans la cour de l'usine.



Sécheurs du côté sec, "sans rouleau". Il coupe le papier et le pousse de côté.



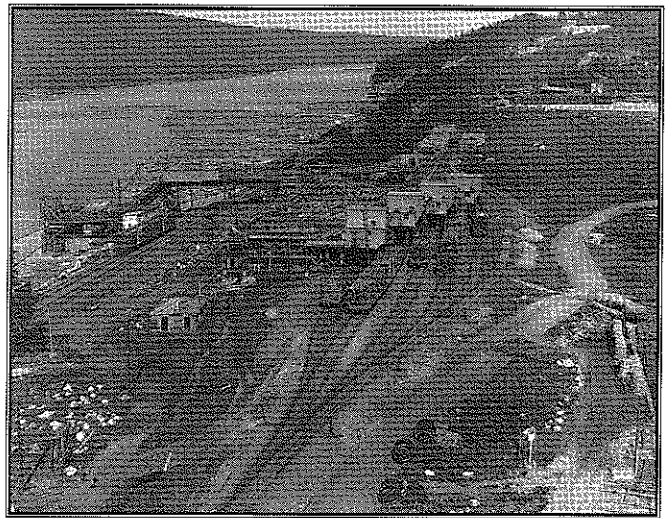
Travailleurs à la "Cell Room": Lionel Ladouceur, Lloyd Cowper, Georges Fortin, Raymond Cécire, Paul Nault, en 1959.

Avec un projet d'une telle envergure pour le temps (époque de la 1^{re} Guerre mondiale également), la compagnie Riordon éprouve des difficultés dès 1921. Arrive alors, en avril, un premier arrêt de travail qui se prolonge jusqu'en octobre. Le marché est faible.

Après quelques années, soit en 1925, une géante dans le domaine, la "Compagnie Internationale de Papier", achète toutes les propriétés de la "Riordon Pulp and Paper" ainsi que d'immenses réserves forestières.

Monsieur W.L. Ketchen gère le premier cette usine que la CIP continue d'améliorer et d'adapter aux besoins du marché. Quelques années plus tard, elle agrandit l'usine.

Les sécheurs numéros 2 et 3 fonctionnent à partir de 1925. La production de pâte augmente aussi à 175



L'arrivée des billes au bord de la rivière et l'organisation du transport jusqu'à l'atelier de manutention.

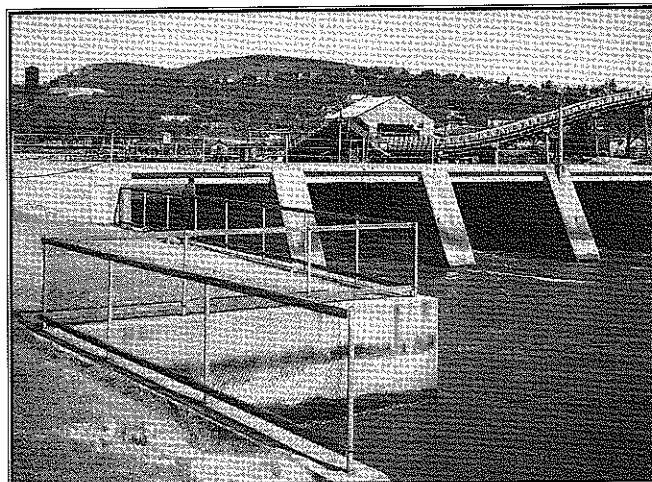
tonnes, puis 250, pour atteindre 330 tonnes en 1929. Avant la guerre, ce sera 360 tonnes et en 1942, la pleine capacité de 450 tonnes par jour. Pendant la guerre, la pâte est envoyée en Angleterre pour être transformée en papier d'emballage. On se sert de ce dernier pour couvrir les fenêtres, le soir, afin d'empêcher de percevoir la lumière de l'extérieur. Pour réussir ce travail, onze lessiveurs (digesters) sont actifs à plein temps avec les sécheurs. Il ne faut pas oublier que pendant la "Crise", la CIP est la seule compagnie à garder des bûcherons en forêt au Témiscamingue. Il faut se rappeler aussi que l'usine Kipawa est la première à produire la cellulose de bois suffisamment pure pour faire la rayonne. La pâte de bois soluble sert également pour le cellophane, les produits synthétiques, le plastique moulé, diverses spécialités de papier et plusieurs autres fabrications.

Mais revenons aux ajouts apportés au cours des ans. Probablement en 1929, c'est l'installation de la grosse grue à câble dans la cour à bois. Pour améliorer la qualité du produit, en 1954, un laveur central pour la pâte est installé. Notons également

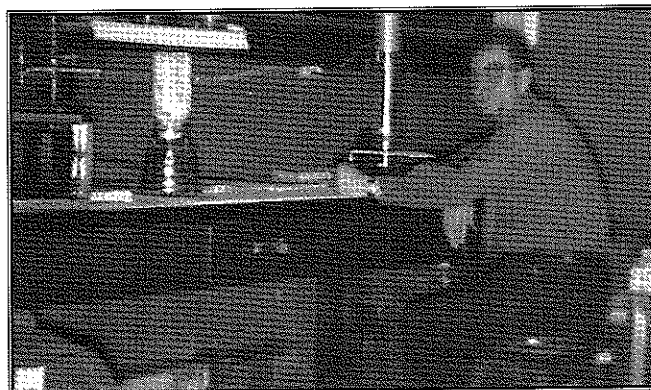
une nouvelle installation : celle d'un monte-billes (jack-ladder) prenant la pitoune (rondins de 4 pieds) du lac et l'amenant à un convoyeur à bande qui rejoint la glissoire hydraulique (flume system) pour acheminer le bois jusqu'à la salle de manutention du bois (wood room). En 1958, c'est au tour du filtrage de devenir plus efficace par un ajout de filtres et d'une tour (a pressure heat tower). Puis en 1961, une nouvelle génératrice à vapeur avec une immense chaudière chauffée au charbon pulvérisé entre en fonction. Ceci exige la construction d'une deuxième cheminée de 62 mètres (201 pieds). - Les gens se souviennent bien de ce temps où les pluies de suie couvrent la ville, pour de nombreuses années. En 1964, toujours pour fournir la vapeur utile à la production, une nouvelle chaudière est installée. Les combustibles seront le mazout, l'écorce des arbres et autres déchets de bois broyés et pressés à l'aide de tambours spéciaux et de presses.

Le 20 mai 1965, la CIP ouvre une usine de fabrication d'alcool sous le nom de "Commercial Alcohols Limited". Il semble que 325 000 cordes de bois et plus sont nécessaires pour faire fonctionner une usine à chaque année, et cela nécessite un grand nombre de travailleurs diversifiés.

C'est surprenant comme le temps passe vite. L'usine Kipawa atteint ses cinquante années d'existence et de production; ça se fête le 30 août 1969. A cette occasion, elle ouvre ses portes aux citoyens pour une visite générale et chaque visiteur reçoit un cadeau souvenir. Une réception suit dans les parterres.



Flume system carrying the wood to the wood room.



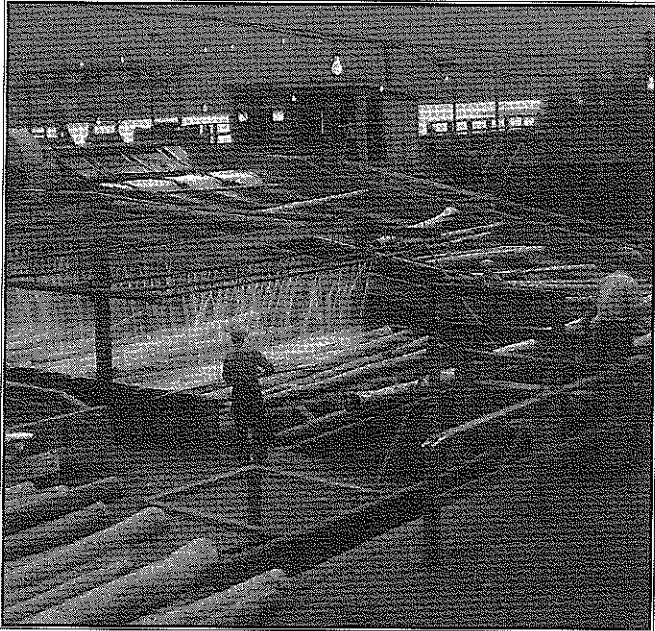
Ludovic Baril dans un laboratoire "Test Lab".



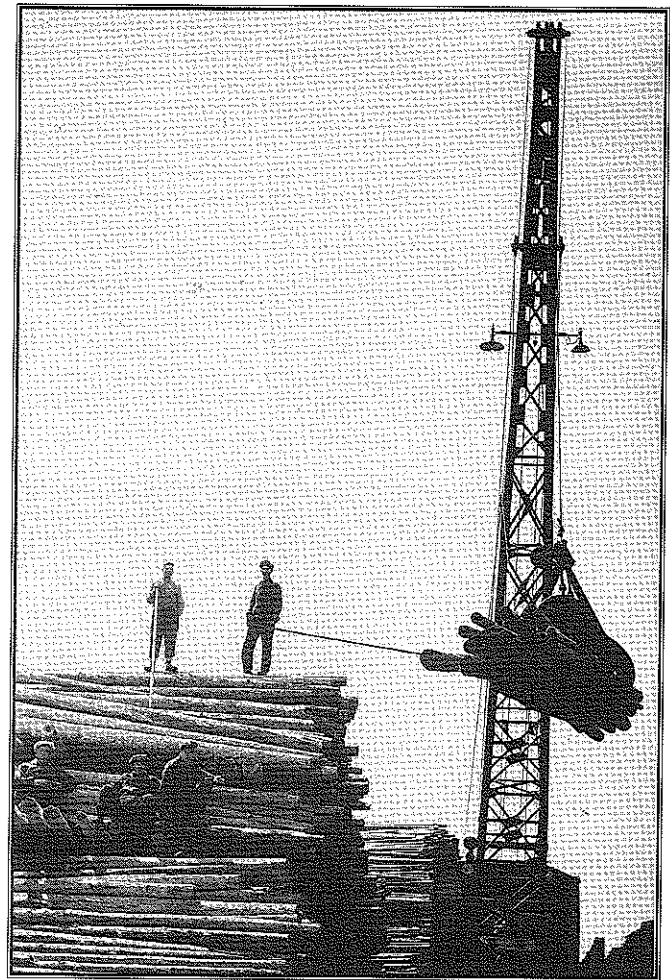
Anciens travailleurs, vous reconnaissez-vous? Vous les jeunes, reconnaissez-vous papa ou grand-papa?

Et quelques années plus tard, c'est la consternation totale dans le milieu. La compagnie ferme ses portes à la fin de mai 1972 pour diverses raisons: baisse du marché et de ce fait de la production, économie incertaine, la compétition, la production de pâte au bisulfite transférée aux Etats-Unis, un complexe industriel vétuste et démodé qui devient non rentable, etc..

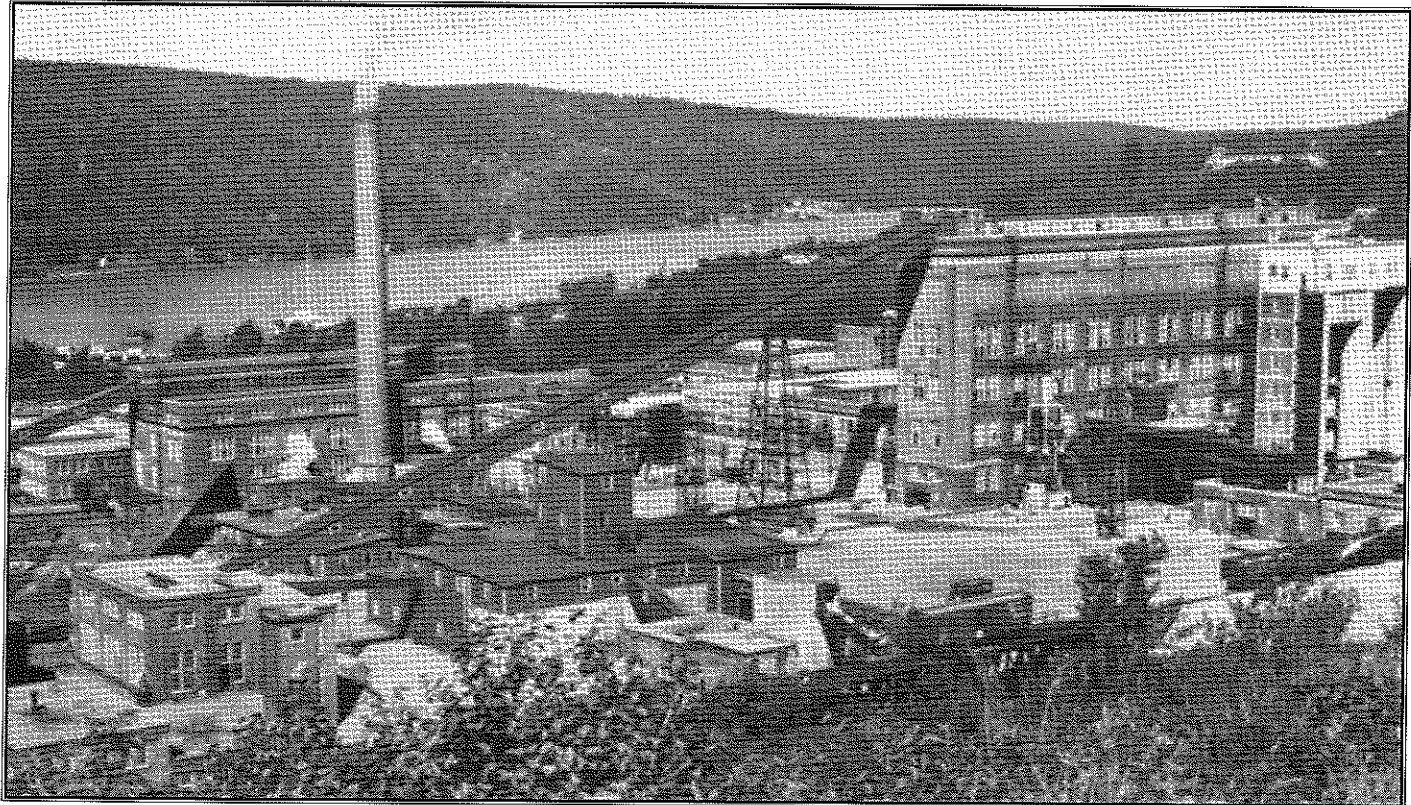
Ainsi, plus de 530 employés perdent leur emploi à l'usine en plus des quelques 300 employés saisonniers.



At the Barker at night.



Que d'activités dans la cour à bois. La nouvelle grue permet un travail plus rapide.



Canadian International Paper Company Kipawa dissolving pulp mill.

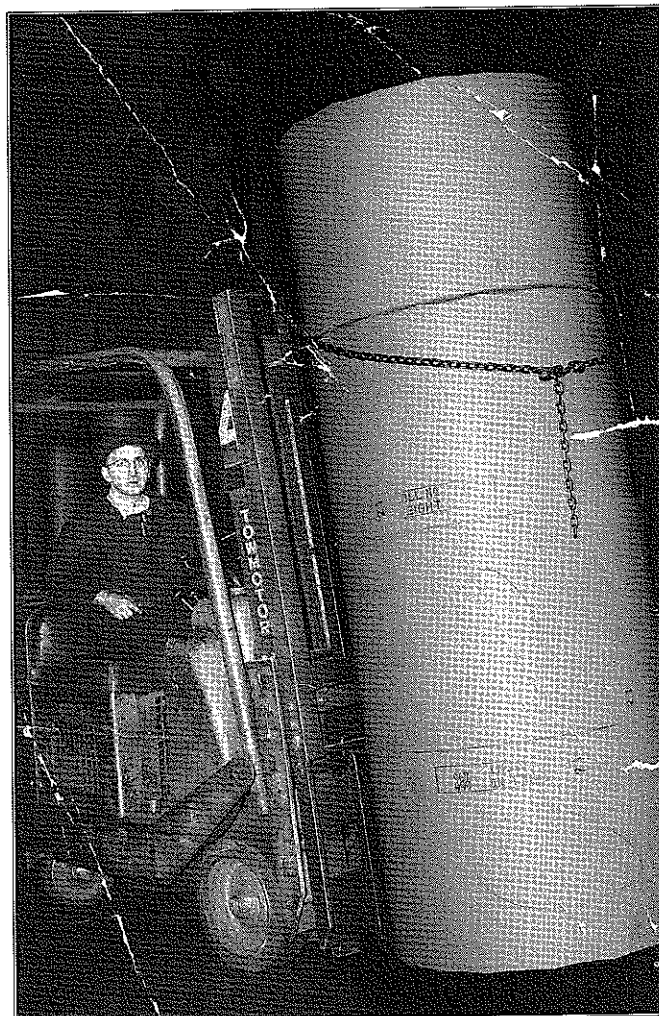


Retraite de Lauria Lemieux en 1960 et ses confrères peintres: Lauria Lemieux, W. Monette Sr. H. Rose, René Labrosse, Georges Pagé, Aurèle Boucher, Conrad Larocque, Charles Sauvé, Mike Bélanger.



Employés de la CIP; Ken Mooney, Harold Smith, Gabriel Langlois, Albert Pagé, Valmore Lamarche.

Mais les travailleurs réagissent, protestent et cherchent des solutions avec les autorités et plusieurs autres personnes compétentes. Heu-



Rodolphe Ménard entreposant 4 rouleaux de papier.

sement aussi que l'espoir et la solidarité existent dans les moments inquiétants.



Tout le personnel de la "shop" pour l'entretien et les réparations dans les années 30. (Peintres, mécaniciens, plombiers, ouvriers, huileurs).



Heureux d'avoir atteint 25 ans de service et être entrés dans le club "Quart de siècle".



Un temps d'arrêt après 25 ans de bons services pour la C.I.P. E. Lamothe, L. Vaillancourt, Jos Chénier, Lionel Cécire, Charles Ranger, Eddy Rockburn et Albert Cécire. Laurent Mainville, G. Thompson, L. Beaudry, Floyd Cowper, Lionel Goulet et Paul Nault.



25 years of service. Margaret Sparling (third), Mr. Catford, manager. Jos Desjardins, Robert Clément, Bernard Desjardins, Doris Presseault, Mallette. Ernie Cox, Tony Ryan, E. Dufresne. Lecuyer, Adélard Leblanc, Jos Audet, René Chaput, Léonel Mainville, Marcel Corbin, "Shorty" Myre, R. Chartrand, R. Violette, Douglas Mitchell, M. Klus, Pigeau, Richards et Peter Laframboise.



Vingt-cinq employés fiers de leur vingt-cinq ans de service à l'usine.



L. May, Watson, C. Almquist, G. Nadon, Émile Brazeau, Tom Dunlop, Charlie Nadon, M. Lessard, Buddy Simpson, Bille Good, G. Langlois, Bert Hansen, J.F. Chantler. Une année sans accident.

A DREAM BECOMES A REALITY

Part 1 : THE KIPAWA MILL

The "Riordon Pulp and Paper Company Limited" and its owners, under the technical expertise of Dr. C.B. Thorne, had a dream... to conceivably produce the best dissolved pulp, at the lowest price, in order to compete with both the European and American markets.

To attain these goals, they set up a plan of action. They believed the way to success was to research and analyze all the most modern and efficient means of production : to select a site where the wood supply, the quality of water and the energy was readily available : to hire the best engineers,

technicians, salespeople, chemists and labourers possible : to have a pleasant living environment for the employees and finally to purchase and transport all the needed material and equipment to the site.

The chosen site, to meet these goals and make it a reality, was TEMISCAMING - a town nestled in the slopes of the majestic Laurentian mountains, surrounded by beautiful lakes and rivers, an exceptional location for all the needed facilities.

Temiscaming does owe its beginning to the natural resources which surround it. The trees from the adjacent forest were the basis of its operation, water was the means used to supply the raw material and

to produce the electricity, while the rocky terrain produced the solid foundations for all construction.

Temiscaming was developed by the bold and enterprising builders as the chosen site. They were able to use the natural environment to their advantage. For example, the slope of the surrounding mountain enabled them to use gravity in the flow of the liquified pulp throughout production.

The dream was not only to build a mill, competitive in the world markets, but also to build a town where families wished to live, isolated as it was. It appears that all this was set in motion in 1913. Around 1916, most of the equipment and machinery were ordered. Work proceeded and finally, in 1918, Lumsden's Mill was purchased as well as all the property of Long-Sault.

This was the real beginning of the "BOOM". Workers were everywhere; building the fire-proof buildings for the mill; building the dam at Lumsden and the three wooden pipelines; building homes with water and sewage; others building the Forebay which was to be the source of electricity. Many camps were set up to house the approximate 2 000

workers, most of whom were working for the "George A. Fuller Company" of New York. Things moved rapidly because, on December 12th, 1919, the first non-bleached pulp rolled off the production line of "KIPAWA FIBRE", a subsidiary of "Riordon Pulp and Paper" since 1918. Apparently, another transaction occurred with the "KIPAWA COMPANY LIMITED" in 1919, which sold everything to "RIORDON" at the end of 1920. The new name for the mill became "KIPAWA".

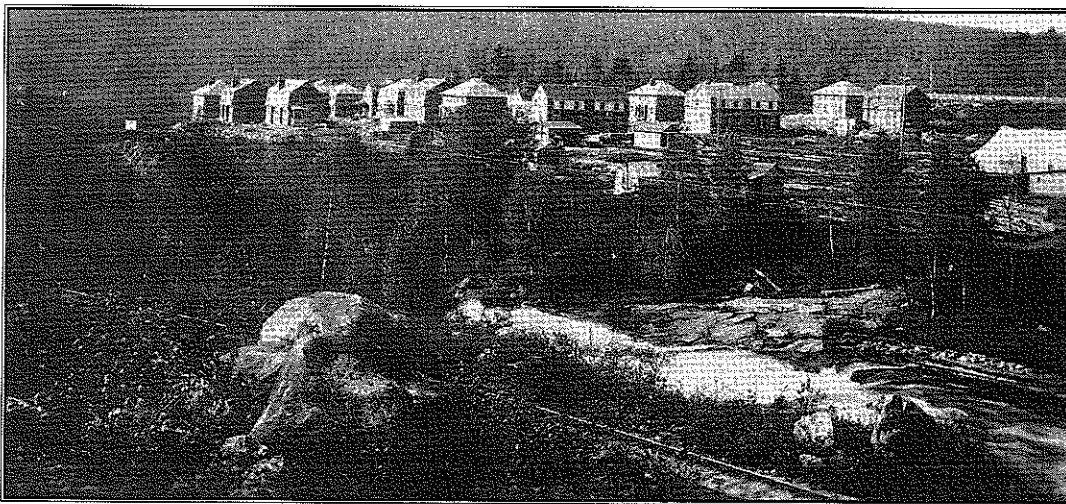
The Number 1 Dryer began operation in late January of 1920. This increased production to 100 tons a day within a week. Kipawa was the first to produce dissolved pulp in such a large quantity on a daily basis.

In order to produce bleached pulp, the construction of the Bleachery, the Salt Plant, the Caustic Plant and the Cell Room (where the bleaching agent, chlorine dioxide was produced) began in 1920.

This large scale project encountered some difficulties in 1921 (First World War era). Finally, in April of 1921, due to a weak market, the mill shut down until October.



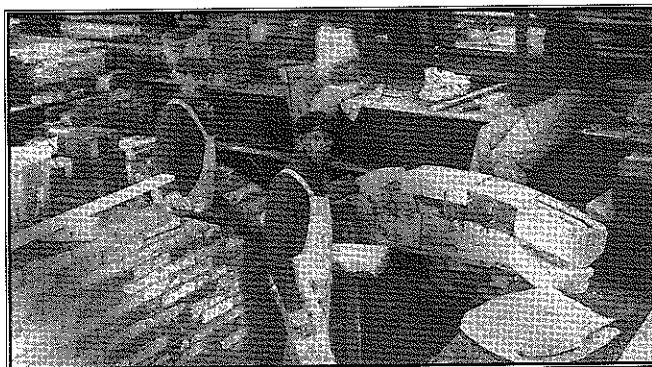
Construction of a pipeline.



General view of town houses in October 1919.



Stone Crushing Plant, November 1920.

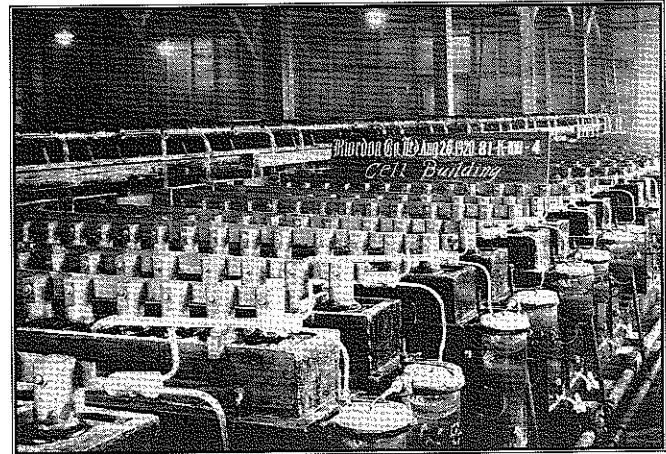


Masons at work.

In 1925, the giant "International Paper Company", purchased all the properties of "Riordon Pulp and Paper" as well as its huge forestry reserves.

Mr. W.L. Ketchen was the first manager for CIP. He continued to improve and adapt the operation to meet the needs of the market. After a few years, the mill was enlarged.

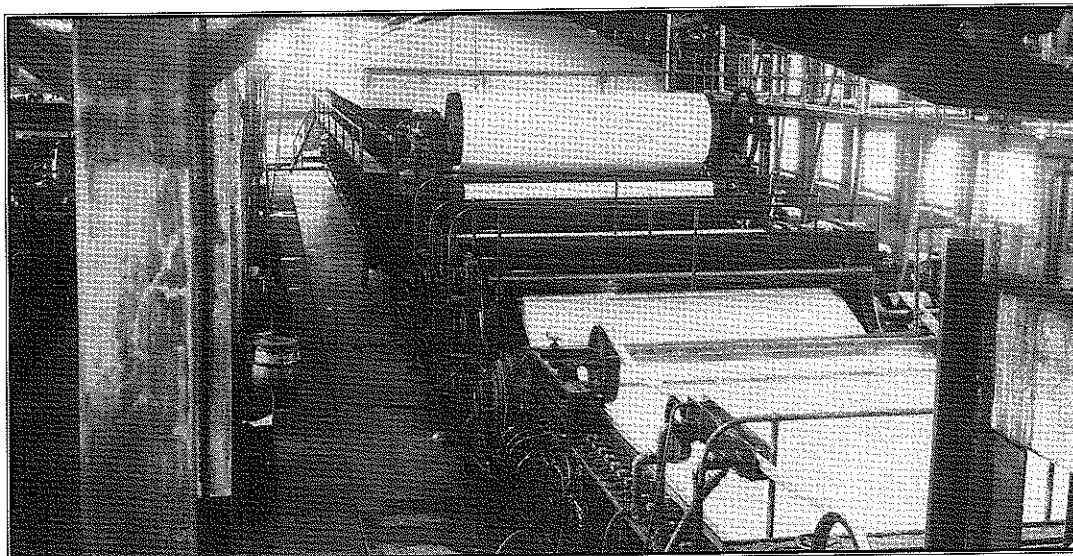
Dryers Number 2 and 3 began operating in 1925. Production increased from 175 tons to 250 and eventually to 330 tons in 1929. Prior to the War, 330 tons were being produced, and finally, the maximum capacity of 450 tons was attained in



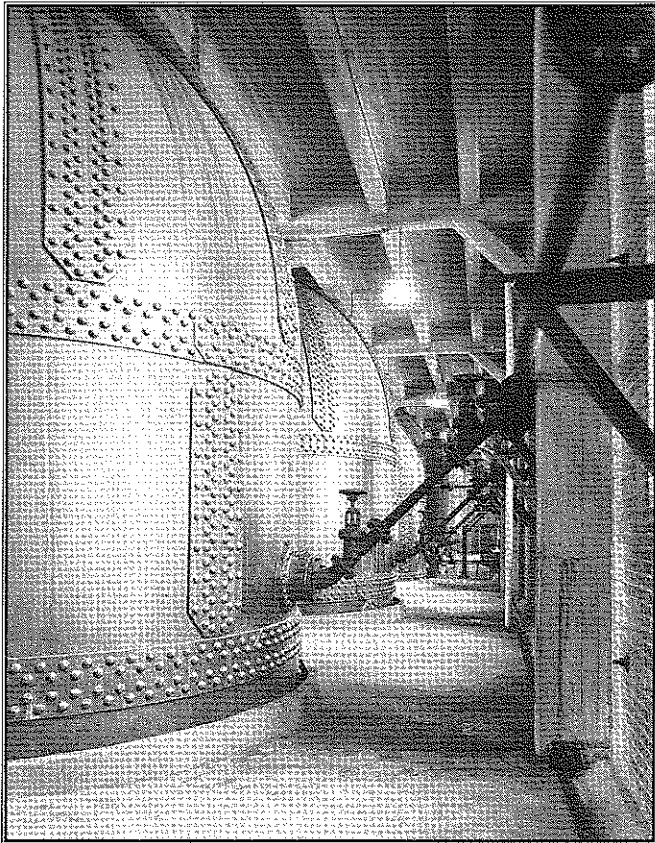
Cell Building, August 1920.

1942. During the war, pulp was sold in England, as wrapping paper, which in turn was used as window blinds at night. Eleven digesters and the dryers were now operating full-time to meet the production needs. It is notable that CIP was the only company who kept its wood cutters in the forests, during the "DEPRESSION" in Temiscamingue County. It is also remarkable that the Kipawa Mill was the first to produce wood cellulose sufficiently pure to make rayon. The wood cellulose pulp was also used to produce cellophane, many synthetic products, molded plastics, various specialty papers and many other fabrics.

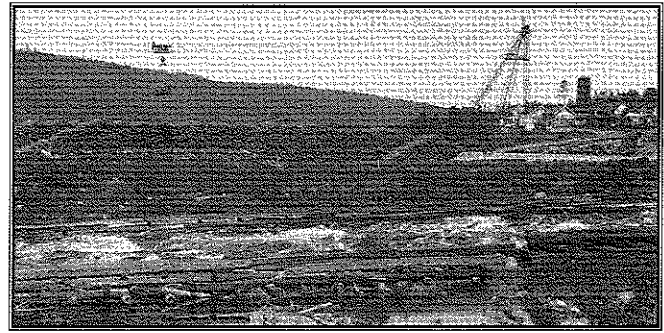
Other equipment was added over the years. Around 1929, the large cable crane was built in the wood yard (ball field, by-pass today). In 1954, to improve the quality of the pulp, a large washer was built. A new large jack-ladder with a flume to transport the 4 foot logs from the river to the wood-room in the mill was installed. In 1958, a new pressure heat tower was built along with an advanced filtration system. A new steam generator with a much larger boiler was operating in 1961. This required the construction of a new chimney some 62 meters (201 feet) in height to be built. Most people remember the soot at the time covering the town. Another boiler was installed in 1964 to meet the steam requirements for



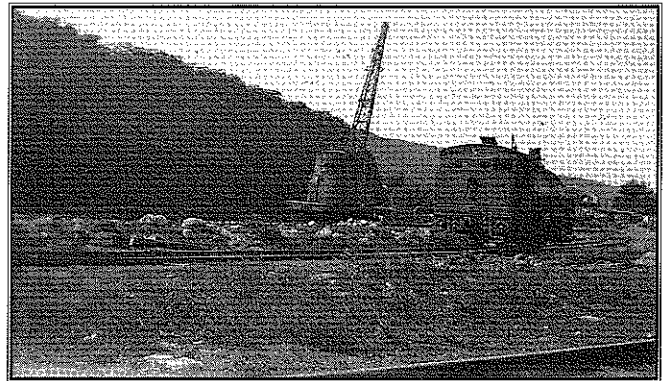
Dryer No. 2.



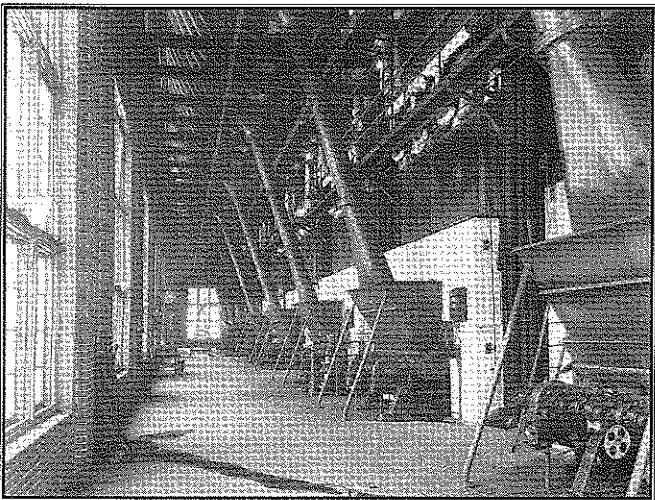
Side view of Digester Building.



Large cable crane in wood yard.



Log yard, crane and dinkey in mill yard.



Boiler House.

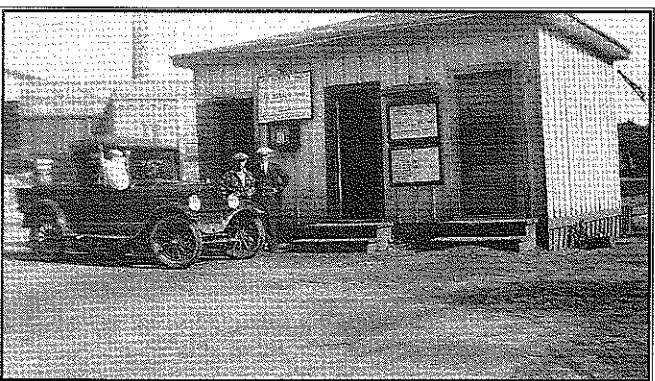


Employees at work at the foot of the jack-ladder.

production. The fuels would be fuel oil, the bark from the trees and the pulverized wood waste from the production line.

On May 20, 1965 "Commercial Alcohol Limited" began operating. Commercial alcohol was being produced and many new jobs were created. It was estimated that at least 325,000 cords of wood would be needed to keep such an operation viable.

Then, on the 30th of August, 1969, Kipawa Mill celebrated its 50th birthday. Open house was held at the Mill to accommodate the visitors followed by a reception on its property. Each guest received a souvenir. Everyone was secure and happy.



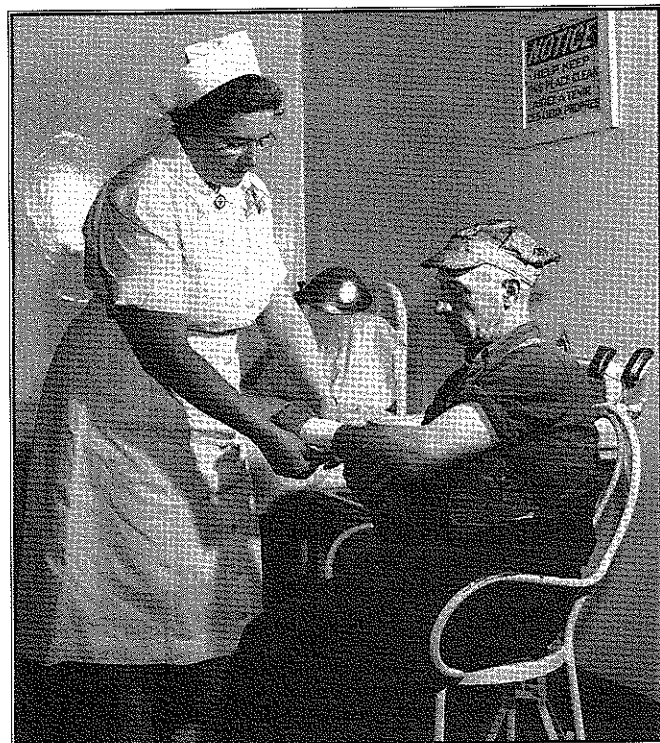
"Punch" Office, 1930, later replaced by a Time office, to-day called the Personnel Dept.



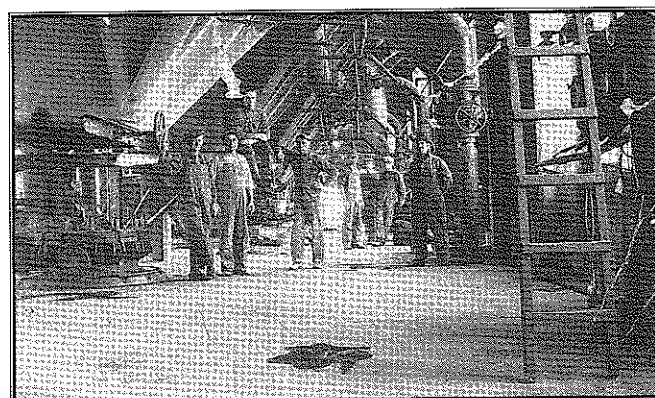
Victor Salmonson, general superintendent; Ken Hornibrook, plant master mechanic.



Machinists in 1949.



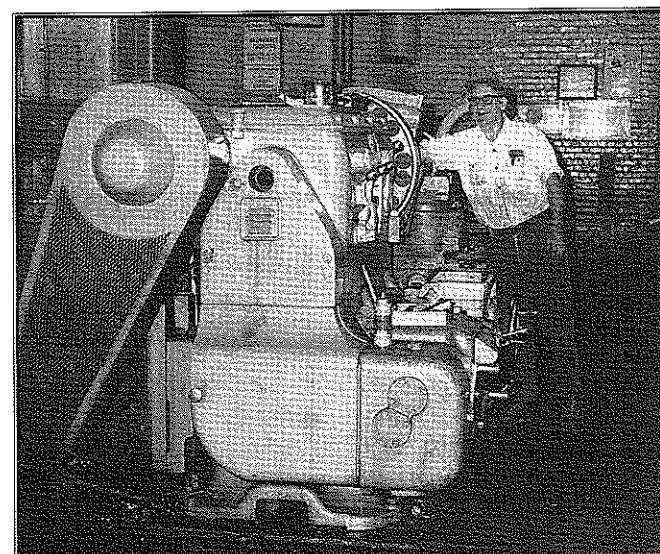
Florence Argall, mill nurse for many years.



At the Digester Building.



Mr. Byrne's retirement. Friends from Electrical Department.



Robert Nixon in the machine shop.



James Turner and Gordon McCulloch, testers.



Party for the employees with 25 years of service.



Former employees: Bob Nixon, Keith Maxwell, Olaf Levander, Omer Langlois, Galant Laframboise. Alfred Sauvé, Albert Pagé, Scott, David Viens, Lorenzo Violette, _?, Angus Watson. _?, Russell Hunter, _?, Henry Daigneault, Earl Cowper, Harold Costello et Ted Bisson.



25 years of service.



A tribute to Helang Anvick on his retirement, after 41 years of service. Albert Bérubé, J.F. Chantler, H. Anvick, W. Irwin, H. Costello; Emile Boucher, G. Flemming, R.J. Stevens, C. Mac Rae et Arsène Bénard.



25 years of service. Paul Presseault, Ed Weller, D. Fletcher, _?, C. Light, Don May, A. Presseault et H. Adams.

Disaster struck a few years later. The Company ceased operations in May of 1972 for many reasons: the lack of a market and thereby no need for production, an uncertain economy, competitors, the production of bisulfite pulp was transferred to the United States, the industrial complex was old and obsolete and became unprofitable, etc...

Thus, over 530 people at the Mill and some 300 seasonal workers lost their jobs.

Fortunately, hope and fellowship existed, the workers reacted. They protested and sought solutions with the authorities and various individuals.



*A group of friends.
Harry Sparling, Peggy Buckler,
Alex Buckler.
Roy Pickering, Mrs. and Ken
Hornibrook, Betty and Jim Chant-
ler, Leo Ryan.*



GATINEAU POWER

At one time in Temiscaming, you lived either above or below the pipelines. These two black wooden snakes bisected the town in an east west direction. Their purpose was to carry water needed to operate the hydro electric generating plant that was situated on the bank of the Ottawa River.

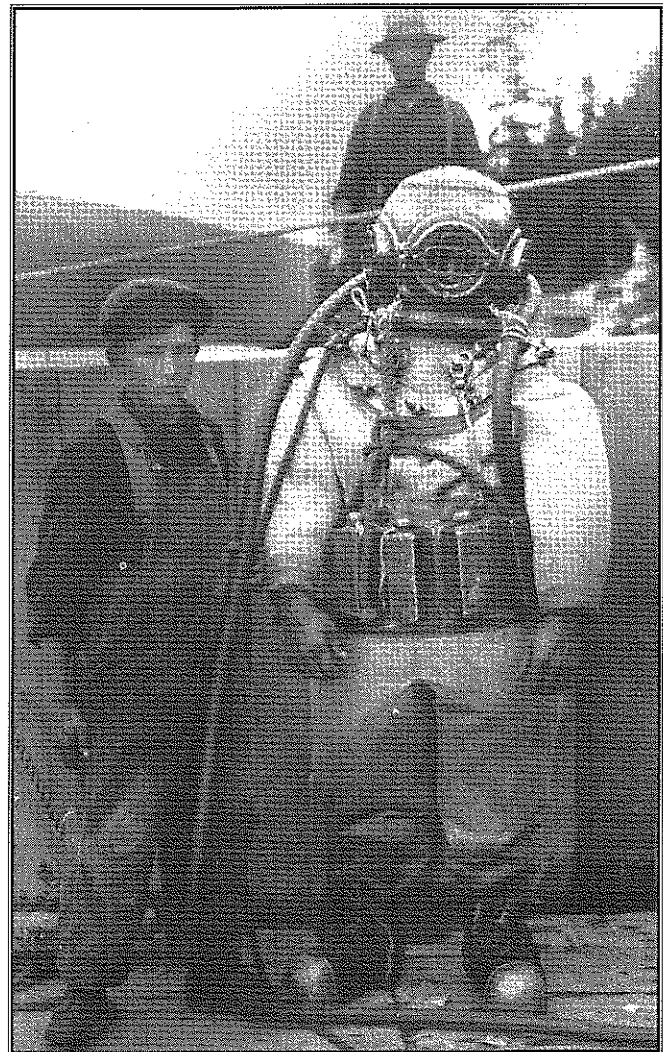
The first pipeline, which was eight feet in diameter, was built by the Riordon Corporation in 1919. Water entered the line at the control dam at Lumsden's Mill and emptied into the forbay at the north end of Thorne Avenue. This was a cement reservoir which controlled the flow of water through two underground penstocks to the two generators at the power house.

Canadian International Paper Company took over all operations at the pulp mill in 1920. With an increase in production, two more generators were installed along with another pipeline. This pipeline, completed in 1926, was 13 feet in diameter and flowed into a 30 meter high surge tank on the hill behind the generating station. The larger line was located south of the existing pipeline but ran parallel to it the length of the town.

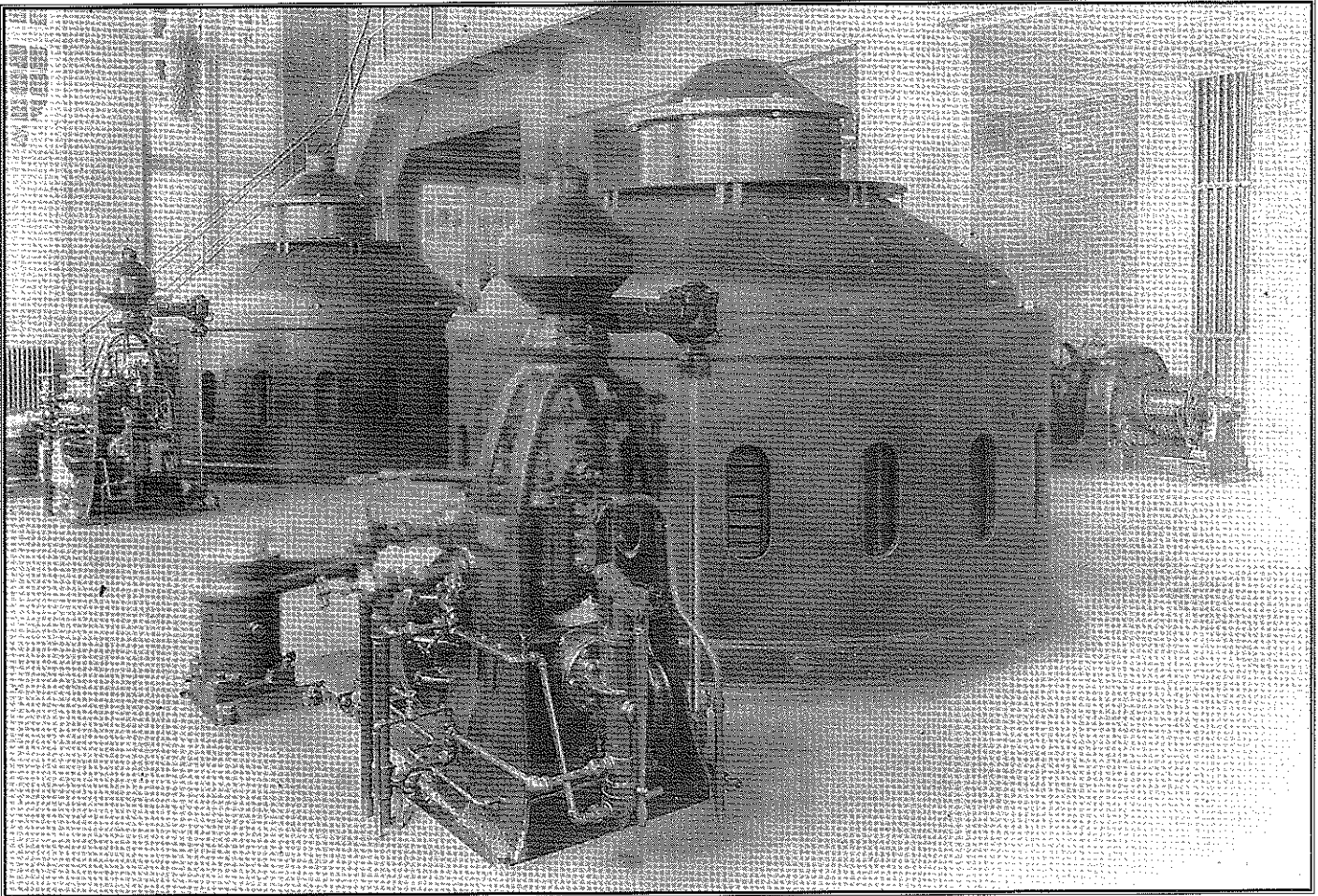
The Gatineau Power Corporation assumed all responsibility for the electric generation establishment at Temiscaming in the late 1920's. They maintained a series of homes on 4th Street for their employees. During the 1960's, all operations were turned over to Hydro Quebec. The power house operated until 1968. In the summer of 1969, all the old wooden pipelines were dismantled.

Many residents will recall the ice build-up on the old lines that lasted well into late June and early July. Homes are now built on the former pipeline right of way although some cement cradles can still be found. The power house continues to rest on the shore of the Ottawa River. The forbay is a predominant landmark on the skyline of Temiscaming although

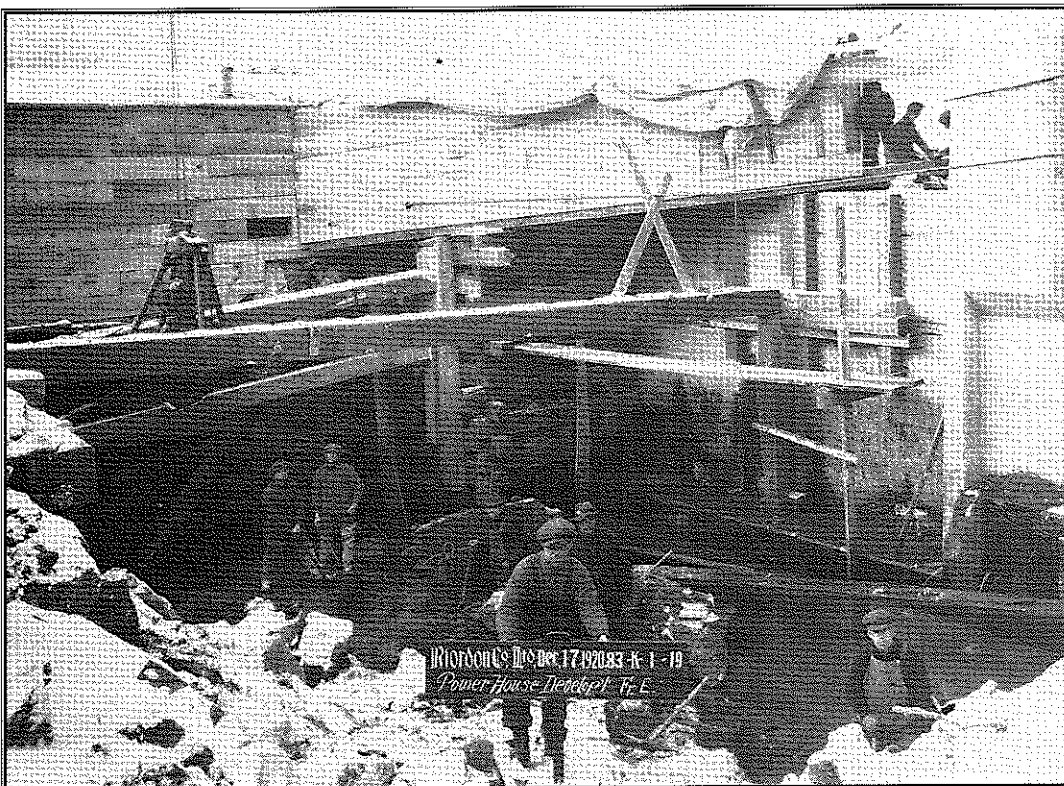
now it's filled with sand and will eventually serve as a tourist lookout site.



Diver at work.



Gatineau Power Generators.



Power house development,
December 1920.



TEMISCAMING OUR BELOVED TOWN

By Gladys Noffke

What have they done to you,
Our beloved town?
Snuggled 'gainst the Laurentians

With streets up hill and down,
And rocks, trees and waters good and
Flower gardens of renown.
You have been here a long time
As historical records show.
'Twas the gateway to the North
So many years ago,
When steamers plied our lake
With cargoes of great worth
To help the hardy settlers
Open up the North.
The Indians camped upon the shores
Before the mines were found.

What will become of you
Our beloved town?
Shall we all forsake you
In your hour of pain?
Shall we close our doors and leave you
Like a discarded ancient kin?
What of the pioneers of three score
Years and ten?
Can they just forget you
E'en though their hearts are sore?
They who had planned to lived here
Until life's trials were o'er.

You have weathered many a storm
From world wars one and two,
To depression, earthquakes, shut-downs,
And the crisis of FLQ.
Our loved ones' graves are here.
Such wonderful memories dwell.
How could we ever love another town so well?
Surely something can be done to save you
For your daughters and your sons.

May God in His great goodness
See fit to intervene
To save you from this tragic end
So that life again will be calm and serene
And your people will smile again.

THE SCANDINAVIAN INFLUENCE

by Gordon McCulloch

The First World War had just ended and, along the upper Ottawa River, the big tug boats were still towing booms of sawlogs down to the mills.

The rivermen began to see an increasing number of piles of smaller spruce logs along the river banks.

From the talk around the wood stoves along the waterway, the word was spread that the strange piles were pulp wood destined for the new pulp mill to be built at Temiskaming. And it was said a model city was being planned to replace the old sawmill town of the Lumsden people at the south end of Lake Temiskaming. Accustomed to handling big timber, the rivermen and loggers laughed at the piles of spindly match sticks.

As events developed, the Kipawa Fibre Co., Riordon, the Bank of Montreal and Canadian International Paper Co.(CIP), were among the early participants involved in the new venture at the mouth of Gordon Creek. A young Norwegian engineer, Dr. C.B. Thorne was to play an important role in the unfolding drama.

He would become technical director of the Hawkesbury and Temiskaming divisions of CIP. And in the pulp text books, he would be noted for many innovations within the pulp industry. The dissolving pulp from the Temiskaming plant would become known internationally.

It was not surprising that many Scandinavian engineers, technicians and mill workers, experienced in the making of pulp and paper, were attracted to the new mill at Temiskaming. During the 1920's and until after the Second World War, Temiskaming had a large colony of Scandinavians.

Engineers and technical personnel from Great Britain who had gained practical experience in pulp-making in India also came to Temiskaming as did Canadians who had worked in pulp mills both in Canada and the United States.

The new mill was also an attractive field for unskilled labour. Construction at the Temiskaming mill would continue for another decade and from various parts of Europe came workers happy to find jobs, establish homes and make a new lifestyle for themselves in a new and young country. Primarily all the newcomers were attracted to Temiskaming because there were jobs available.

The Great Depression of 1929 brought another wave of newcomers to Temiskaming. While workers in all fields across the country, farmers, clerks, managers, business executives and owners lost their jobs and often their homes, some even rode the rails in order to find work, the people of Temiskaming were not

touched by the Great Depression. Former managerial personnel and executives now pushed logs with pike poles and farmers became industrial workers. Some even found better jobs in the mill and remained at Temiskaming. Drifters came, some to make a quick stake and move on. Others worked a shift or two and left. Some became permanent residents.

The rumoured model city turned out to be a company town in which a form of benevolent feudalism existed. The pulp company owned everything and provided almost everything for the employees. Robert Ripley of Believe It or Not fame, grabbed onto the concept for one of his cartoons. No unemployment, no taxes, no property owners, it was stated. And it was all true!

Ripley did not enlarge on the fact that the very cosmopolitan makeup of the town in itself, provided an education, tolerance and understanding among the town residents, something which is often missing in smaller and especially rural communities.

Temiskaming residents of those years, gained a reputation for being a somewhat sophisticated and very understanding people. Generally they got along with their neighbours and problems because of ethnic differences were almost non-existent. In fact the Scandinavian element introduced among the town populace, an affinity for skiing and the outdoors, a broader outlook on morality and a new appreciation of many aspects of daily living.

The Britishers and the continental Europeans also contributed to the cosmopolitan melting pot and the widening viewpoint of all individuals.

The traditional New Years' dances held in the old White Oaks Inn were events which supported formal gowns for the ladies and tails or at least tuxedos for the men.

Schools in the town were privately owned by CIP and operated under the Ontario educational curriculum.

There were no restaurants nor taverns in the town but the Scandinavians organized private and somewhat formal dinners among themselves. Bootleggers flourished in the town but serious crime was never a real concern. In a sense, the early rumours may have been partially correct. Temiskaming was something of a model city but on a small scale. Certainly it was unique and a good place to live and raise a family. Everyone who ever lived in the town agreed.

UNION - LOCAL 233

by Marc Gauvreau

Local 233 of the International Brotherhood of Pulp Sulphite and Paper Mill Workers was founded in January, 1936. Its first President was Mr. Fletcher. There were approximately 600 members at that time. Union meetings held at the old TCA hall were well attended. In fact, if you wanted a seat, you had to be there a good half hour before the meeting started.

There were several Presidents in the history of Union - Local 233, namely: Tom Brady, Fred Cork, Bill McKenzie, Tom Dunlop, Pat Lynn, Albert Bérubé, Verl Robinson, Georges Nadon and Charles Carpenter.

The minimum wages in 1936 were 25¢ per hour. They jumped to 37¢ when the Union was formed.

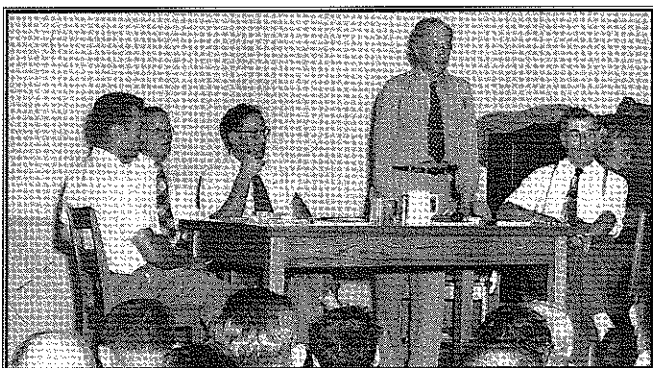
Local 233 became a Canadian Union in June 1974. The first national President of the Canadian Paper Union (CPU) was Henri Lorrain.

Tembec Union Presidents Local 233 were :

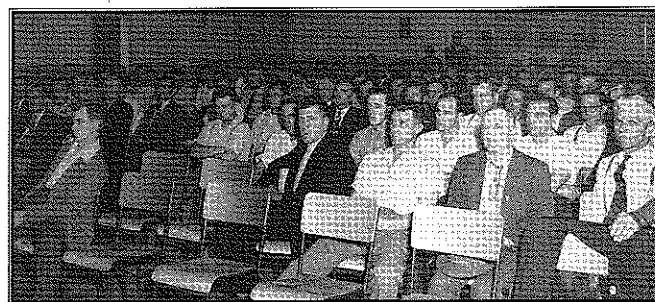
Charles Carpenter	1973-1980
Raymond Bélanger	1981-1983
Fernand Latour	1984-1987
Réjean Guénette	1988-1990
Léonard Robinson	1991-1993
Marc Gauvreau	1994-...

Charles Carpenter and our Canadian Paper Union's national President, Henri Lorrain, played a large role in reopening Tembec inc..

In November 1992, the CPU merged with the communications and energy unions, thus becoming the Communication, Energy and Paperworks union (CEP).



Assemblée syndicale: Aurélien Cousineau, Tom Dunlop, Armand Cousineau.



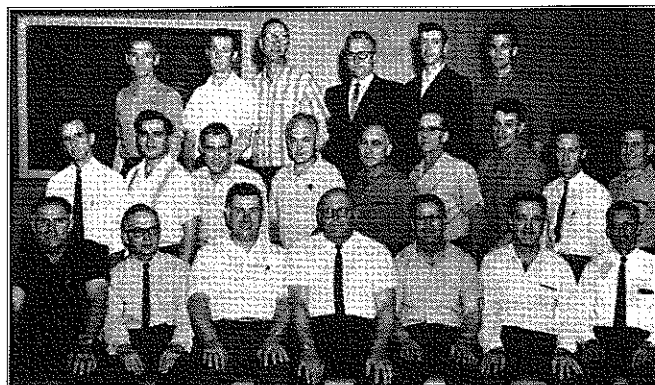
Assemblée syndicale.



Unknown, Tom Brady, Harold Costello, Pat Lynn, Evans Maxwell, Tom Dunlop and Fred Cork.



Local 233 - Rassemblement devant la salle d'union.



Officiers et délégués d'atelier du local 233 ayant participé à des journées d'études: Reginald Watling, Julien Major, Bernard Frankham, R.W. Ostling, George Nadon, John Collins, Lucien Lamarche, Louis Piquette, Charles Carpenter, Florian Presseault, Fernand Lavallée, Clément Viau, Charles Thompson, René Raymond, Omer Goulet, Delmer Simpson, Michael Bélanger, Émile Brazeau, Vic Mantha, R. Lépine, Jean-Guy Desjardins et Bertrand Dumond.



Jack Samson, Ray Léger, Jim Graff, Bob Joly, Tony McLaughlin. 1968-69.

Une partie de la ville, le parc Irwin et le complexe de l'usine après l'ouverture de Tembec.
Part of the town, Irwin Park and the Mill complex after the opening of Tembec.



TEMBEC

L'histoire de Tembec est unique dans les annales de l'industrie canadienne et les relations de travail qui ont été développées sont devenues un véritable modèle pour le Canada: partenariat, participation active des employés dans toutes les facettes des activités, dialogue, ouverture, responsabilité sociale sont les principes et les lignes directrices adoptées par la Société.

Tembec est née en 1973 grâce à la détermination de la ville et de ses citoyens qui ont refusé de baisser les bras et de renoncer à leur gagne-pain et à leurs perspectives d'avenir. L'usine de pâtes, le moteur de la municipalité, avait été fermée en 1972 par ses propriétaires, mais la lutte des employés mis à pied et des citoyens capta l'attention du pays. Ils réussirent par leurs efforts à créer des liens uniques et sans précédent entre les entrepreneurs, les employés syndiqués, la collectivité et les différents paliers de gouvernement. L'usine fut achetée et Tembec vit le jour.

Quatre personnes reconnues comme les fondateurs avaient soigneusement planifié cette réincarnation: MM. Georges S. Petty, Jack Stevens, James Chantler et Frank A. Dottori, actuel président et chef de la direction. Charles Carpenter qui était alors président du syndicat et William Clark alors commissaire industriel de la ville sont pour leur part appelés les co-fondateurs. Pour mener ce rêve à réalité, il a fallu aussi l'appui des gouvernements provincial et fédéral où le Dr Gilbert Thériault, député d'alors au provincial, a su tirer les ficelles et accomplir un travail des plus efficaces aidé en cela de son homologue fédéral, Réal Caouette.

Un modeste investissement de 2,4 millions de dollars a produit un résultat inattendu de 9,3 millions de dollars après impôts pour la première année d'exploitation. L'une des entreprises les plus dynamiques du Canada venait de naître. Cette dynamique allait être entretenue par des rencontres régulières entre les représentants de la direction et du syndicat pour échanger leurs vues et leurs idées. Des représentants des employés font aussi partie du conseil d'administration.

Cependant, il était d'importance capitale d'assurer la viabilité à long terme de la nouvelle société. La première étape était d'effectuer des dépenses en immobilisations afin d'assurer la fiabilité et la qualité de la production des pâtes à dissoudre de spécialité en développant des méthodes ultra modernes de fabrication de pâtes sur mesure. Temps, efforts, ingéniosité et investissements ont permis la transformation des installations, d'une usine désuète à un complexe industriel à la fine pointe de la technologie.

Une fois l'exploitation au sulfite bien lancée, la Société a examiné la possibilité d'expansion des domaines connexes pour optimiser l'usage de toutes ses ressources.

Dès 1977, Tembec créait sa filiale Temfibre Inc. qui se consacrait à la recherche afin de récupérer le maximum des résidus de la fabrication des pâtes en vue de les convertir en produits commercialisables. En 1983, cette filiale construisait sur le site de Témiscaming une usine afin d'y installer un séchoir-atomiseur pour sécher la lessive résiduaire en vue de desservir l'industrie d'alimentation des animaux et commercialiser un surfactant pour améliorer la récupération du pétrole. Cette filiale a été dissoute, mais ce secteur d'activités a évolué pour devenir le Groupe des produits chimiques formé de trois divisions: l'éthanol, utilisé dans les produits de beauté, détergents, produits alimentaires et produits industriels, les lignosulfonates utilisés dans les liants industriels, la nourriture animale, le noir de carbone, les adjuvants de béton, les surfactants et autres usages industriels et les résines de phénol-formaldéhyde utilisées par l'industrie des produits forestiers. Ce secteur d'activités est précieux. Il permet d'optimiser notre matière première et de respecter l'environnement.

Pour Tembec, l'expansion devait passer par l'innovation. En 1984, on démarre la construction de Temcell en vue de la fabrication de pâte chimico-thermomécanique blanchie. Temcell est également la marque de commerce d'une nouvelle qualité de pâte à haut rendement qui ne demande que 40 à 50% des copeaux nécessaires à la fabrication des pâtes chimiques. C'est une usine à la fine pointe de la technologie dont la production est un substitut attrayant et économique pour le consommateur. Le succès de Temcell I, une première en Amérique du Nord, amène la construction de Temcell II, en 1992, pour une capacité annuelle de 250 000 tonnes métriques séchées à l'air.

En 1987, afin d'assurer son approvisionnement en matière première, la Société commence l'acquisition de scieries. Le secteur d'activités évolue rapidement entre 1987 et 1989 pour passer de trois à neuf scieries. Aujourd'hui, le Groupe des produits forestiers réunit quinze établissements d'exploitation au Québec et en Ontario et fabrique un large éventail de produits forestiers: bois d'oeuvre SPE, de pin et de feuillus, parqueterie de bois de feuillus, panneaux à particules orientées (OSB), poutres de placages de bois lamellées (LVL) et copeaux de bois.

En 1988, Tembec innove à nouveau avec l'annonce de son projet d'usine de carton couché multi couches à Témiscaming. Cette usine, approvisionnée par les usines de pâtes chimique et chimico-thermomécanique met en application une nouvelle technologie dans l'industrie du carton blanchi. C'est encore une fois une première en Amérique du Nord. C'est un nouveau produit et c'est un projet ambitieux de 310 millions de dollars; l'usine démarre en 1989.

La gestion de l'environnement devenant de plus en plus complexe compte tenu des nombreuses réglementations gouvernementales, Tembec crée en 1990 sa filiale Envirotem dont le mandat est de gérer les politiques environnementales de Tembec. Beaucoup de progrès a été réalisé dans toutes les usines cependant, il est plus apparent au complexe de Témiscaming en ce qui a trait à la gestion des rejets atmosphériques, des rejets liquides et des rejets solides. Tembec ne s'arrête pas parce qu'elle respecte la réglementation, elle continue d'aller de l'avant et fait la promotion de nouvelles technologies visant à conserver, recycler et renouveler les ressources qu'elle utilise.

En décembre 1991, Tembec par sa participation de 41% dans Spruce Falls Acquisition Corp. relançait avec la coopération des employés et du milieu l'usine de papier journal située à Kapuskasing. L'histoire de Kapuskasing en 1991 n'était pas sans rappeler celle de Témiscaming vingt ans auparavant, et lorsque les gens de Kapuskasing sont venus demander le support technique et administratif de Tembec, cela s'est fait tout naturellement. Cette usine va très bien et contribue aux bénéfices de Tembec.

Une autre occasion d'affaires intéressantes s'est présentée pour Tembec en juillet 1994. Elle acquerrait alors 50% de participation dans Tartas SA, l'ancienne usine de pâtes Cellulose du Pin Tartas, à Tartas en France. Tembec assure les services techniques et les services de commercialisation. La majeure partie de la production se compose de pâte en bourre destinée au marché des produits jetables et des produits hygiéniques.

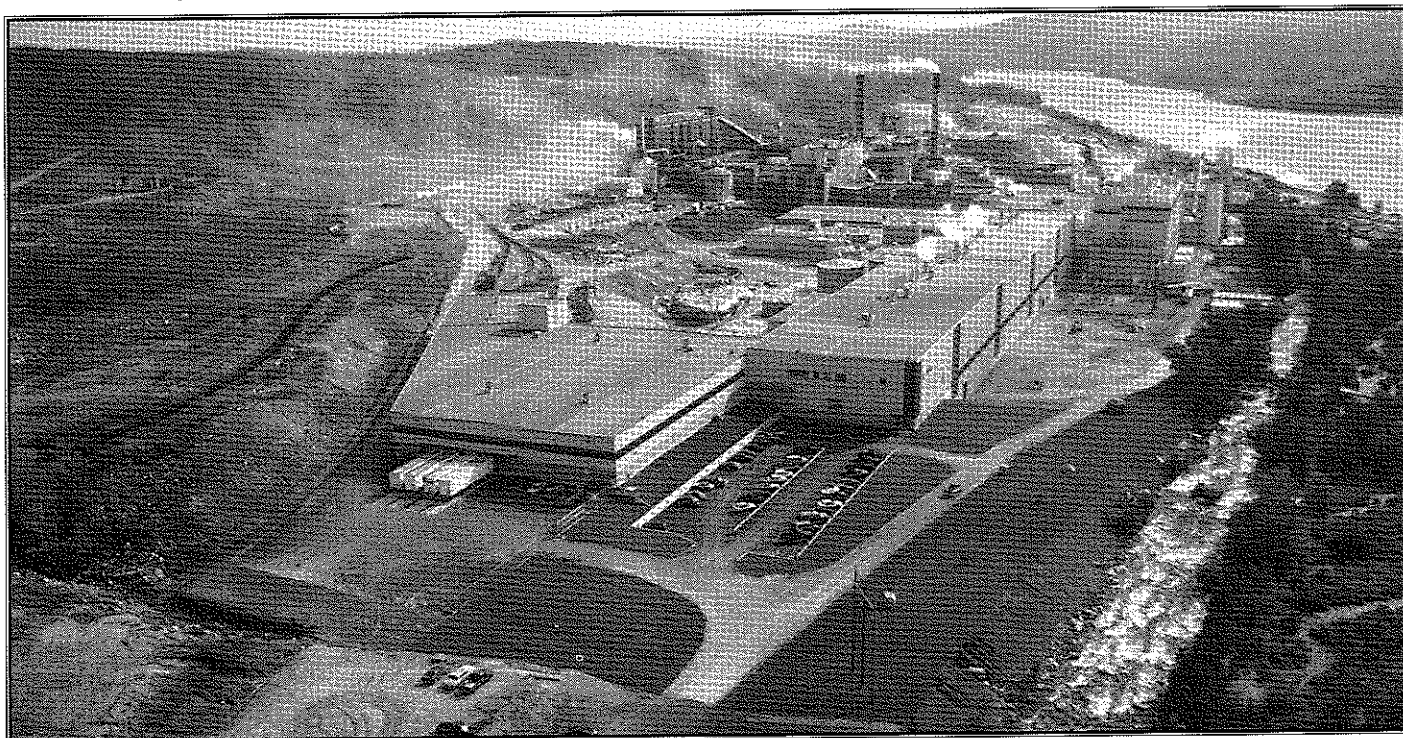
Au cours de l'année 1995, l'événement important aura été l'acquisition de Malette Inc., une compa-

gnie oeuvrant dans les produits forestiers, les pâtes et le papier d'impression. La Société considère cette acquisition comme un point tournant dans son évolution. Elle profite d'une diversification de ses produits par l'addition de pâte kraft blanchie de résineux de l'hémisphère nord, de panneaux à particules orientés (OSB), du papier couché apprêté sur machine et du papier d'impression pour usages spéciaux. Cette acquisition présente des avantages considérables et favorise la synergie au sein de la Société au fur et à mesure de sa croissance.

D'une modeste usine de quelques centaines d'employés à Témiscaming, Tembec est devenue une entreprise de grande envergure. Le centre nerveux de la compagnie demeure toujours à Témiscaming avec son complexe de plus de 1100 employés. C'est ici que s'est développée cette culture bien particulière à Tembec qui est la source même de l'innovation, de l'entrepreneursip et de la compétitivité, caractéristiques qui lui ont permis de croître. Unique également dans son approche des relations ouvrières patronales, Tembec est prête à relever les défis que lui réserve l'avenir avec l'engagement absolu de toute son équipe "des gens qui construisent eux-mêmes leur avenir".

Pour en connaître davantage sur les origines de Tembec, voir "Témiscaming, Québec" de l'Office national du film et pour en savoir plus sur ce qu'est la Société aujourd'hui vous pouvez vous procurer le rapport annuel de Tembec Inc. à l'adresse suivante:

Tembec Inc.
Relations générales
C.P. 3000
Témiscaming, Québec
J0Z 3R0



TEMBEC

Tembec's story is unique in the history of Canadian industry, and its labour relations are a model for our country. The Company's principles and guidelines encourage partnership and active employee participation on all issues affecting Company activities, as well as honest, open dialogue and social responsibility.

Tembec was created in 1973, when a community and its people refused to give up their livelihood and future without a fight. The town's economic lifeblood, a pulp mill, was shut down by its owners in 1972. The mill's former employees and Témiscaming residents gained national attention in the fight to save their jobs. Their efforts created a unique and unprecedented relationship among entrepreneurs, unionized employees, the community and various levels of government. The mill was purchased and Tembec was born.

Four people, acknowledged to be Tembec's founders, carefully charted the Company's revival. They are George S. Petty, Jack Stevens, James Chantler and Frank A. Dottori, Tembec's current President and Chief Executive Officer. Charles Carpenter and William Clark, then union president and town industry commissioner respectively, were the Company's co-founders. But their plans would never have seen the light of day without provincial and federal government support. Dr. Gilbert Th  berge, then MNA, pulled a few strings and made some very effective efforts to drum up that support, in conjunction with his federal counterpart R  al Caouette.

In the Company's first year of operation, a modest \$2.4 million investment generated the unexpected after-tax sum of \$9.3 million. One of Canada's most dynamic companies was born, and its dynamism would be sustained by exchanges of views and ideas at regular union-management meetings. Employee representatives would also sit on the Company's Board of Directors.

However, the new company's long-term viability had to be assured. The first step was capital investment to develop ultra-modern manufacturing methods for tailor-made pulp, thus ensuring the production reliability and quality of dissolving grades of specialty cellulose. With time, effort, ingenuity and investment, an obsolete mill was transformed into a state-of-the-art industrial complex.

Once the sulphite operation was running smoothly, the Company studied the prospect of expanding into related areas to maximize the use of its resource base.

In 1977, Tembec established Temfibre Inc., a research subsidiary focused on maximizing the recovery of pulp manufacturing waste for conversion into marketable products. In 1983, Temfibre

built a plant at the T  miscaming site to set up a spray dryer for drying spent liquor. Its aim was to target the animal feed industry and market a surfactant to enhance crude oil recovery. Though Temfibre itself was eventually dissolved, its activities remained, becoming the Chemical Products Group. The Group is made up of three divisions: ethanol, used in beauty and industrial products, detergents and foods; lignosulfonates, used in industrial binders, animal feed, carbon black, concrete additives, surfactants and other industrial products; and phenol formaldehyde resins, used in the forest products industry. These activities are extremely valuable, enabling the Company to optimize its use of raw materials and protect the environment.

At Tembec, expansion had to come by way of innovation. In 1984, construction began on Temcell, a state-of-the-art plant designed to manufacture bleached chemi-thermomechanical pulp (BCTMP). Temcell is also the trademark of a new, high-yield pulp requiring only 40-50% of the chips needed to produce chemical pulp. The high-yield pulp is an attractive, economical substitute for the consumer. Temcell I, a North American first, was so successful that it was followed by Temcell II, built in 1992. Temcell's annual capacity rose to 250,000 air-dried metric tons.

To guarantee its supply of fibre resources, the Company began acquiring sawmills in 1987. In the next two years - 1987 to 1989 - the number of sawmills tripled, rising from three to nine. Today, the Forest Products Group encompasses fifteen operations in Quebec and Ontario and manufactures a wide range of forest products, including SPF lumber (pine and hardwood), hardwood flooring, oriented strand board (OSB), laminated veneer lumber (LVL) and wood chips.

In 1988, Tembec once more showed its innovative spirit by announcing plans for a multilayer coated paperboard plant at T  miscaming. The plant, an ambitious \$310 million project, was furnished by the chemical and chemi-thermomechanical pulp facilities and applied a new technology in the bleached paperboard industry - another North American first. The plant and its new product came on line in 1989.

In 1990, Tembec established the subsidiary Envirotem in response to numerous government regulations making environmental management increasingly complex. Envirotem's mandate is to manage Tembec's environmental policies. Though all of Tembec's facilities have made considerable progress, the T  miscaming Complex has been particularly effective in managing its air emissions and discharge of liquid and solid waste. Tembec does not stop at compliance with regulations: it goes beyond, introducing and promoting the use of new technolo-

gies aimed at preserving, recycling and renewing the resources it uses.

In December 1991, through its 41% interest in the Spruce Falls Acquisition Corp. and with the cooperation of employees and the community, Tembec reopened the Kapuskasing newsprint plant. At the time, Kapuskasing was reminiscent of Témiscaming twenty years earlier. So when the Kapuskasing team asked Tembec for technical and administrative support, there was no hesitation. The plant is now doing very well and contributing to Tembec's profits.

Tembec took up another interesting business opportunity in July 1994, acquiring 50% of Tartas S.A., the former Cellulose du Pin Tartas pulp mill in Tartas, France. Tembec provides technical and marketing services. The bulk of Tartas' production consists of fluff pulp for disposable, personal hygiene and absorbent products.

1995's significant event was the acquisition of Malette Inc., an operation making forest products, pulp and printing paper. Tembec considers the deal a turning point in its development. It has diversified its product line with the addition of northern bleached softwood kraft pulp (NBSK), oriented strand board (OSB), machine-finished coated paper (MFC) and specialty printing paper. The acquisition

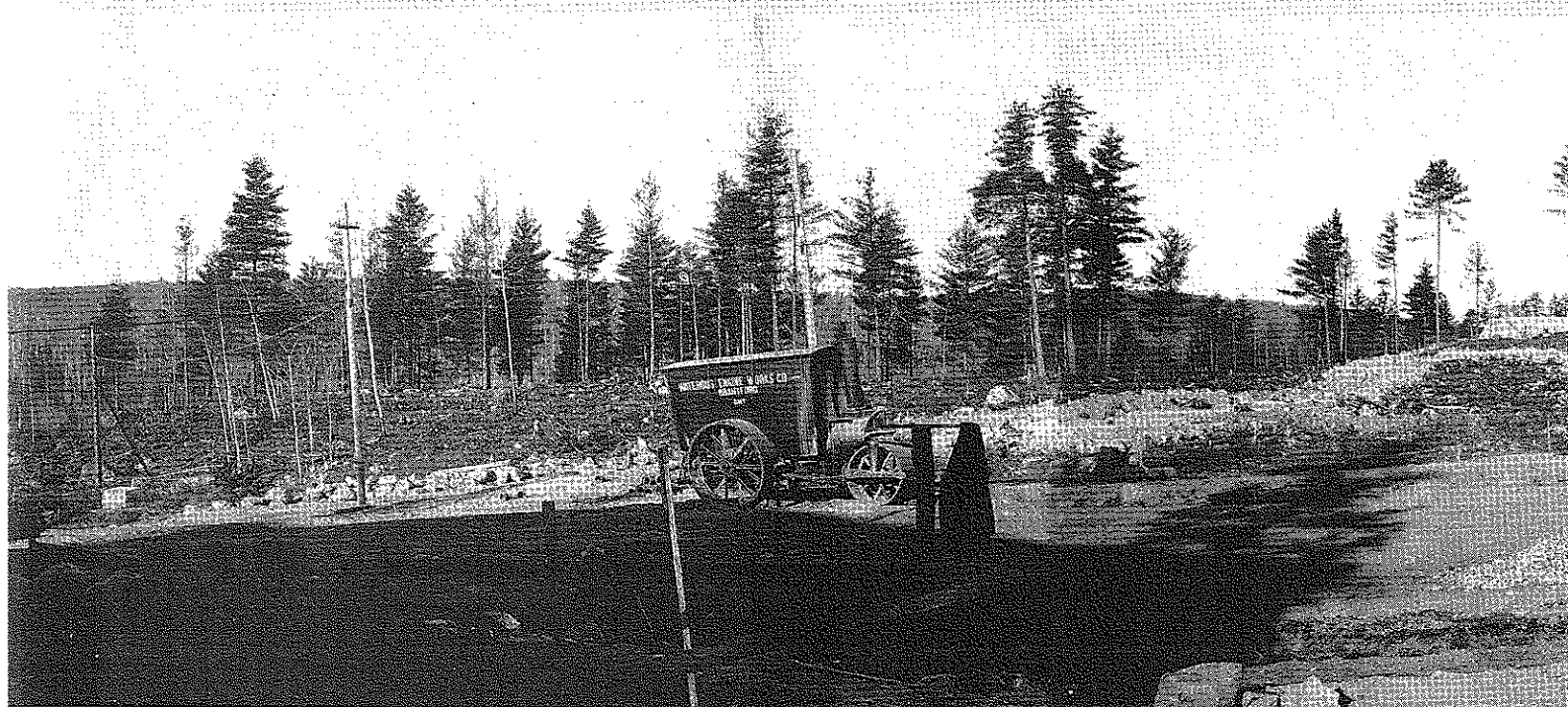
of Malette Inc. has brought Tembec considerable benefits and has furthered the synergy and the growth of the company.

From a modest mill in Témiscaming with a few hundred employees, Tembec has become a major corporation. The Company's hub has remained at Témiscaming, where the Industrial Complex with over 1100 employees is located. This is where Tembec's unique corporate culture developed, in which innovation, entrepreneurship and competitiveness — the factors that have enabled its remarkable growth — are rooted. And with its similarly unique approach to labour relations, Tembec is poised to face the challenges of the future with the total commitment of its team: "a company of people building their own future".-----

To learn more about Tembec's origins, view the National Film Board's "Témiscaming, Québec". For more information about the Company today, write to the following address for a copy of Tembec's Annual Report:

Tembec Inc.
Corporate Relations
P.O. Box 3000
Témiscaming, Québec
J0Z 3R0





L'inscription sur la machine est:
The writing on the engine is:

Waterous Engine Works Co.
Brantford
Ont.