

James Foulds/Provincial Papers fonds

Original and photocopy, 75cm, 1993-1998

Scope and content:

The James Foulds Board of Directors Fonds are a collection of: agreements, reports, correspondence, studies, personal papers and notes compiled by James Foulds during his time as chair of the Provincial Papers Board of Governors.

Series A 98/1/1-1: Agreements, 4cm, 1993-1998 (original).

- 1) Arrangement agreements, 1997; This file contains four drafts of an arrangement agreement for the sale of Provincial Papers to Rolland Inc., 2cm.
- 2) Collective agreements, 1993, 1998; This file contains a collection of six collective bargaining agreements between Abitibi-Price Inc. and the Canadian Paperworkers Union Local 239, 2cm.

Series A 98/2/1-11: Research and studies, 26cm, 1995-1998 (original and photocopy).

- 1) Acquisition implication analysis, 1996; One bound report entitled "Acquisition Opportunity - Provincial Papers". This analysis was conducted by RBC Dominion Securities and details the financial repercussions of an employee buyout, 2cm.
- 2) Case study, 1995; This file contains one case study entitled, "Provincial Papers Under Employee Ownership". This study was conducted by Dr. Beatty of Queens University to determine the impact of employee ownership, 36pgs.
- 3) Environmental liability study, 1995-1997c.; One bound study entitled, "Provincial Papers Inc - Environmental Due Diligence". This study was conducted by Weiler, Maloney & Nelson in order to determine the environmental responsibility of Provincial Paper, 2cm.
- 4) Newsletter, 1996; This file contains one copy of "RISI American Pulp & Paper Review" which contains financial information on the pulp and paper industry, 9pgs.
- 5) Presentation, 1995-1998c.; One bound presentation booklet compiled by Orenda which gives vital statistics on Provincial Paper, 12pgs.
- 6) Production statistics, 1996; This file contains correspondence between Provincial Paper Inc. and Jim Foulds regarding production statistics as well as several pages of raw production data, 40pgs.
- 7) Provincial Papers Business Plan, 1996-1998; One green binder containing a comprehensive business plan for Abitibi-Price Inc. after the buyout by Rolland Inc. The contents are broken down into several categories such as: manufacturing, finance, marketing etc., 5cm.
- 8) Provincial Papers Business Plan, 1997-1999; Ibid, 5cm.
- 9) Strategic options Vol I, 1996; One green bound report published by Orenda Corporate Finance Ltd. entitled, "Strategic options and financing

implications Vol I". Contained within are various strategies that could be employed when moving the business forward, 1cm.

10) Strategic options Vol II, 1996; Ibid, 2cm.

11) Strategic options Vol III, 1996; Ibid, 2cm.

Series A 98/3/1: Employee information packs, 1cm, 1997 (original).

1) "Employee shareholder information document draft III", 1997; One copy an information packet/plan of agreement provided to the shareholders of Provincial Papers Holdings Inc. This packet was sent to Jim Foulds care of Gowlings, 32pgs.

Series A 98/4/1-51: Working Files and Records, 35cm, 1993-1997 (original and photocopy).

1) "Auctorial Report Re: Pension Plan", 1993-1994; This file contains two reports on the pension plan for participating unions of Provincial Papers Inc. The reports were prepared by the Alexander Consulting Group, 1cm.

2) "Annual Meeting", 1995; This file contains correspondence, reports, financial statements and environmental information from Provincial Paper, 22pgs.

3) "Annual Meeting 96", 1996; Ibid, 14pgs.

4) "Audit Committee", 1996-1997; This file contains meeting agendas, minutes, financial statements, audit reports, notes and correspondences, 1cm.

5) "Audit Committee 93-95", 1993-1995; Ibid, 1cm.

6) "Audit Committee", 1996; This file contains financial statements for Provincial Papers, meeting notes, project approvals and meeting minutes from the audit committee, 1cm.

7) "Before Appointment Commentary", 1993; This file contains two drafts of a speech regarding the employee buyout of Provincial Papers delivered by Mr. Foulds on CBC. Also contained within are several newspaper clippings about the buyout and a resume for Mr. Foulds, 12pgs.

8) "Board meetings 93-95", 1993-1995; This file contains meeting agendas correspondences, minutes reports, financial statements, protocol memos and proposals regarding the board committee, 1cm.

9) "Board meeting - Confederation College", 1996; This file contains meeting agendas, minutes, notes and reports from a board of directors meeting held at Confederation College, 1cm.

10) "Board meeting - Jan/97", 1997; Ibid, 2cm.

11) "Board meeting Sep/96", 1996; Ibid, 1cm.

12) "Business Plan 94/95", 1994-1995; This file contains two drafts of a Provincial Paper business plan as well as several hand written notes taken by Jim Foulds regarding the plans, 1cm.

13) "Business Plan", 1996-98; This file contains an edited copy of the Provincial Papers 1996-1998 business plan, 2cm.

14) "Capital expenditure for approval", 1996; This file contains correspondences regarding mill expenses, project costing and reports regarding the use of capital at Provincial Papers, 3cm.

- 15) "Compensation Committee", 1993-1996; This file contains information on employee wages and benefits, reports and comparisons with other unions, wage analysis and correspondences, 2cm.
- 16) "Competition committee - 97" 1997; This file contains one memo regarding executive bonus structure , one excerpt from time magazine regarding shareholder salary one meeting notice and one insurance premium chart, 16pgs.
- 17) "Corporate Governance", 1994; This file contains two journals. The first is *Business Quarterly* and the second is *Mercer Commentary*, 12 pgs.
- 18) "Dec Conf Coll Meeting", 1995; This file contains one meeting agenda, two project approvals and one financial summary, 15pgs.
- 19) "Directors fees reminders", 1995; This file contains several memos regarding Mr. Foulds sitting as director on the board committee where it appears that he was not receiving payment promptly enough, 6pgs.
- 20) "Disgruntled Employees", 1996; This file contains several correspondence between disgruntled employees and the board of directors, 1cm.
- 21) "Environmental..", 1996; This file contains a comprehensive report on the environmental situation at Provincial Papers in 1996, 14pgs.
- 22) "Expenses - Provincial Papers Directors", 1996; This file contains several expense forms, receipts and invoices for expenses incurred by James Foulds while a member of the board of directors, 18pgs.
- 23) "Financial Function", 1995; This file contains a copy of the Provincial Papers budget for 1995, one marketing analysis, one financial summary and one study entitled, "Provincial Papers Inc. - Preliminary Review of Financial Function", 1cm.
- 24) "John Valley", 1996; This file contains one letter thanking the board for considering his application for a seat on the board of directors, 4cm.
- 25) "Management Letter", 1995-1996; This file contains one letter from KPMG accountants to Mr. Foulds regarding an audit done on Provincial Papers Inc., 12pgs.
- 26) "March, May, June", 1996; This file contains several meeting notes, meeting agendas, several meeting notes, meeting agendas, interoffice correspondence, reports and minutes. 2cm.
- 27) "Memorandum of understanding", 1993; This file contains one memorandum of agreement between the employees of Provincial Paper and Abitibi-Price Inc. regarding the proposed buyout, one announcement of the employee owned company and one summary of agreement, 1cm.
- 28) "Operations Steering Committee", 1996; This file contains three employee memorandums regarding the status of the company, 5pg.
- 29) "Operations Steering Committee", 1996; This file contains notes and memorandums regarding the direction of the company, one mission statement, meeting minutes and agendas from the steering committee, 1cm.
- 30) "Operations Steering Committee - Foulds Personal Notes", 1996; This file contains personal notes taken by Jim Foulds while attending steering

committee meetings, 1cm.

31) "Orenda Report", 1996; This file contains one loose leaf copy of the strategic options report Vol 1. This report was published by Orenda Consultants, 1cm.

32) "Presentation", 1996; This file contains one copy of the E & Y presentation to the coalition in May, 14pgs.

33) "Proposed Acquisition", 1997; This file contains correspondence, reports and minutes from Provincial Paper just prior to the sale of the mill, 1cm.

34) "Project Lighting", 1997; This file contains one meeting agenda for a special meeting on 'project lighting', minutes and correspondence, 6pgs.

35) "Provincial Papers Annual Meeting - 94", 1994; This file contains one production quality audit, one insurance report, several meeting notes taken by Mr. Foulds, financial statements and consolidated reports for 1994, 1cm

36) "Provincial Papers Board of Directors - Jim Foulds", 1993; One red binder containing: minutes, resolutions, business strategies and finances for Provincial Paper, 4cm.

37) "Provincial Papers Bulletin Faxes", 1995; This file contains one bulletin, one message to shareholders and one Q & A pamphlet all dealing with the current status of Provincial Papers, 6pgs.

38) "Provincial Papers Communications Information Bulletins", 1993; This file contains three bulletins to employees from the board of directors updating them on issues such as customer orders and quality control, 9pgs.

39) "Provincial Papers - Directors Liability", 1992 - 1993, 1997; This file contains various correspondence, legal reports and publications regarding the legal liability of directors, 1cm.

40) "Provincial Papers Environmental", 1994-1995; This file contains several reports on the environmental status of Provincial Papers, 1cm.

41) "Provincial Papers Leadership Group", 1994; This file contains several bulletins and interoffice correspondence regarding the restructuring of the Provincial Papers Steering Committee as well as related minutes from various board meetings, 1cm.

42) "Provincial Papers People", 1993; This file contains several resumes and hiring notices for board positions, 36pgs.

43) "Provincial Papers Phone No's", 1993-1997; This file contains the contact information and business cards for the working groups Provincial Papers, 14pgs.

44) "Provincial Papers - Raising Capital", 1996; This file contains memos and notes regarding the search for a partner to invest money in Provincial Papers, 11pgs.

45) "Provincial Papers Year in Review", 1994; This contains two memorandums to employees reviewing the year, 3pgs.

46) "Quarterly Financial Results", 1994; This file contains raw financial data reports and analysis of the quarterly performance of Provincial Papers, 1cm.

- 47) "Sales Marketing", 1993 - 1994; This file contains several notices regarding sales, marketing analysis, sales statistics, one marketing presentation and two photocopied newspaper articles regarding paper production, 1cm.
- 48) "Shareholder Alternative", 1996; One presentation and one report outlining the various ways in which a shareholder can acquire shares, 25pgs.
- 49) "Unsorted", 1993; This file contains inter-office correspondence, meeting agendas and production data, 1cm.
- 50) "Unsorted", 1995; Ibid, 1cm.
- 51) "Untitled", 1995; One untitled brown binder containing board meeting minutes, meeting agendas, correspondence and finance data from board of directors meetings in 1995, 4cm.

Series A 98/5/1-4: Miscellaneous, 6cm, 1993-1997 (original)

- 1) Communications, 1993-1997; This file contains several miscellaneous memorandums, letters and bulletins regarding the operation of Provincial Papers, 21pgs.
- 2) Newspaper Clipping, 1994; One newspaper clipping article, *Paper Mill Buyout a Winner for Kapuskasing*, removed from a local newspaper on December 12th, 1994, 1pg.
- 3) Policy Statement, 1995; One policy statement from the American Federation of Grain Millers, 38pgs.
- 4) Handwritten notes, 1993-1997c.; Several handwritten notes taken by Mr. Foulds at various board meetings, 1cm.

Biographical sketch:

James F. Foulds was born in Port Arthur in 1937 is married and has two children: Andrew and Michael. A teacher by training Mr. Foulds taught at Selkirk Collegiate for fourteen years before becoming involved in politics. In 1971, Mr. Foulds entered the field of politics under the banner of the NDP. In sixteen years of provincial politics James Foulds was undefeated as MPP. Some of the more prominent roles he held during this time were: Deputy leader, Vice Chair of Ontario Hydro and Chair of the Ontario ND{ Caucus Administrative Committee. Upon retiring from politics Jim Foulds was a sessional lecturer at Lakehead University. His involvement with Provincial Papers spanned from 1993-1997 during which time he was an integral member of the Board of Directors which oversaw the employee buyout in 1993 and the resale of the plant to Rolland Inc in 1997.

Additional information:

None