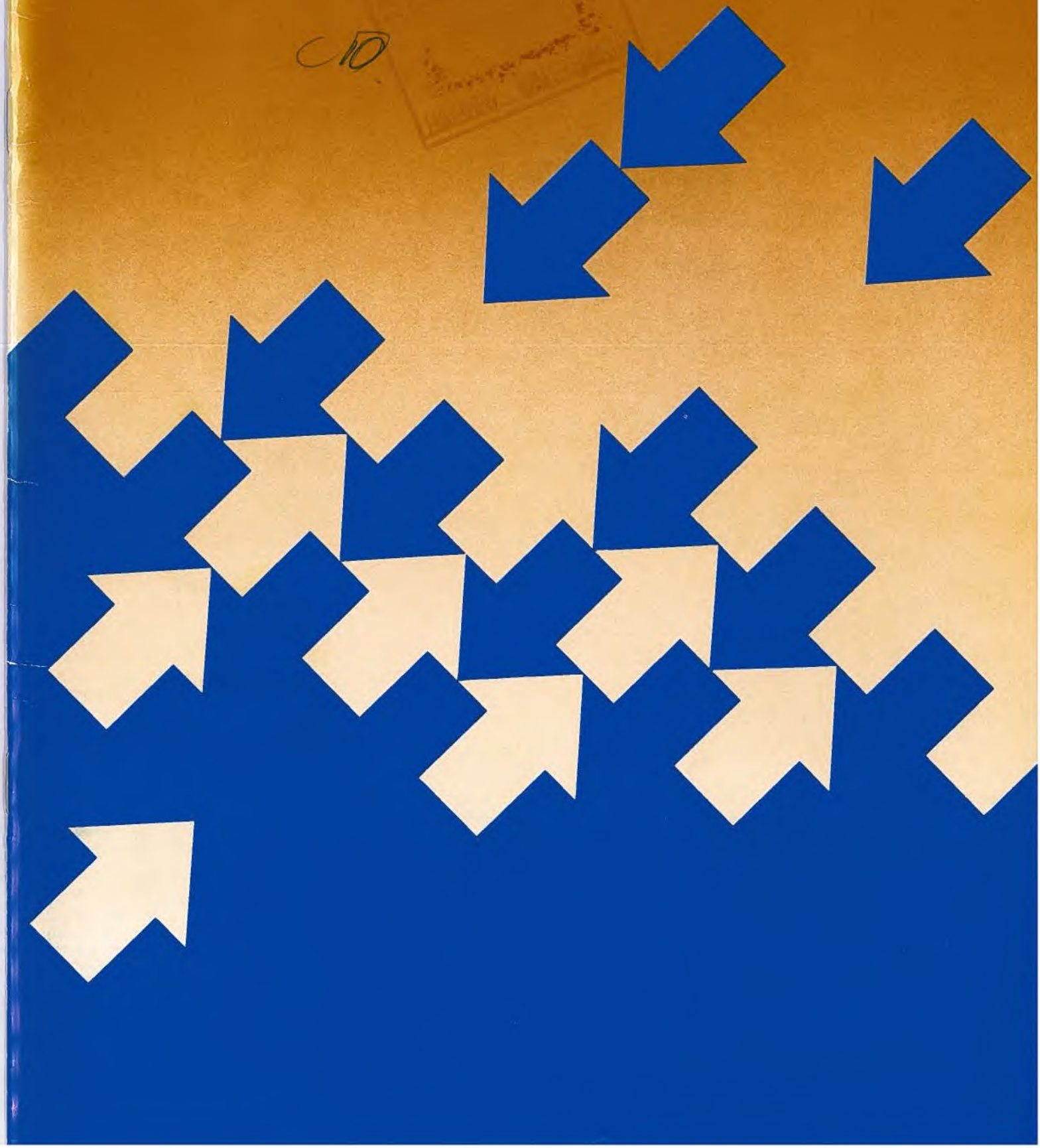
canada 1978 commerce

Special Issue



Canada Commerce

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August 1978
Design Canada

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Design Canada
INPUT — OUTPUT
or the rewards of study and travel abroad

An imperative need of Canadian industry, especially its secondary manufacturing sector, is for highly trained industrial designers, if it is to compete in the international marketplace.

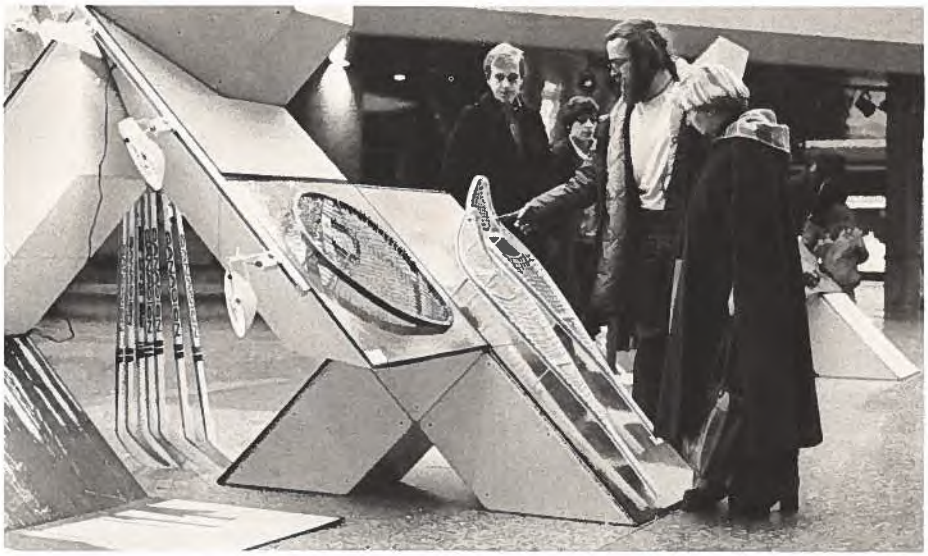
Here you meet 11 of the many young designers who received Design Canada scholarships for advanced study abroad. They are now established in industry, in the field of design education or as "fledgling" entrepreneurs, making a solid contribution to the economy and to the "quality of life." Input and output.

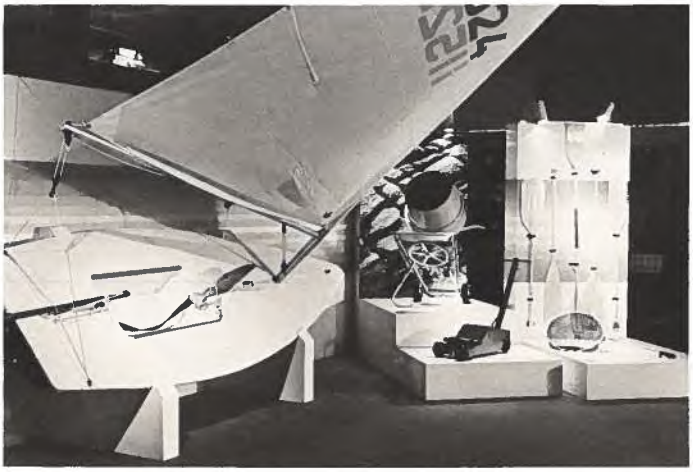
Meeting them, whether in a factory on a wind-swept prairie, with their students in a university workshop, or pressed, desk-to-desk, in an office in old Montreal, one is struck by their energy and sense of purpose. They share in common a lively intelligence, humour and an apparent enjoyment of life.

They speak unanimously of the advantages of their sojourns abroad. They received intensive academic training while carrying out useful, practical work in industry. They interacted with businessmen, as well as teachers, steeped in industrial design traditions, and benefitted from their exposure to the cultures of older, more highly industrialized countries. All this gave them an appreciation of the importance of their profession that they could not have gained here.

This is understandable for our history as a manufacturing nation is a short one, just over sixty years, and our knowledge of industrial design even shorter.

It was not until after World War II that Donald Buchanan, with great foresight and acumen, recognized the need for greater industrial design "know-how" and inaugurated the National Industrial Design Committee, as an adjunct of the National Gallery. This "seedling" has gone through many a metamorphosis and change of name since then, and has done important educational work throughout the country.





Now known as Design Canada, it is the administrative arm of the National Design Council, a branch of the Department of Industry, Trade and Commerce. It carries out a wide range of programs with the central aim of making clear the importance of industrial design to the Canadian economy, and to foster the use of the skills of the industrial designer. For it is the highly specialized training of the designer that enables him to understand the needs and desires of people, makes him acutely aware of product sales appeal and modern marketing methods. Add to these qualifications, his thorough knowledge of materials and processes, his basic comprehension of engineering principles and it becomes clear that the industrial designer is an invaluable member of any good management team.

No such government sponsored programs exist in the United States, nor for that matter, in many other countries, so that Design Canada has excited a certain interest, not to say envy, in international design circles.

But it takes time to develop the advanced educational programs needed to train industrial designers. It is only in the past few years that three Canadian universities, Montreal, Carleton in Ottawa, and Alberta have offered courses at the B.I.D. level and there are, as yet, none for advanced study.

This gap has been bridged by the Design Canada Scholarship Program. Applicants for funds to study abroad must first be accepted by a recognized design school in Europe, the United Kingdom or the United States, and they are then screened here by an independent, highly selective jury. That these young designers are an important human resource, and that our investment in them is paying off, is attested to by the stories you read here, and is being affirmed by a growing number of Canadian manufacturers.

Scorebox

Money, money, money. Do Design Canada scholarships pay off? The answer is yes for those who realize that a steady flow of well-trained industrial designers is essential if we are to meet the tough competition of the international market-place. Here is the statistical record of a high return on a modest investment from the years 1962 to 1978.

There are 103 graduates now working as designers in Canada — 28 have just graduated or are still studying. Of the 103 working there are 15 in industry, 48 in design offices as consultants or as design entrepreneurs, 29 as part or full time educators, 11 in federal or provincial government departments. Of the 26 remaining, 7 work abroad, 4 dropped out of the design field, 15, no up-to-date information available, of these, 12 received one scholarship, only 3 received two.

Wolf von dem Busshe/Image Bank

Don Wilson,
Chief Designer,
Electrohome, Ltd.,
Kitchener, Ontario

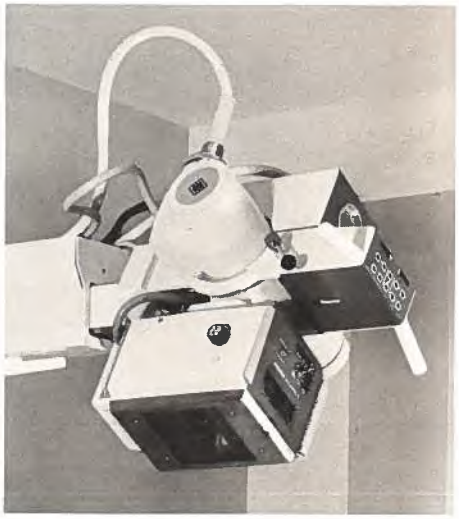
Don Wilson thinks that there are excellent marketing opportunities at home and abroad for "high quality, well-designed products" and he expects to prove it.

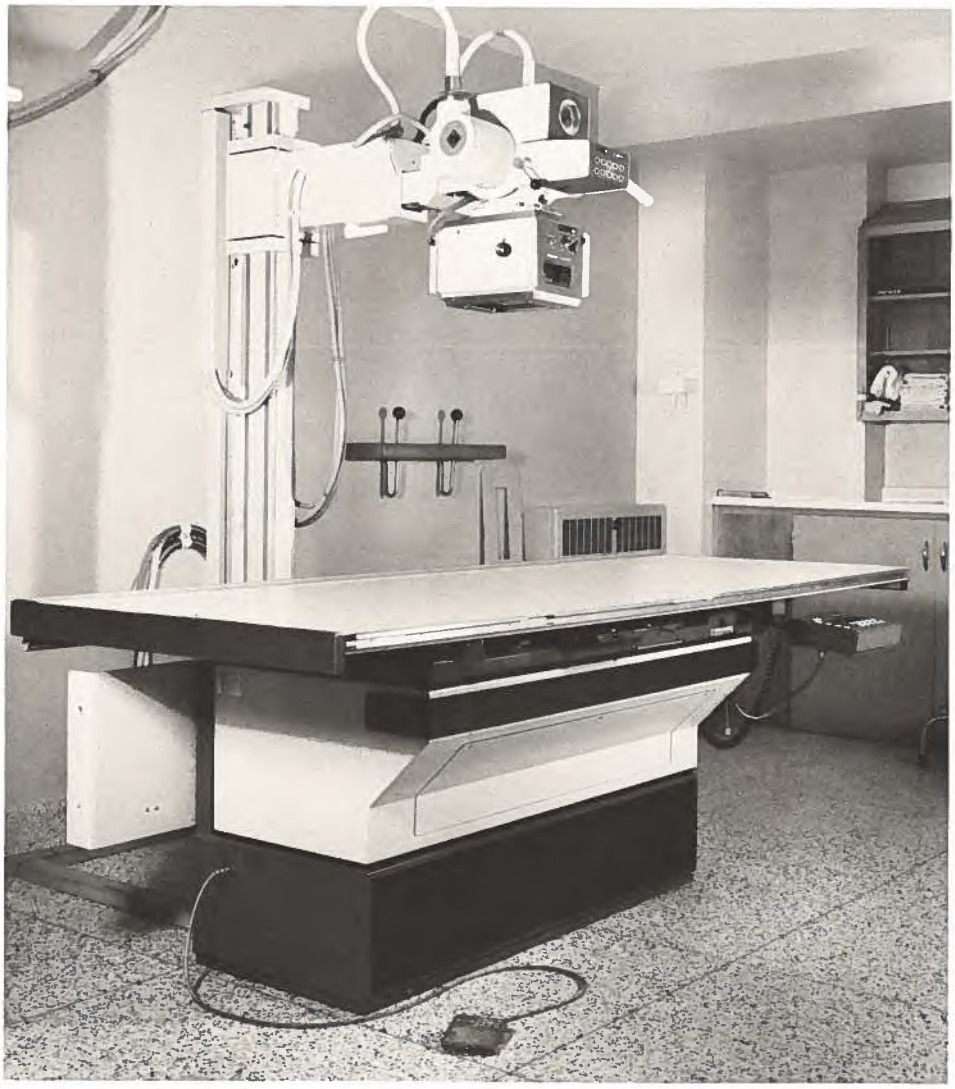
The opportunity confronts him at Electrohome.

He gave up a flourishing consultant business in Toronto to join this important manufacturing company, enticed by an invitation to formulate an overall design policy for their group of companies and by the variety and scope of goods they make. This was in 1976 and he has since cleared the decks, moved the design unit into separate quarters, reduced his staff from eight to three; makes use of outside designers when they are needed. Electrohome manufactures industrial products, electronics, appliances and furniture. His group work as a unit on both long- and short-term projects for each division.

Wilson came back from London, England in 1970 with a Master's Degree from the Royal College of Art. "It was on my job hunting forays that I discovered how clueless Canadians are about the role of the industrial designer", he said. "I am still finding that my greatest challenge is in communicating design precepts to all levels of management, and even to the guy at the bench."

The first important design job he got was with Picker Manufacturing. They had developed a system of x-ray equipment without any input from an industrial designer. The Rapido, excellent from an engineering standpoint, was awkward for the operator to use, uncomfortable for the patient. Wilson's redesign, in collaboration with the engineering and marketing departments, resulted in his being retained as design consultant on future generations of Picker equipment. In 1974 Picker won the Governor-General's Award for Engineering Design, and is phenomenally successful in marketing its products.



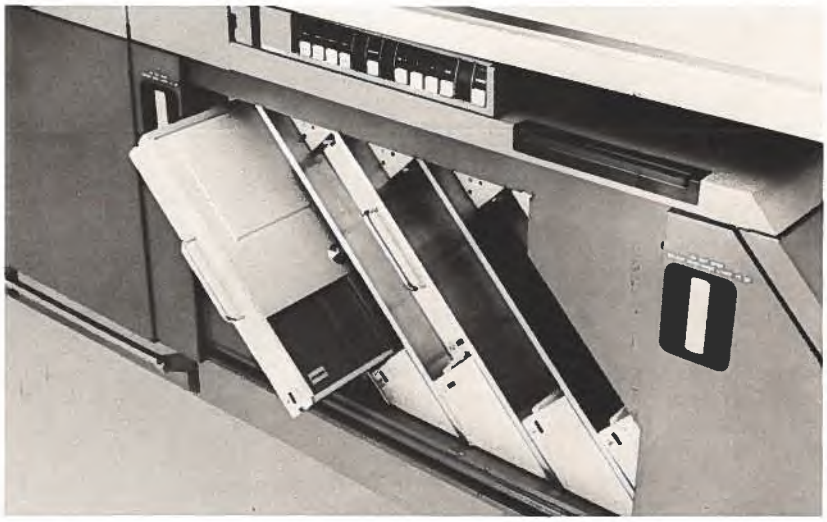


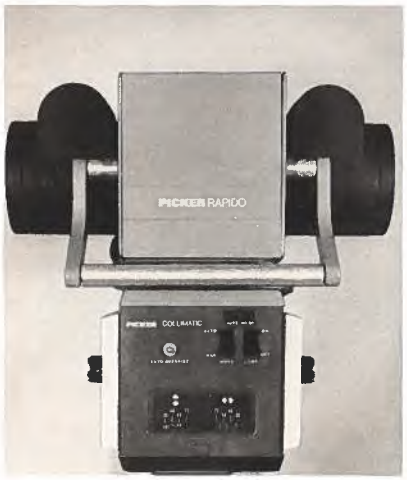
After graduating from Ontario College of Art in 1966, Wilson worked for a year with John B. Parkin Associates, designing architectural hardware and graphics. He applied for and got a Design Canada scholarship and studied at the Royal College of Art from 1967 to 1970, working summers with Kenneth Grange, a U.K. design office. His sheet metal barbecue, produced and marketed in Britain won the Melchett Award, given by the British Steel Corp. and the Design Centre Award of the British Council of Design.

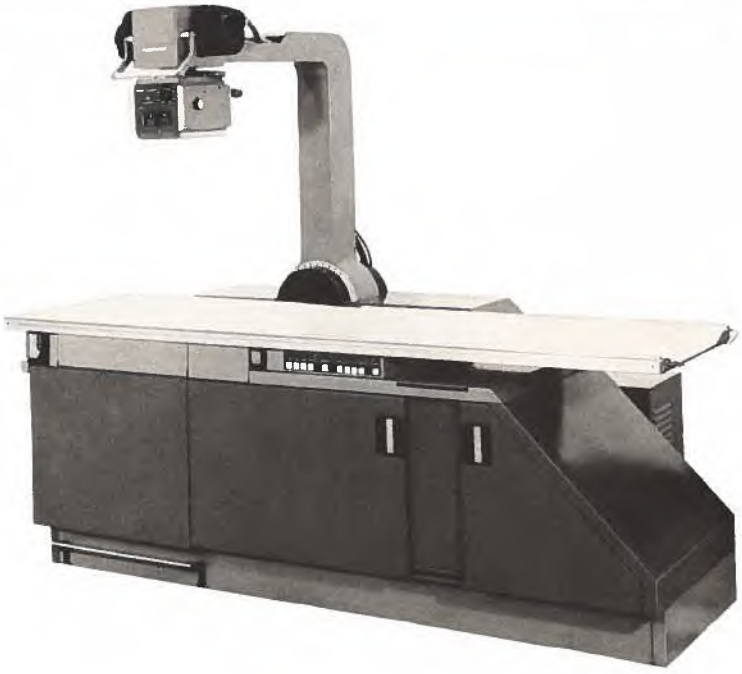
Don Wilson, with Teletwin, which can be simply and easily attached to portable televisions for 50" screening. Wilson and his team design for all Electrohome divisions, which manufacture appliances, furniture, industrial products as well as electronics.

Wilson lives in Toronto with his wife, a successful and busy interior designer, and he commutes each day to Kitchener. Their small son shares with them a life of great interest and activity, dining out and helping to renovate their new home.

"Yes, I was tempted to stay in London," Wilson says with his warm smile. "Kenneth Grange was an inspiring man to work with, and I enjoyed life there, but home is here and there is much to be done, so I came back." If Canada is to build a strong, competitive manufacturing sector it will need men, and women, with the special training, talent and dedication of Don Wilson.







Peter Dunkerly,
Market Development Manager,
Crothers Limited,
Toronto, Ontario

Design education and experience has taken Peter Dunkerly to an administrative job, Market Development Manager, for Crothers, the $100 million volume Ontario distributor for Caterpillar tractors.

After graduating from the Ontario College of Art, where he majored in graphic and product design, he was awarded Design Canada scholarships for advanced study, and spent two years at North Carolina State, in the U.S., where he completed 27 of the 32 credit courses required for a master's degree. Back in Toronto, after a brief, and not too happy stint of free-lancing, he put his graphic skills to work designing a corporate identity program for the Pioneer Chain Saw Division of Outboard Marine Corp, and has remained in related fields since.

"There is no discounting the value of design education," he says. It served him to good purpose as Assistant Director of the Public Relations Department of Outboard Marine, as Art Director and Account Executive at Marstellar Advertising and makes him a more valuable member of the Crothers management team.

As head of an eleven-man department, his work is extremely varied. His department does marketing research, and it has dramatically increased awareness of company services and capabilities by producing sound, effective and realistic advertising, sales promotion and new business development programs, a dynamic, well-read customer magazine.

A low-budget advertising campaign propelled a subsidiary company, who sells used equipment, from startup to sales of $6.3 million in two years. Crothers built an imposing $14 million plant facility and the internal and external promotions made the move into it last year, an event attracting 1700 customers to the opening.

"Without my design background I wouldn't have the knowledge I have of the products I am promoting," Dunkerly says. "After all, design is an integral part of every business operation today. Not only the products, but the plant, offices, corporate identity programs, photography, everything, down to the plants in the lobby, have to be planned, designed if the company is to project its philosophy, a successful image. So the more you know about materials, processes, ergonomics, aesthetics, the better."

In the huge assembly plant, where giant Caterpillars, one wheel of which cost a cool $10,000, bespeak the growth of Canadian cities and highways, we photographed Peter Dunkerly. He looks a man on his way.

Peter Dunkerly, whose skills as Market Development Manager have helped build a $100 million volume for Crothers, the Ontario distributors of Caterpillar tractors.

Peter Trussler.
Senior Designer,
Bell Northern Research,
Ottawa, Ontario

Peter Trussler, who became a senior designer for Bell Northern Research after having spent six years on the design staff of Philips in Eindhoven, Holland.

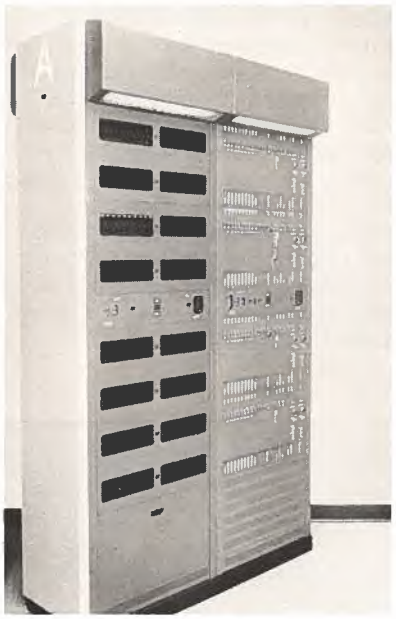
Peter Trussler and his wife set sail for London on the Pushkin in 1966 — didn't look back till 1974.

A Design Canada scholarship student, he graduated from the Royal College of Art with his Master's Degree in 1969, and that same year went to Eindhoven, in Holland, to join the staff of designers who have made the name Philips internationally known. In 1974 the ties of home, and an invitation to join Bell Northern, conspired to bring him back.

"Talk about culture shock," he said, his long frame stretched out on a bean bag in the "think tank" at Bell Northern. "My wife and I both worked in London, and then in Holland, where out two sons were born. We enjoyed all the amenities of both countries and had difficult adjustments to make when we came back, quickly became aware of many things here I thought could do with redesign." A concerned man, Trussler is much disturbed by "environmental shortcomings, visual blight".

Since joining Bell Northern as a senior designer he has been mainly occupied with the design of digital switching, one of the three areas of telecommunication.

"We work very closely with what are called the 'human factors' people, psychologists, sociologists and the like and we deal as a team with the intricacies of optical technology, designing complex systems that will be comfortable and easy for people to work with and to use. And, of course, we often find that we have solved one problem only to be faced with another that has arisen out of the solution of the first."



Above: A Reporting Systems Interviewer designed by Trussler for Philips Medical Systems Division. Left: A Bell Northern mechanical packaging solution for digital switching.

Trussler's experience at Eindhoven was invaluable. For the last two years he was there he headed four subordinate designers and support staff for the Medical Systems Group, designing both diagnostic and therapy apparatus, which are marketed internationally. This group represents an annual turnover of $300 million, or 25 per cent of the market, for Philips.

Trout Creek is a small Ontario town where Trussler was born and grew up, and he says he had no idea of what he wanted to do, had not an inkling of what industrial design was. But he then worked in an engineering office in nearby North Bay, and went off from there to McGill University to study architecture. He decided against that, and found his true métier in industrial design at the Ontario College of Art in Toronto.

"I guess I found that industrial design offered me a greater opportunity to change more things I didn't like the look of," he said. Trussler believes that incredible technological changes, the shortages of energy and of materials, demand the greatest ingenuity of industrial designers if they are to meet the very real needs of people, of the environment and of the marketplace.

Vincent Colistro,
Industrial Designer,
Schulte Industries, Ltd.,
Englefeld, Saskatchewan

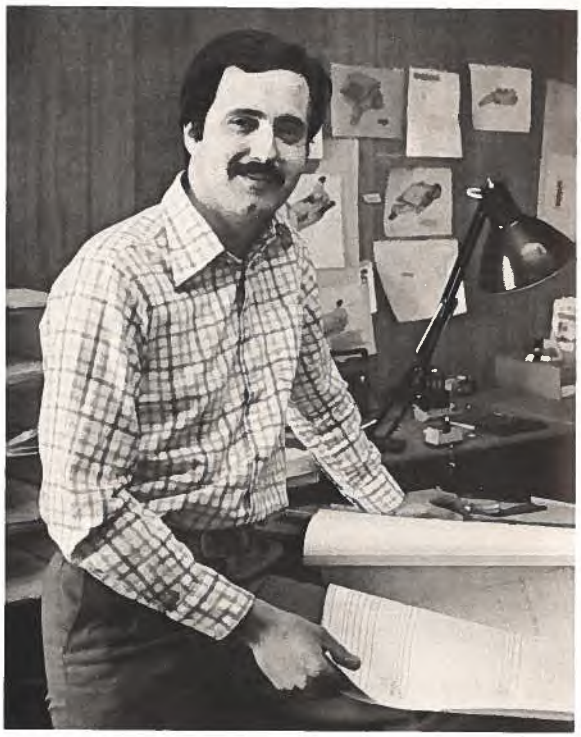
Vince Colistro, with his gentle manner, his wide range of interests, love of painting and music is not the kind of man one would normally expect to find in a small wheat-farming community. Yet there he is, happily, and very successfully, designing rock-pickers and snowblowers.

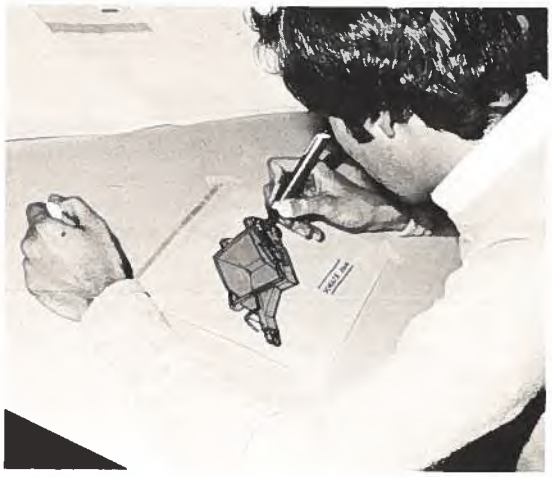
Colistro designs for Schulte, Englefeld, Saskatchewan, population 200. It was John Schulte, a wheat farmer himself, who designed the first snowblower that has turned his neighbours and their sons into businessmen and factory workers, though most still continue to farm. Jim Carmago, Schulte's Sales Manager proudly says "I hired Vince." Carmago admits he had never heard of industrial design until 1976 when the Design Awareness Program hit Saskatchewan. "And now," he says, "I find it hard to understand why my competitors don't use designers. Our new machines cause plenty of comments, get more sales, at farm shows here and in the United States."

Colistro was hired by Wiems and Associates, an architectural firm in Regina in 1976 as a Design Canada Internship Designer during the Product Design and Development Program, which was jointly sponsored by the federal/provincial governments. Among their major heavy equipment clients were Fleury Industries, Frigstad Manufacturing and Schulte.

Schulte, once hooked on design, didn't let go. They retained Colistro, who after leaving Wiems, had opened his own consulting business in Winnipeg. But commuting from Winnipeg to Englefeld was difficult, Schulte was expanding, and when they made him a generous offer to join them, he accepted.

Vince Colistro, industrial designer and member of the marketing team of Schulte Industries of Englefield, Saskatchewan, manufacturers of farm equipment marketed in Canada and the U.S.





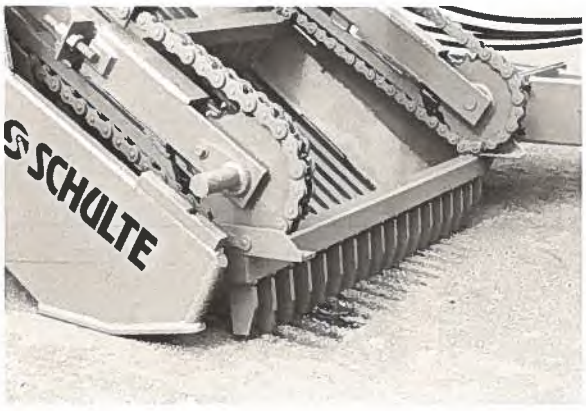
The latest model of Schulte's complete line of rock-removal machinery.

Colistro is just as much in his element in the plant with its noise, steady work-flow as in his upstairs office where he designs the machines, as well as instruction manuals, promotion brochures and audio-visual material. He says that many western manufacturers have basically sound, well-engineered products but lack design input, management and marketing skills. And because they are far from big cities, and the specialized services they can offer, they have to be versatile enough to do many things themselves.

A westerner born and bred, Colistro studied at the University of Alberta. He graduated with a BFA, majoring in industrial design, and won a Design Canada scholarship that enabled him to go to the Royal College of Art in London, England. While studying there he did projects for British manufacturers, designing optical frames and digital watches among other things. A far cry from snowblowers, but requiring the same skills. He graduated with a Master's Degree and with a special commendation of excellence.

Schulte's complete line of rock-pickers and snowblowers have an enviable reputation for their efficiency as well as their appearance, and Colistro, both as designer and member of the management team, is very aware of his responsibility in this area. "My most important concern," he says, "is to see that our machines are safe, durable, to put in safeguards against breakdowns or accidents that can be so costly or even tragic. We are always striving to improve their performance as well as their sales appeal." It is not surprising that the handsome yellow Shulte machines are regarded as status symbols by their owners.

Colistro lives just a few minutes away from the Schulte factory with his English wife, Tina, whom he met while he was studying in London. They share many interests — their home, with its books, music, some of his paintings, her weaving, is full of true western hospitality — a very pleasant place to be.



Richard Gauthier
Claude Bérubé
Pierre Tardif
Associates of the Ove Design
Montréal (Québec)

The offices of Ove Design hum with the energy of Hydro-Quebec! Not surprising! Within five years they have acquired a widespread and important roster of clients, among them Bell Canada, Air Canada, CP, Steinberg, the federal government and the Quebec government, and they estimate that last year their gross billing topped a quarter of a million, and managed over $5 million in customers' budgets.

In the late sixties Bérubé, Gauthier and Tardif met as students at the Institute des arts appliqués in Montréal. Their paths crossed again in the early seventies when they went as Design Canada students to Birmingham Polytechnic in England for advanced study. "We founded a little Québecois community there, met and enjoyed the English people, who were wonderfully hospitable to us. We studied, travelled, learned much, both practical and theoretical, that we could never have learned at home."

All three graduated from Birmingham with what is today the equivalent of a Master's Degree and they each won the Higher Diploma in Art and Design, given by the National Design Council (London).

They work as a team; Luc Goodhue founded Ove with Gauthier in 1972, Bérubé joined in 1974 and Tardif in 1977. Each has his own area of specialization. "We have a staff of twelve, use outside designers when we need them," says Gauthier, "and everyone participates in all aspects of any project he or she may be working on."

Ove is "inter-design" oriented and has high ambitions of offering a total design service. "But we realize that it will take time, maybe four or five years, before we can be firmly established in the product design field," said Gauthier. Tardif, who majored in furniture design at the Institute des arts appliqués, is mainly responsible for the development of their product design work. He was with Jacques Guillon Designers working on a wide variety of products before he joined Ove. They are presently working as consultants to a Québec-based furniture manufacturer.

Richard Gauthier, Pierre Tardif and Claude Bérubé, the dynamic young associates of Ove Design in Montreal. Within a few years they have built a flourishing business by offering a complete "inter-design" service, and number among their clients some of Canada's largest corporations.

Gauthier is mainly responsible for co-ordination, planning and overall management at Ove. "I had worked for a number of Québec design houses before I went to Birmingham," he said, "and the experience made me realize how essential marketing and organization are to a design business, so when I went to England I took specialized courses in these subjects." He had also studied photography and mechanical design at the Institute of Graphic Arts in Montréal before going abroad.

Bérubé, enthusiastic and articulate, talks positively about the future of Ove, says he believes their success owes much to the emphasis they put on planning and economic feasibility. "We believe we are a highly creative team, with sound design training, but we are businessmen too," he says.

Ove has been entrusted recently with a brasserie, or pub, designing everything "from bare walls to the last ashtray" for Steinberg's. It is in Hull, Québec and is part of the big Steinberg's expansion plan, apart from their food chain. Ove also design travelling exhibits, the most recent being "Its all ours", on Canadian unity. It is a delightful mix of puppets, sound, slides and music and was done for the Canadian Exhibition Commission. Another recent project was the design of a communications centre for Bell Canada in Place Victoria in Montréal. Ove's graphic division is responsible for the Hydro-Québec magazine called Forces, a splendid publication that is acclaimed both in and out of Canada.

Lively, full of zest and Gallic charm, these three young men are charged with optimism, seem to handle well the stress as well as the rewards of building a business. They don't spend time groaning about "the state of the nation" but get on with their work. How did they get business? "We just phoned people and went to see them . . . and now they come to us."

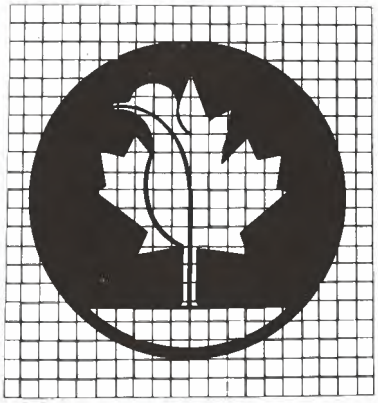
Gerald Saper,
President,
Alouette Ceramic Mould Company,
Ottawa, Ontario

Making ceramic moulds for the hobby industry is big business. The estimated $10 million Canadian market was cornered by 300 U.S. manufacturers, until 1976, when Gerald Saper decided a little Canadian competition would be healthy.

Saper, with his friend and partner, Ronald Symon, now has Alouette Ceramic Mould housed in 278,709 m^2 of manufacturing, office and showroom space, tooling valued at $30,000, employs two mould makers, and produces his own catalogue. The business has tripled in three years and they hop fast to keep up with repeat orders.

Full of nervous energy, "an old man of thirty", he says, Saper seems both amused and apprehensive about the success of his undertaking. "We need financing, better equipment, and more staff, but it is gratifying to be complimented about the quality of our moulds, to keep getting repeat as well as new orders, and I'm even learning to like the financial end of the business!"

Saper had a long apprenticeship in his basement at home while he was growing up, building "crazy" machines, "useful" inventions. He studied engineering for three years at Algonquin College — and became a sculptor! His work, dynamic, funny, highly original was exhibited in Ottawa, and critically received. "I even sold some of them", he says with a bemused air. "When I approached Design Canada for a scholarship, they suggested I apply to Syracuse University School of Design. I did, they accepted me, and there I was learning all the things I had always wanted to know. They taught me to draw, to understand the 'how and why' of the things I'd been tinkering with over the years. It was great."



During his second year at Syracuse one of Saper's projects was to make prototypes of ceramic dinner ware. Involved was market and industry research, as well as materials and processes, making moulds and the final product. While doing this research he discovered that ceramic moulds were a captive market and decided to do something about it. That summer, with the help of an enthusiastic woman friend, he set up production in his kitchen, sold to the local hobby market. She kept the infant business alive while he finished his last year at Syracuse, getting his BA. On his return Alouette Moulds went seriously into more systematic production in a small garage, and moved within months to their present quarters.

Gerald Saper, designer, founder, president of Alouette Ceramic Mould Company of Ottawa. Because of the high quality of their moulds, their ease of handling, Alouette is winning a growing share of the hobby market from American manufacturers.

"It has been, still is, a hand to mouth operation", says Saper. "My grandmother, something of a hobbyist herself, gave me my first professional kiln. We make some of our own machines, inventing those we can't find. Of course much of what we produce falls far short of my design standards, but they are well established items in the market so we make them. We now have a Toronto distributor, Mould Warehouse, and we aim to keep high standards of quality while trying to improve the design standards of the industry."

Saper is busy, commuting to Montreal once a week to teach a design course at John Abbot, CGEP, inventing, designing, training new mould makers, and keeping his fingers crossed.

Pierre-Richard Buzzell
Assistant Professor, Secretary,
Faculté de l'aménagement,
Design Industriel,
Université de Montréal

The gloom and doom that some foresee for Québec seems not to affect the industrial design students at the University of Montréal. They are too busy solving problems to worry!

Pierre Buzzell, tall, charming, urbane directs their energies into positive channels without any apparent effort. He brings to his job a thorough academic background, considerable experience as a designer, his wonderfully varied range of interests and the quiet, humourous manner that is such an asset in a teacher.

After studying cabinet-making and interior design at the Institute des arts appliqués in Montréal, Buzzell did two years of advanced study at the London School of Furniture, in London, England, followed by two years post-graduate work in ergonomics and cybernetics at Loughborough University of Technology. A Design Canada student his last three years in England, he graduated with an M.Sc. in ergonomics.

Pierre Buzzeli with some of his students at the University of Montréai who are working with the Mackay Centre for Deaf and Crippied Chiidren on a co-operative program designed to improve the mobiiity and communication of the handicapped. Ergonomics, or the human factors of industriai design are stressed in the intensive study courses at the University.

Before going to London Buzzell was a staff designer for BFD, Limited a Montréal furniture and interior design firm, and on his return from Europe he re-joined them on a part-time basis while teaching ergonomics at the University of Montréal. He became a full-time faculty member in 1977 and he now acts as liaison in ergonomic exchanges between the Province of Québec and the French Government.

A poster of Epping Forest hangs on the wall of Buzzell's office, and he speaks with nostalgia of its carpet of flowers in the early spring. Like so many Quebecers, he and his wife both adapted easily to the language, customs of England's "green and pleasant land", thoroughly benefitted and enjoyed their extensive travels on the continent.

The University of Montréal's School of Design is lodged in the School of Architecture, in an old convent, near the main campus. A beautiful building, with high arched windows, fine old wood panelling, it has been converted into workshops, draughting offices and classrooms. It is interesting to speculate on what the sisters would make of it now, bursting with student activity, experimentation and self-expression. As would be expected, Buzzell's students are much involved in ergonomics. The school helps students to find jobs in industry or design offices while they study, to give them the practical experience they need.

During a coffee break Buzzell, Julien Hébert and André Jarry talked about the continuity, and changes, that have taken place in design education in recent years. When Jarry and Hébert were professors at the Institute des arts appliqués, from 1958 to 1962, when Buzzell was a student, design education at the university level seemed a long way off. But by 1969 such a program was introduced at the University of Montréal, and Jarry heads the active program there, Hébert is a guest lecturer, bringing to young students his wisdom and long experience and Buzzell, the protégé of both, is adding a new dimension.

George Arnold Lynn, A.O.C.A., Des.R.C.A., A.C.I.D., K.L.J.
School of Industrial Design,
Carleton University,
Ottawa, Ontario

It is often said that "them as can, do. Them as can't, teach." But George Lynn was a successful and active industrial designer for twelve years before he turned to teaching at Carleton University.

"At Carleton the focus is on product design, which is my field, and I have the opportunity of innovating and testing with my students many of the theories and ideas I developed while working in industry", he says. "And because I learned how great is the need for industrial designers, it is very satisfying to be teaching these keen young men and women who want, and are demanding, serious professional training."

The initials after Lynn's name, and the long list of design projects for which he is responsible signify a man of determination. A hard-working fellow since the age of eleven when his father died, Lynn's academic achievements are impressive. He won three I.B.M. scholarships and the T. Eaton travelling scholarship while he was at the Ontario College of Art. He was an honours graduate in industrial design (1963) and won the Ontario College of Art Medal. Design Canada scholarships made it possible for him to go to London, England, but with very little money to spare after paying off school debts. There he enrolled at the Royal College of Art (Engineering) and was an honours graduate of that school, Des. R.C.A.

Carleton University's School of Industrial Design offers a B.I.D. degree, is selective about the students it accepts, and demands strong motivation as well as academic qualifications. Lynn talks about the future of the school with enthusiasm: "As this school has only existed since 1973," he says, "its a little early to tell how well we are doing! But it is our aim to turn out highly qualified industrial designers, and we are more concerned with quality than quantity."

A number of the students at Carleton are women and Lynn says "they are first rate." It is interesting to see women working as a team with the men, exchanging information and opinions. Lynn is much involved in his students' projects, follows their progress carefully, encouraging intensive research and innovative new approaches. The students work in well-equipped studios and workshops, with facilities for working with wood, metal, plastics and they have a mass production mould simulation shop.

Most of Lynn's life was spent in Toronto. On his return from England he worked with Stewart & Morrison and Savage Sloan, two well known Toronto design houses. He then joined Cooper of Canada, Limited, was with them for four years as Manager of Design, Research and Development. He later acted as a design consultant to Cooper, Digital Electronics, Goodwood Data and the W.H. Brine Company, Limited.

Engrossed in his work at the University and with his new home in Rockcliffe, Lynn, his wife and small daughter are making new friends, and enjoying Ottawa very much. "Teaching design is great fun," he says, "and especially here in Ottawa, where we have not only the facilities of the University to draw on, but those of many government departments, concerned with design."

George Lynn, School of Industrial Design, Carleton University in Ottawa with some of his students and the clock-radios they designed. The students research the projects, decide themselves what price range they want to work in, make their prototypes in the University's well-equipped workshops.

Jacques Giard,
Faculty of Art and Design,
University of Alberta,
Edmonton, Alberta

At our first meeting, lunching at the Faculty Club of the University of Alberta, Jacques Giard, elegant in suit, vest and tie, seemed reluctant to talk about himself. But the next day, dressed in casual campus clothes, moving from workshop to classrooms, introducing students and staff, he was highly articulate about the long-range plans for the school, the work of his students, the future of industrial design. A man more at ease talking about his work than himself.

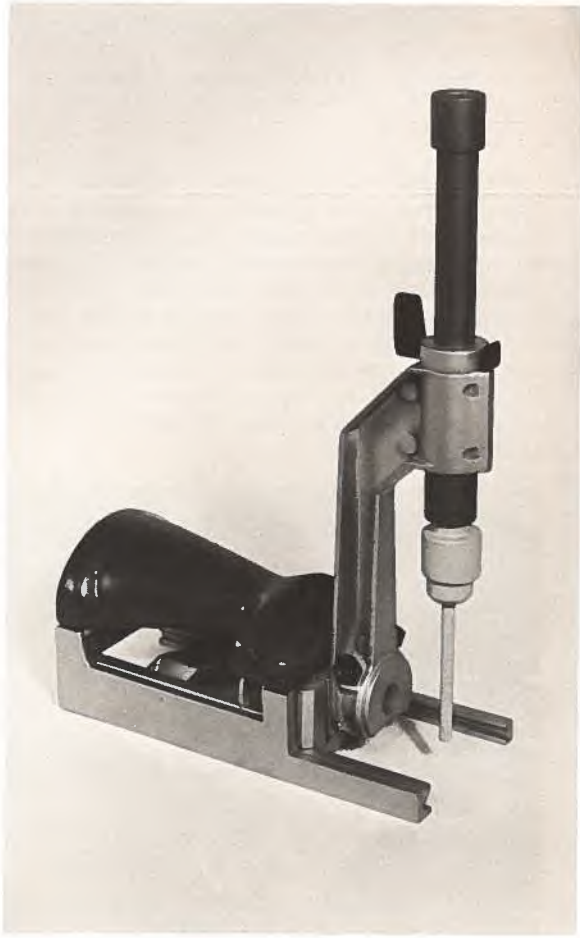
Giard went to the University of Alberta in 1975 for a one year stint as a member of the staff. It was a frustrating year, he says, but when he was offered the opportunity to stay on and co-ordinate the industrial design program, he eagerly accepted, looking forward to improving the content and structure of the course.

Jacques Giard, University of Alberta School of industrial Design, with the model of a Hydraulic Breaker designed for Baron Manufacturing of Edmonton. It is a University requirement that faculty members maintain their contacts with industry and Giard has developed an active consultancy since going west in 1975. "It keeps the realities alive in the classroom", he says.

His vision of what a design school should be took root during his three years at Birmingham Polytechnic, School of Art and Design in England. He was there as a Design Canada scholarship student, after having graduated from the Institute des arts appliqués in Montréal. While in England, Giard took optional courses in industrial administration at the University of Aston, which is also in Birmingham. He graduated from the Polytechnic with a higher diploma in industrial design.

The three years in Birmingham were a revelation. The high and tough standards of the schools, the practical learning experience in industry sharpened and deepened his understanding of his profession, and its responsibilities. He travelled, observed and learned as much as his busy study schedule and his purse would allow.

On his return to Montréal Giard went to work for Girard, Bruce et Associés, then one of Montréal's best known design houses. As a staff designer he worked on the highly successful Century II furniture line, on wooden toys for a U.S. manufacturer and on office furniture for a Manitoba firm. He went to Performance Sailcraft to design a new line of hardware and accessories for sailboats and from there to CRIQ, Centre de Recherche Industrielle du Québec, where he was director of the design department. Before going to Alberta, Giard was one of a consortium of Montréal designers working on the Olympics.

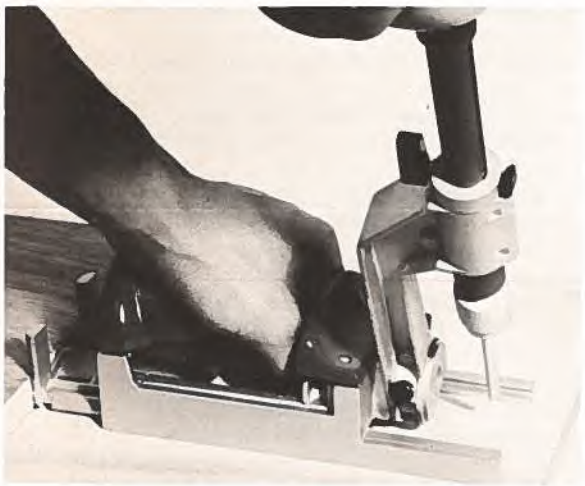


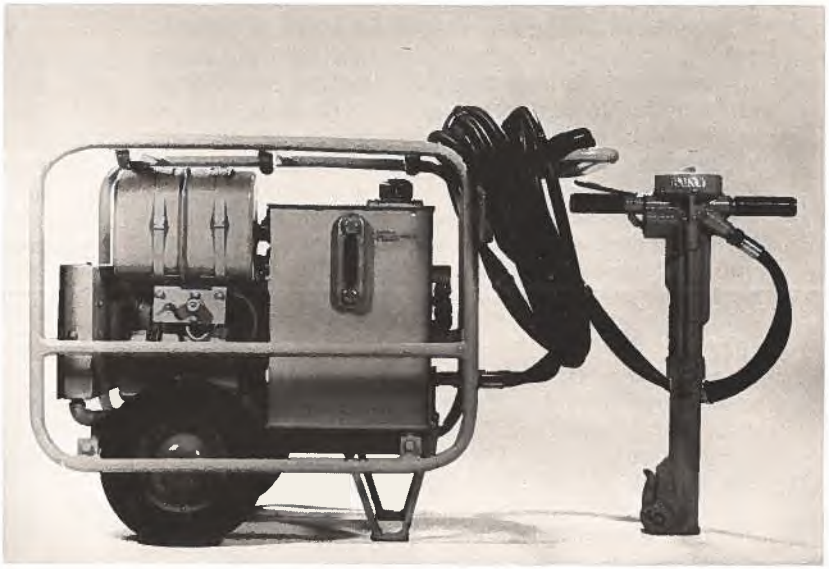
All this varied experience he applies effectively to his teaching. The University of Alberta has spacious and splendidly equipped workshops for making models, mock-ups and prototypes, the students have access to highly professional photographic, typographic and printing equipment, just about everything a well-endowed university can provide.

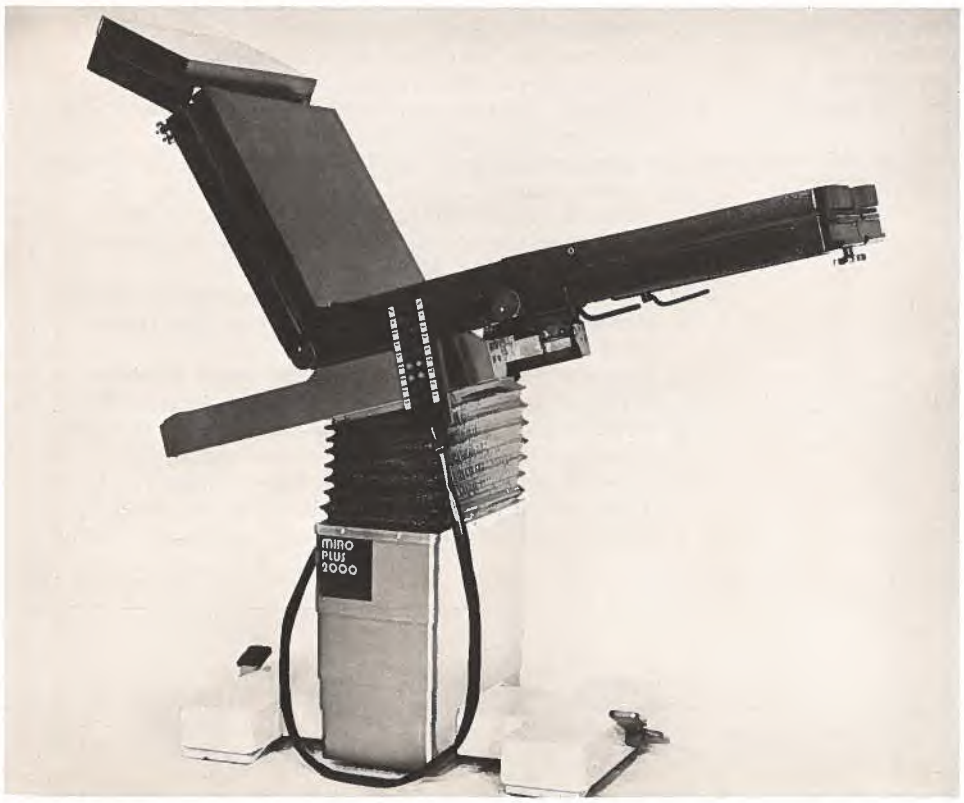
Courses are offered at the BFA and MVA levels, and a great deal of emphasis is put on developing problem-solving skills. One exercise in ingenuity was for students to design, from tissue paper and fine balsam, a structure that would hold three eggs, and drop them from a considerable height without breaking them. Delicate, beautiful in shape and colour, they contrasted strongly with another student project, a rugged tractor cab, that enables the driver to swivel about for greater visibility.

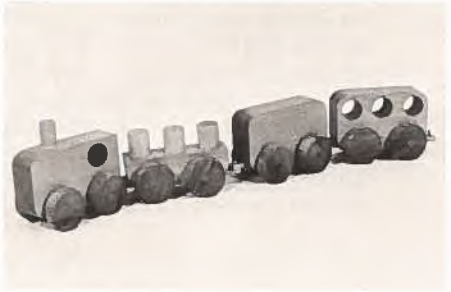
Giard's plans for the school spill over . . . this summer, a "design trip" to Europe with some of his students: a computer for the department, programmed to quickly locate, from the myriad design publications in their library, all articles written on any one subject: to have his students win more awards (they already have two Zinc Die Casting Design Competition Awards).

In addition to his administrative and teaching duties, his thriving consultancy business, Giard is also organizing an Alberta branch of A.C.I.D. (Association Canadian Industrial Designers). He skiis, travels, is renovating a house he recently bought . . . seems a well oriented Quebecois in the Province of Alberta.









Design Publications and Audio Visual Aids

The following design publications and audio-visual aids are available on request from Design Canada, Department of Industry, Trade and Commerce, Ottawa, Canada K1A 0H5. All publications are bilingual except where otherwise noted.

General Publications

1.1 **The Challenge.** The programs and objectives of the National Design Council and Design Canada.
1.2 **National Design Council Annual Report.**
1.3 **Record of Designers.** Brief description of the Record of Designers, a confidential listing of professional designers maintained by Design Canada from which recommendations are made on request from industry for specific projects.
1.4 **A Guide for Consumers.** Illustrated folder outlines basic guidelines for making purchases for the home.
1.5 **I Think I Want to be a Designer.** Booklet provides an introduction to design education in Canada, and briefly describes the design profession and its various disciplines. A companion book to 'Design Education in Canada'. 1977.
1.6 **Design Education in Canada.** A list of colleges, institutes and universities in Canada offering education in graphic, interior, industrial and fashion design as well as theatre, fine arts and crafts. A companion book to 'I Think I Want to be a Designer'. 1977.
1.7 **'Design Canada' Scholarships.** Folder describes the scholarship program sponsored by the Department of Industry, Trade and Commerce and the National Design Council.
1.8 **The Dollars and Sense of Design Management.** Illustrated folder describes the benefits of effective design management. Includes a brief case study of a successfully implemented design management program in a Canadian firm.
1.9 **The Maple Leaf Forever.** (English) 24 pages. Colour supplement to Financial Post, September 8, 1973, published by Design Canada. Contains a series of articles emphasizing the importance of the role of industrial design in Canada today. 1973.
1.10 **Design for People.** 88 pages. This book focuses on human engineering or the use of human factors in designing products of everyday use.

Product Design Case Studies

This series of case studies, illustrating effective solutions to specific design problems, shows how the designer can contribute to the success of Canadian industry.

2.1 **Product Innovation: After 50 Years a Really Different Toilet.** Potpourri Portable, Permanent and Marine Toilets
by Sanitation Equipment Limited. 1972.
2.2 **Good Design Helps Tap World Markets.** The Electric Air Compressor by Webster Manufacturing (London) Limited. A light, inexpensive portable air compressor which plugs into a car's cigarette lighter socket and inflates flat tires, footballs, air mattresses, etc.
2.3 **Thoughtful Research and Design Make Sailing a Breeze.** Laser sailboat by Performance Sailcraft Inc. 1973.
2.4 **Good Design Wins Races and Markets.** Can-Am Motorcycles by Bombardier Limited. 1975.
2.5 **Good Design Brings Space Research Down to Earth.** Neeco Industries. A warning beacon for emergency cars and trucks which extends twelve feet above the vehicle, flashes a warning to traffic and lights up the surrounding area. 1975.
2.6 **Design Tames Computer for Telephone Operators** TOPS (Traffic Operator Position System) by Northern Telecom Ltd. A video screen and computer terminal keyboard built into a desk and panel unit designed specially for telephone operators. 1975.
2.7 **Industrial Design Sorts Money Into Success.** The Roger Electronic Totalizer Coin Sorter by Wico Canada Inc. A small portable coin sorter totalizer; electronic, automatic and inexpensive. 1975.
2.8 **Cutting a Wider Swath in the Marketplace.** The SP 550 Swather by Canadian Co-operative Implements Limited. 1976.
2.9 **Good Design Frees Furniture Form and Function.** Freeformfive casework furniture by Cameron McIndoo is a modular furniture system of lightweight polyurethane components which allows 'freedom' to 'form' an infinite number of storage and work surface configurations. 1976.
2.10 **Furniture Designed for Today's Lifestyle.** The INEX Line of Indoor-Outdoor Furniture by EPOK. 1977.
2.11 **Reliable equipment for solving down-to-earth problems.** The RS and RS-H series of rock pickers from Schulte Industries Ltd. 1977.
2.12 **Technology helps turn out assembly-line ceramic dinnerware.** Mass-produced ceramic dinnerware. 1978.
2.13 **Electronic yogurt-maker captures world interest.** Rolmex Electro's electronic yogurt-maker. 1978.
2.14 **Performance and Comfort in the Field.** Versatile's Constant Power Four-Wheel-Drive Tractor. 1978.
2.15 **Science Applied with Design Saves Lives.** The U-Vic Thermofloat Jacket manufactured by Mustang Sportswear Inc. 1978.

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Ottawa, Canada
K1A 0H5

Design Management Case Studies

Special publications on the companies who have been awarded a National Design Council Chairman's Award for Design Management.

3.1 **A Company at the Crossroads.** Carter Temro Ltd. of Winnipeg who received the Chairman's Award in 1972 jointly with the J.W. Bodner Company, also of Winnipeg, and the Manitoba Design Institute.

3.2 **If they can do it . . . so can you!** The J.W. Bodner Company, Winnipeg, who received the Chairman's Award in 1972 jointly with Carter Temro Ltd., also of Winnipeg, and the Manitoba Design Institute.

3.3 **Good Design is a Paying Proposition.** Case study of Bowring Brothers Limited, winner of the 1973 National Design Council Chairman's Award for Design Management. C&C Yachts Limited and Dashwood Industries each received the Award of Merit.

3.4 **The 1976 Awards.** The Award of Excellence to Interiors International Limited, Toronto; the three Awards of Merit to Canada's Conklin Shows, Brantford; Reed Limited, Toronto; and Willson Office Specialty Limited, Winnipeg; and two other finalists: Wascana Centre Authority, Regina and Great West Life Assurance Company, Winnipeg.

Products and Design Management Case Study

4.1 **Design in the Corporation** (36 pages). Practical cases extracted from the experience of Black and Decker Manufacturing Company, Limited. Data excerpted from material presented by senior executives of this company at the 1976 Design for Industry Lectures, summarizing their product development process. 1976.

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Title/fonction _____

Exhibit Publications

These two brochures describe successful Canadian products capturing markets all over the world.

5.1 **The Shape of Things Now.** Travelling exhibition prepared by the Art Gallery of Ontario, in co-operation with Design Canada.

5.2 **Designed to be Used.** Produced by Design Canada, Department of Industry, Trade and Commerce in co-operation with the National Museum of Science and Technology, Ottawa. The exhibition was presented at this Museum in 1975/76.

Article Reprints

6.1 **"Urban transit:** the designer's role". Reprinted from **Canadian Design.** January 1975.

6.2 **"Regional design:** provinces become involved". Reprinted from **Canadian Design,** March 1975.

6.3 **"Procurement Systems Need Design Component".** Federal buyers take first shaky steps. Reprinted from **Canadian Design,** May 1975.

6.4 **"The Class of '80:** how are we training the next generation?" Reprinted from **Canadian Design.** September 1975.

6.5 **"Outstanding examples . . . engineers as designers".** Reprinted from **Canadian Design.** November 1975.

6.6E **"Design Your Way to Success".** (English or French copies). Reprinted from **Canada Commerce.** July 1972.

6.7 **"Kuypers Adamson Norton".** (English) A review of one of Canada's successful industrial design firms. Reprinted from **Canadian Interiors.** July 1974.

6.8 **"Burton Kramer Associates Ltd. — Six Project Case Histories".** (English) Graphic design. Reprinted from **Canadian Interiors.** July 1975.

6.9 **"Good Design — Key to World Markets".** (English) Reprinted from **Canadian Machinery & Metalworking.** June 1974.

6.10 **"Design Awareness can result in higher profits".** (English Reprinted from **Canadian Machinery & Metalworking.** August 1974.

6.11 **"Governor General's Award Engineering Design 1975".** Details of the presentation and recipients of this award, reprinted from **Design Engineering.** December 1975.

Please send me the publications corresponding to the numbers I have circled.

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The Policy Environment and Canadian Corporate Performance

Remarks by Gordon F. Osbaldeston, Deputy Minister of Industry, Trade and Commerce for a McMaster University Faculty of Business seminar series "Business, Government, Labour: Focus on the Agents of Change", Hamilton, March 20, 1978.

. . . I welcome my turn to discuss Canada's record of economic performance and the changes which I feel governments, business and labour will have to make in order to ensure strong economic growth.

As you recall, Mr. Horner recently affirmed to the First Ministers that economic development must be given first priority in policy making at all levels of government. This recommendation emerged from a series of federal-provincial consultations and led to the commitment by both levels of government to a strong and viable manufacturing sector as a fundamental requirement for the growth of the economy.

The emphasis on the promotion of goods-producing industries is based on a recognition of the close relationships which exist between manufacturing and other sectors of the economy. It is also based on the major contribution manufacturing has made to the growth of the economy in the post-war period.

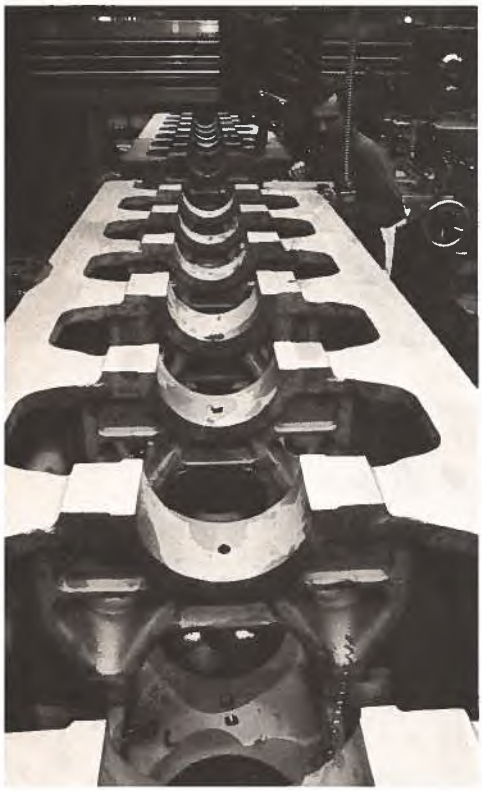
Over this period, manufacturing output increased at a faster rate in Canada than in most industrialized countries and consistently contributed an important share of the nation's total output of goods and services. During the 1960s and the early years of the current decade, the growth rate of this sector's production exceeded that of all other industrialized nations with the exception of Japan.

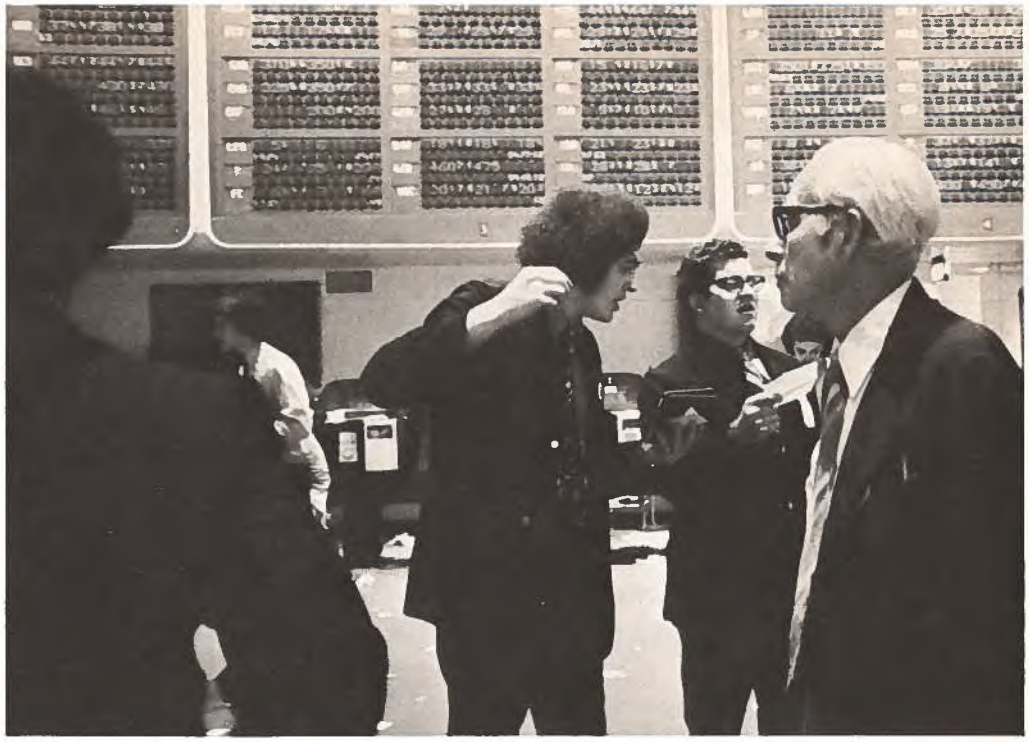
Total employment in our manufacturing industries increased from 1.3 million in 1951 to 1.8 million in 1976. Productivity also increased steadily, outpacing that in U.S. manufacturing and accounting for about one-third of the total growth in the real per capita income of Canadians.

In the context of international trade, partly and fully manufactured products account for more than two thirds of our total exports. They represent an important source of foreign exchange and help to pay for most of the manufactured goods we import. In 1976 manufactured exports were valued at more than $25 billion, and "end products" as a share of total Canadian exports have more than tripled, from 11 per cent in 1960 to 35 per cent in 1975.

Having seen the direct impact of manufacturing on incomes, employment and the balance of payments, I should like to take a brief look at its contribution to the performance of other sectors. The services sectors — transportation and communication, wholesale and retail trade, finance, insurance and real estate, community, business and personal services and public administration and defence — now employ about 65 per cent of Canadian workers, and have provided almost 86 per cent of net job creation since 1951. A large portion of this growth is linked — directly or indirectly — to the expansion in manufacturing. Studies have shown that the goods producing sector supports about 27 per cent of all jobs in the service and resource sectors, and that an increase of 100 jobs in manufacturing results in the creation of an additional 130 jobs in the Canadian economy. Furthermore, a dollar of investment in secondary manufacturing generates almost two additional dollars of related investment in the service sector, or twice as much as would be generated by the same investment in a resource industry.

Finally, while production continues to be concentrated in Central Canada, the overall increase in incomes and employment due to manufacturing growth has benefitted all regions.



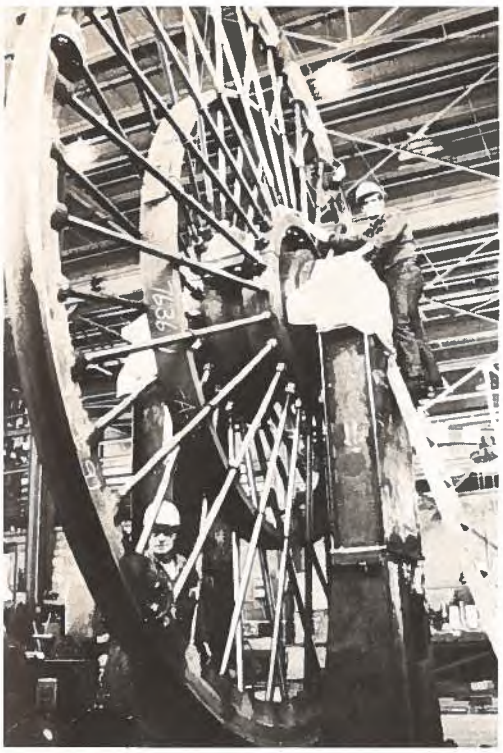


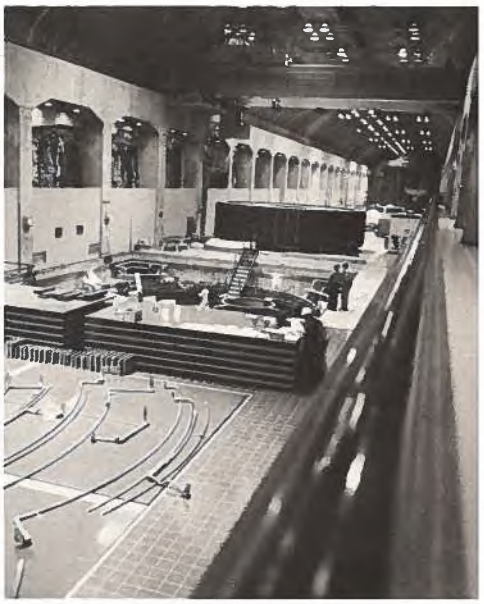
Clearly, then, the manufacturing sector has played a major role in the growth of the economy over the past 25 years. In the economically difficult years of 1973 and 1974, Canada's performance in the areas of employment and output surpassed that of most other industrial nations. However, since 1975, problems have emerged for the Canadian economy and particularly for manufacturing industries. Manufacturing output currently is no higher than the levels achieved in early 1974, and employment is down by about 150,000.

There is mounting concern generally about recent developments which affect the manufacturing sector's efficiency and performance. I am sure you are familiar with these problems.

The first area of concern involves the international competitiveness of our goods-producing industries. The sector's performance since 1970, in terms of unit labour costs, compares favourably with that of Western European countries and Japan. However, except for the significantly improved cost position since 1977 due primarily to the devaluation of the Canadian dollar, we have not performed as well as the U.S., which of course is the major competition in domestic and foreign markets. Unit labour costs in Canadian manufacturing rose by nearly three-quarters as much again as those in the U.S. between 1970 and 1976. Thus, while productivity increased more rapidly in Canada, this was not enough to offset our more accelerated rise in wages. Moreover, the more rapidly increasing wages in Canada affected manufacturing costs indirectly by raising the labour cost component of raw materials, construction and capital equipment, and service inputs.

In addition, although the gap has steadily narrowed over the years, our level of manufacturing productivity is still only about four-fifths of





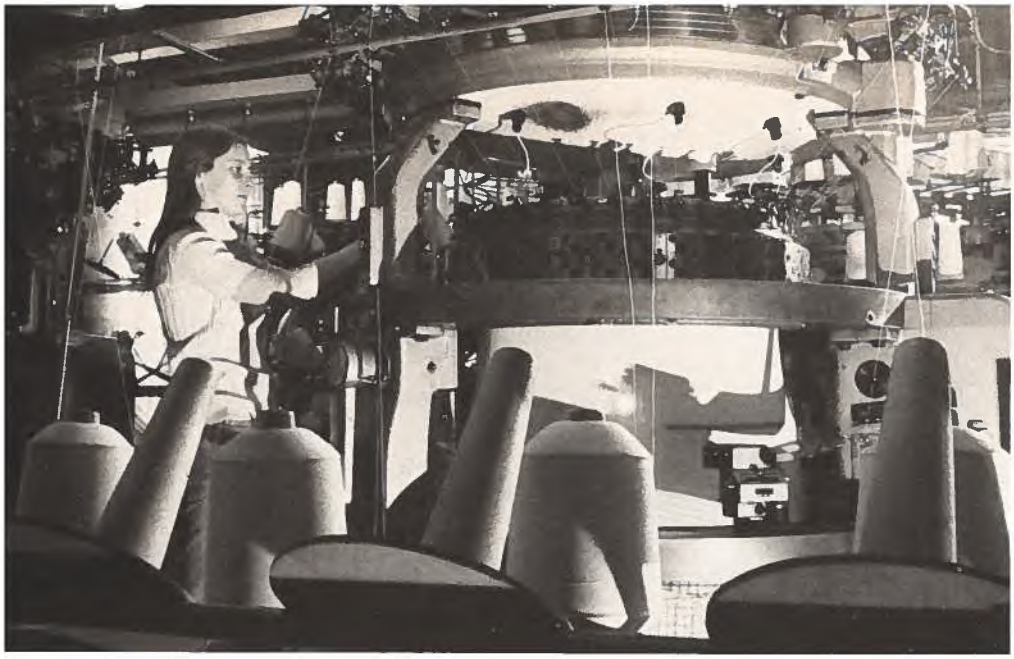
what it is in the U.S. Also, Canada has lost much of the advantage it possessed in the supply and cost of energy, and this has had a particularly serious effect on such energy-intensive industries as newsprint and non-ferrous metal smelting.

These problems have been compounded for certain sectors because efforts by less developed countries to industrialize have resulted in their producing labour-intensive, easily transportable goods which generally compete on the basis of price. As the costs faced by Canadian manufacturers are substantially higher, they naturally are under intense import pressure. A large proportion of the activity in such industries is based in Quebec, where average annual employment in manufacturing fell by 29,000 between 1976 and 1977. Among the sectors experiencing the greatest losses were textiles, leather products, clothing, electrical products, furniture and fixtures.

Turning to the financial position of Canadian producers, manufacturing profits in real terms are well below the levels of the past two decades. This has been reflected in a gradually declining share of Canadian capital investment going into manufacturing. Moreover, the rate of capacity utilization over the last two and a half years is lower than at any time since 1961.

Finally, questions about the future of Confederation have introduced an element of uncertainty which may have a significant, yet unmeasurable, effect on investment and economic performance.

These, then, are some of the major problems which have surfaced in the past few years. The recent decline in the value of the Canadian dollar has improved our merchandise trade balance by reducing the price of the products we sell in foreign markets. At the same time, however, the devaluation of the dollar exerts



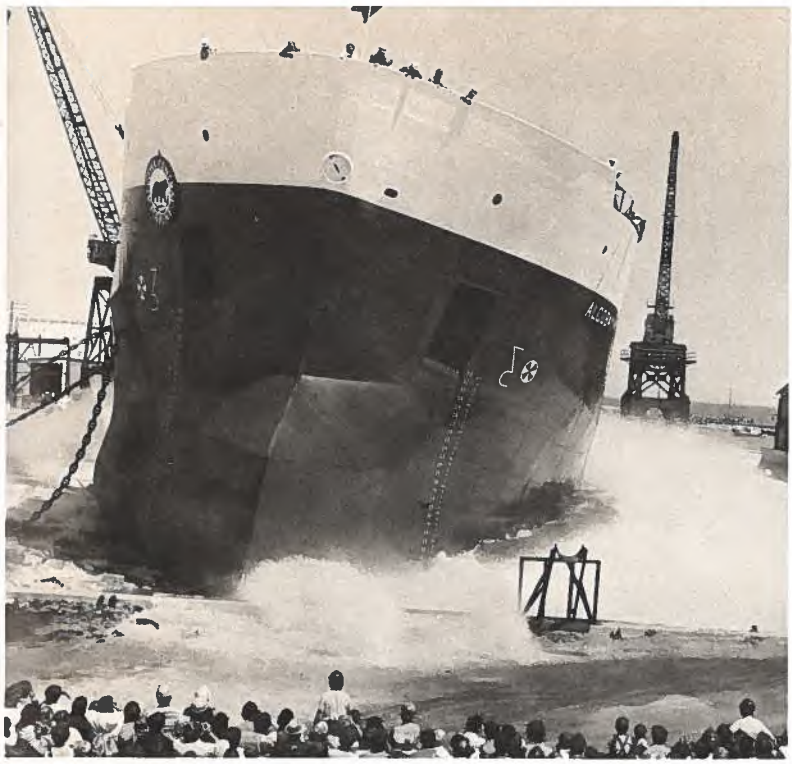
downward pressure on our real incomes — directly by raising prices of imported consumer products, and indirectly by increasing the cost of intermediate goods used by Canadian producers.

It is vitally important, therefore, that we strive to improve economic efficiency and viability. The devaluation of the Canadian dollar is, after all, primarily a reflection of our loss of competitiveness. As clearly illustrated by the example of the U.K. in the period prior to exploitation of North Sea oil, a devaluation is at best only a temporary solution to fundamental problems of competitiveness.

The employment and output record of the manufacturing sector, particularly in the 1960s, will be hard to duplicate. Canada's exceptional record of economic growth in the 1960s was due largely to a number of favourable circumstances, including a rapidly growing world economy, the signing of the Canada-U.S. Automotive Agreement, Canada's role as a supplier to the U.S. economy during the Viet Nam War and the advantageous trade position resulting from a low exchange rate.

Today's interdependent world economy, while presenting real opportunities for growth, also offers tremendous challenges. The American, Japanese and European economies have formidable industrial capabilities. The developing countries are continuing to seek industrialization and they are making inroads into markets for industrial products. Our ability to adapt to these realities will determine our success in achieving Canada's economic and social goals.

The government is confident in the strength and resourcefulness of the private sector in meeting these challenges. It is true that the competitive burden upon certain sectors has recently required direct government initiatives. These include a duty remission scheme for the colour

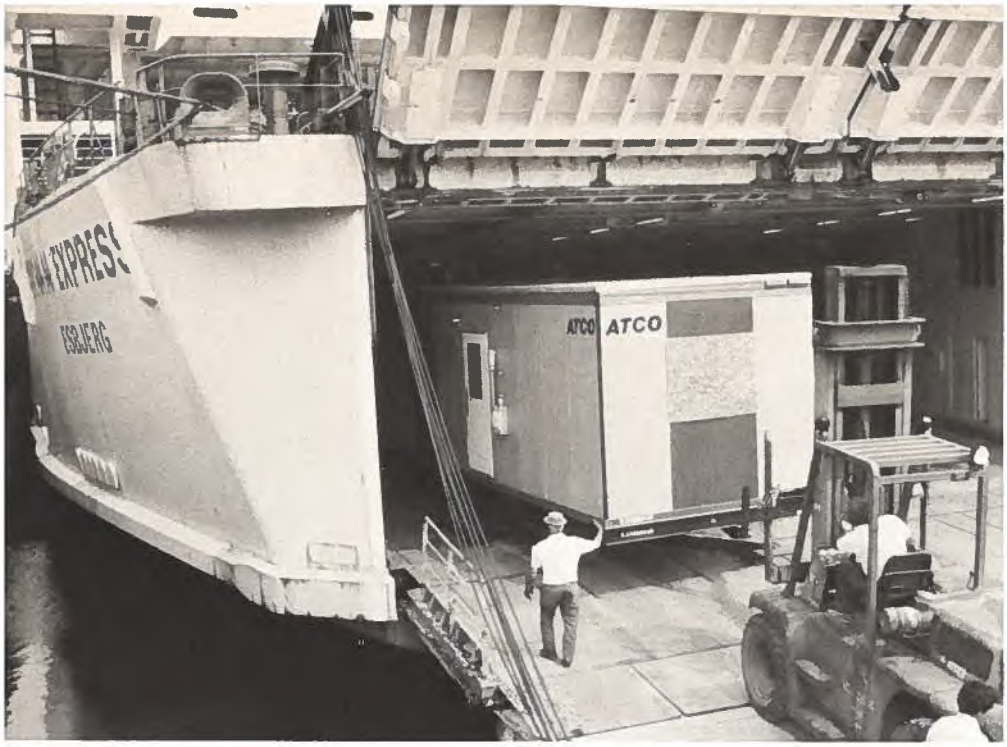


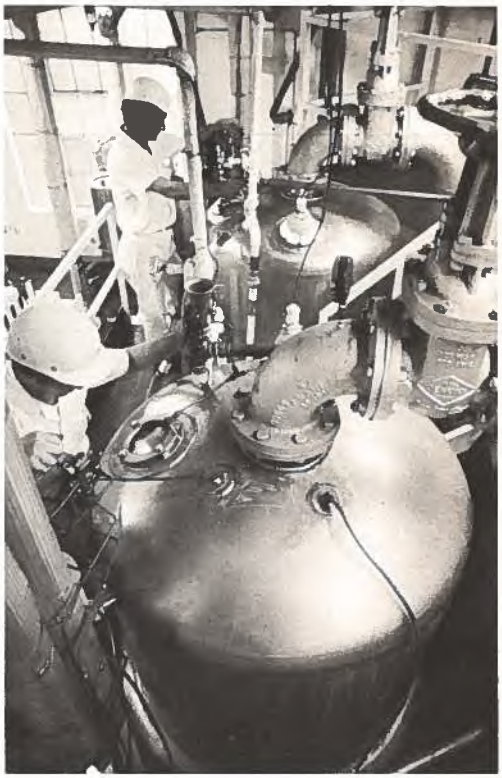
television industry, import quotas for clothing and footwear, and the extension of the shipbuilding subsidy. At the aggregate level, certain measures included in the March, 1977 budget were of benefit to the goods producing sector. These included the extension of the investment tax credit and the three per cent inventory valuation in recognition of the effect of inflation on corporate earnings.

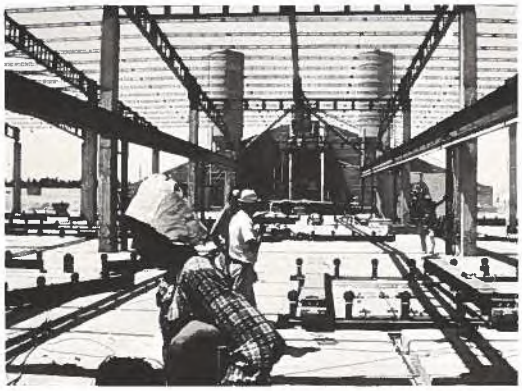
Such specific measures of government assistance may occasionally be required in order to help alleviate unusual cases of hardship. However, the major role of federal and provincial governments will be to ensure that the policy environment in which business operates supports private sector initiative.

We have been hearing for some time demands from certain circles for the introduction of an overall industrial strategy for Canada, specifying objectives and outlining government action. But just consider for a moment the difficulties which this approach would involve. The Canadian economy is extremely diverse in terms of its resource base, the goods and services produced and the regional concentration of output. There is a very wide range of policies at different levels of government which directly or indirectly affect economic potential and performance. There is also the element of change — change in the domestic environment, and change in the international sphere. Would it really be possible to take all these factors into account in the development of a unique industrial strategy for Canada?

Based on the diversity of factors affecting economic performance and the belief that the slowdown in manufacturing is the result of both cyclical and structural factors, governments have chosen to concentrate on providing a framework to build business confidence and enable private



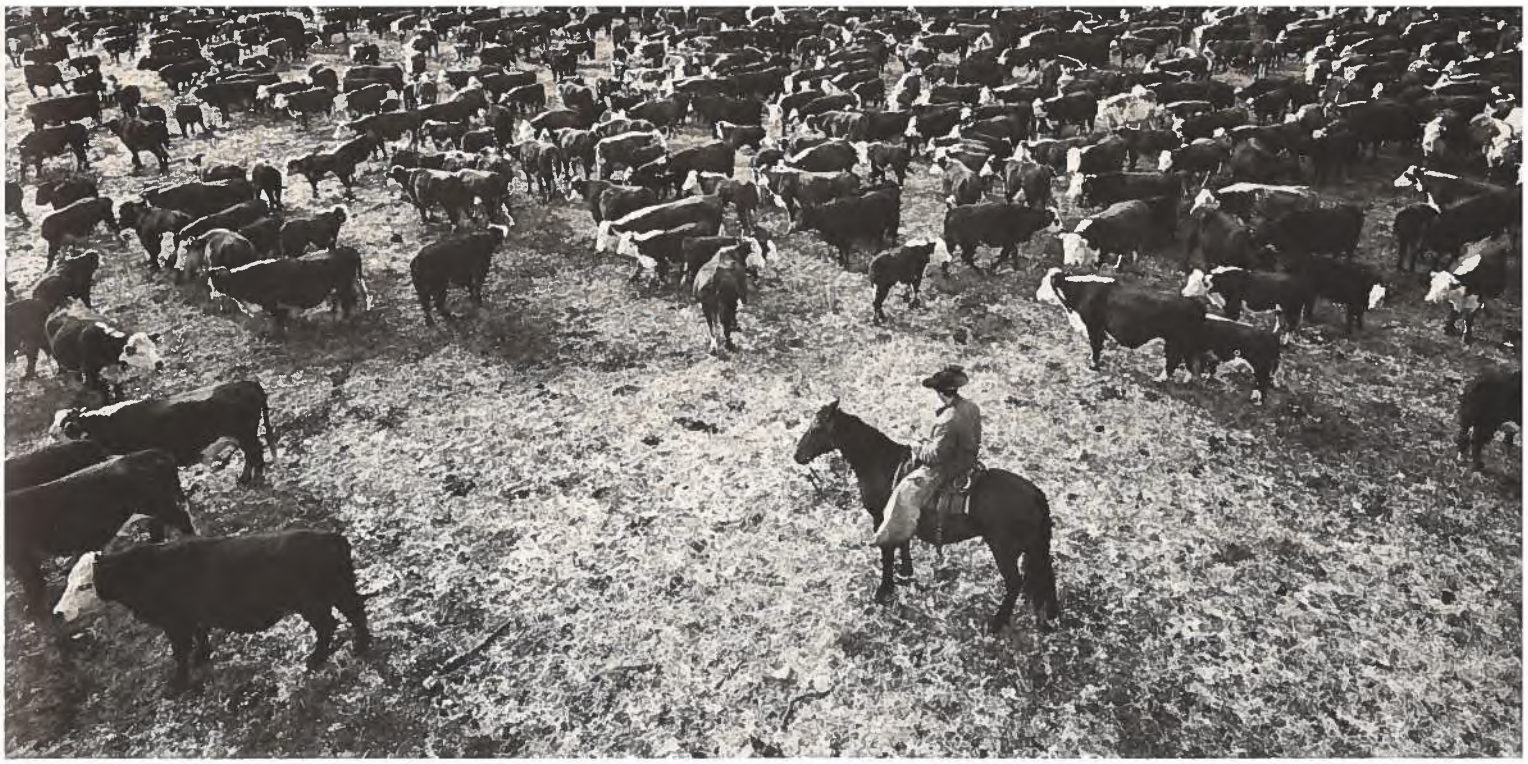




markets to perform more efficiently. This will include government initiatives to promote Canadian participation in a growing world economy; the introduction of aggregate domestic policies to move the economy closer to potential; specific policies to deal with unusual problems in individual industries, communities and regions; and modifying through consultation a number of federal and provincial policies which affect business.

In the area of commercial policy, the thrust throughout the post-war period has been toward a gradual lowering of our trade barriers along with those of other countries. Foreign markets are very important to us, as we export about 23 per cent of our G.N.P. — more than Britain, France, Italy, the U.S. or Japan. Along with West Germany, Canada is one of the most export-intensive nations in the world. We continue to believe that reductions in trade barriers are an important tool for promoting greater efficiency. It is for this reason that Canada is actively participating in the negotiations currently under way in Geneva.

Our analysis suggests that tarrif cuts resulting from the current trade negotiations will be an important means of achieving further gains in productivity. There is considerable scope for economies of scale of production and distribution, particularly for larger firms supplying expanded domestic and export markets. The analysis is based on the knowledge developed in industry studies representing 70 per cent of Canadian manufacturing, extensive consultations among government departments, and a series of econometric simulations. The results indicate that most manufacturing sectors will show strong growth in output based on solid productivity performances and some growth in employment.

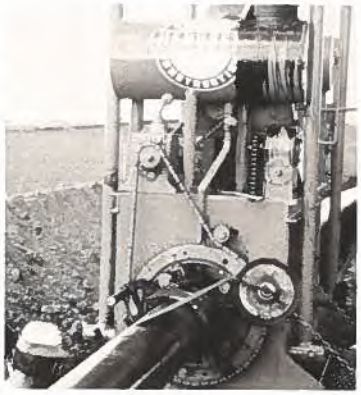


There continue to be private sector concerns about our involvement in the trade negotiations, reflecting a fear that some of our industries will be "sold out". I can assure those in doubt, in the strongest terms possible, that their fears are without foundation. Canada is determined to bargain hard at the negotiations. Any changes in our tariff or trade structure will come about only if we receive solid concessions from other nations.

Here, I would like briefly to touch upon the subject of foreign investors and the trade negotiations. The view is held that existing foreign investors may leave the country or that potential new ones may go elsewhere because of reductions in Canadian tariffs. This view is one-sided, as Canada's tariffs are by no means all we have to offer foreign investors. I believe that the results of the current trade negotiations will underline our strengths and provide real incentives for multinational firms to increase the specialization of their subsidiaries and thereby improve their overall efficiency. We must take full advantage of this opportunity.

The trade negotiations in Geneva will be only one, and I believe not the major one, of the factors requiring competitive adjustments by Canadian businesses. Governments already have in place numerous instruments designed to assist selected firms and individuals facing special adjustment problems which cannot be resolved by market forces alone.

Businesses, for example, can apply for financial or other assistance under the Enterprise Development Program, administered by the Department of Industry, Trade and Commerce, if they are faced with problems associated with design, new productivity techniques and small production scale. The government has recently announced that special measures will be intro-



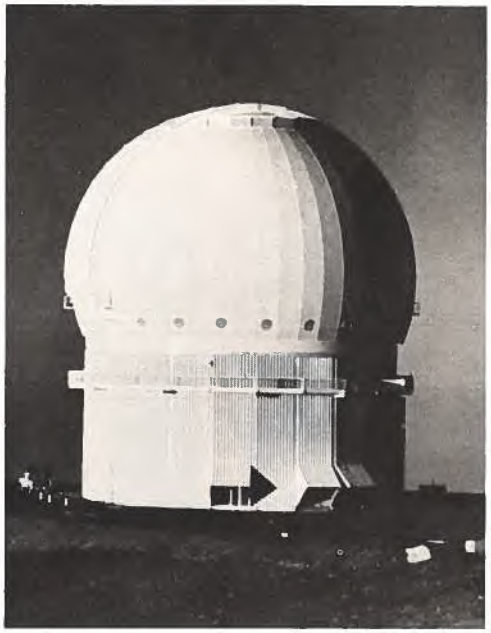
duced within the Program to meet the needs of companies facing adjustment problems attributable to the current trade negotiations. For employees, manpower training and mobility programs supplement the workings of the labour market.

In addition to these general programs to assist adjustment, specific policies may be required in the case of particular sectors. Such measures have been implemented for textiles and clothing, footwear, and shipbuilding. It is also recognized that the severity of the negative impact may vary in degree within individual communities or regions.

In the area of domestic stabilization the objective of fiscal and monetary policies will be to encourage business to invest and expand. These policies must provide industries with the incentive to create employment and increase production, while at the same time reducing inflationary pressures and supporting our international competitiveness.

We have already seen that the performance of the Canadian economy is affected to a considerable extent by the growth of the world economy, and especially the U.S. market, which absorbs almost four-fifths of our total exports. In the current trade talks Canada is negotiating for reduction or elimination of existing U.S. tariff and other trade barriers significantly affecting our exports. Easier access to a much larger market will provide an important stimulus for Canadian business to achieve substantial gains in productivity.

The developing nations also represent important potential markets for Canadian producers. More and more, these countries will use revenue from their exports of oil and other natural resources, as well as labour-intensive products, to purchase a variety of goods including elec-



tronics, urban transportation equipment and petrochemical products. Canada must take advantage of its growing strength in these sectors and capitalize on ever-expanding opportunities in export markets.

In order for Canadian producers to compete in both domestic and foreign markets, I am convinced of the need for greater rationalization. In the years ahead, it will be more important than ever for firms to specialize rather than attempt to duplicate the production facilities of U.S. companies, which are well established and designed for a market ten times the size of ours.

A comprehensive review and assessment of federal and provincial policies also is required in order to strengthen their contribution to increased efficiency in Canadian manufacturing. Particularly important among these policies are certain horizontal or framework programs designed to achieve what are basically social objectives. These programs range from such labour legislation measures as unemployment insurance and minimum wages, to regional development, taxation and pollution control. There are clear indications that the overall effect of these programs has been to increase costs and otherwise reduce the international competitiveness of Canada's manufacturing sector.

The point is not whether these programs are desirable. I think that no one would argue with their basic objectives. But the problem remains that the cost of these social programs is much easier to support when our producers have certain cost advantages and the world economy is buoyant than in times of a stagnant international economy and a reduced competitive position.

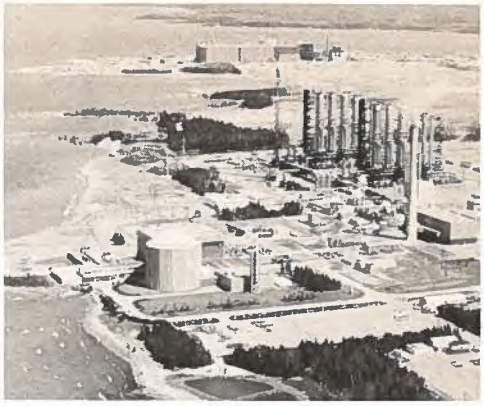
We have improved a great deal our knowledge of the effects of these measures on individual industries and overall manufacturing.

The consultative process to which governments are committed will continue the analysis and propose any changes deemed necessary.

A number of industry task forces have been established with membership drawn from business and labour. These committees, with secretariats provided by federal and provincial governments, will analyze the specific conditions and the possible policy alternatives for each industry. Equally important, they will review the wider range of horizontal issues which affect the performance of their industry. And, then, governments are relying on them to advance recommendations for improvement, recommendations both specific and broad.

To sum up Canada's economy has performed exceptionally well over the past 25 years and the manufacturing sector has made a major contribution to this growth. Federal and provincial governments are convinced that a strong and viable goods-producing sector is required if we are to achieve our economic and social goals.

The problems we are faced with represent a real challenge. However, governments are determined to provide the policy framework which will support the efficient and prosperous operation of private markets. Except under special circumstances, it is the private sector which will be the "agent of change", in terms of adjusting to domestic and international developments, as well as providing the necessary investment for employment and output. Promoting confidence within private markets is a first priority if we are to meet the challenge of growth and take advantage of our real opportunities.



New World Bank Publication will Point Up Business Opportunities

The World Bank will soon launch a quarterly publication pointing to business opportunities worth several billion dollars around the world each year.

The publication, entitled "**Operational Summary of Proposed Projects (IBRD/IDA),**" will list: (1) projects that the Bank and its affiliate, the International Development Association (IDA), are actively considering for financial assistance, with a brief description of each project; (2) the member country and the agency responsible for the project; (3) the amount of financing to be provided and co-lenders, if known; and (4) the stage to which a proposed project has progressed, i.e., identification, feasibility, appraisal, negotiation, approval, or procurement.

The publication will provide up-to-date information on Bank and IDA activities to businesses, industrialists, and consultants interested in supplying goods and services for the projects. It will also be of value to private financial institutions interested in providing assistance to projects financed by the Bank. Until now, this information has been provided mainly to or through the Bank's member governments.

The "Operational Summary" will complement information now being published twice a month in the **Development Forum-Business Edition**. This information includes general and individual procurement notices for bidding opportunities on specific development projects supported by the Bank, IDA, the United Nations Development Programme, and other development agencies.

The Bank and IDA make new financial commitments of over $8 billion a year for projects in developing countries covering a wide variety of sectors. *Most goods and services for these projects are procured through international competitive bidding. Wider dissemination of information on projects assisted by the Bank and IDA will help suppliers to find sales* opportunities. Broader competition for the supply of the needed goods and services will also help borrowers implementing the projects to carry them out with maximum efficiency and economy.

The quarterly "Operational Summary" will be available worldwide for a subscription fee of $20 a year, payable in US dollars, through The Johns Hopkins University Press. Copies will be sent by first-class mail to subscribers in North America, and by air mail to subscribers elsewhere. The first issue will appear towards the end of July 1978. Subscription inquiries should be addressed to:

The Johns Hopkins University Press
Journals Division
34th and Charles Streets
Baltimore, Maryland 21218, USA

The **Development Forum-Business Edition** is published by the United Nations Centre for Economic and Social Information. Subscription inquiries should be addressed to: Development Forum, United Nations, G.C.P.O. Box 5850, New York, N.Y. 10017, USA, or Development Forum, Subscription Department, United Nations, CH-1211, Geneva 10, Switzerland.

Business Centre — ZENITH 0-3200

The Federal Government has been making tremendous efforts to cut down red-tape in the public sector and it is getting positive results. The Department of Industry, Trade and Commerce established the Business Centre to assist people to find their way to the appropriate branch or division and the person best suited to answer queries, give sound advice or whatever assistance may be required. ITC's **Business Centre** has proven to be very effective since it started operating on March 1st 1978. It offers the nation's business and industry community a wide range of information, advice and guidance on Federal Government programs and services. If you call the **Business Centre** you are sure to get an answer to your query within 24 hours, and that the appropriate branch of ITC or that of the department or level of government concerned will be requested to take whatever action is deemed necessary.

The comments received from abroad and from the Canadian business community are highly complimentary on the efficiency and the quality of the services offered by the Centre. The following information ought to give a fairly good idea on how well it has been doing and how effective it is. In the first five months of operations, the **Business Centre** handled 13,400 telephone calls from all over Canada, received 950 visitors, 1,100 enquiries, mailed 475 letters and distributed 21,500 publications.

The **Business Centre** may be termed an "emergency shop" created for the convenience of Canadian industries and the public. Just call the long distance operator and ask for ZENITH 0-3200 — a direct toll-free line — there are seven lines linked to the ZENITH NUMBER.

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