

# canada 1979 commerce

August/September

## Success in small business



Of growing importance —  
the U.S. sunbelt of the Southwest

Reports from Austria, Central America. . .

**Canada Commerce**  
**August/September, 1979**

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The Honourable Robert R. de Cotret  
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The Honourable Ronald Huntington  
Minister of State  
for Small Business and Industry

The Honourable Michael H. Wilson  
Minister of State  
for International Trade

**Editor:**  
Anna Hibberd

**Assistant Editor:**  
Bob McDonell

**Designer:**  
Stephen Shewchuk

**Correspondence to:**  
Canada Commerce (98)  
Department of Industry, Trade and  
Commerce  
Ottawa, Ontario, K1A 0H5

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**Editorially speaking. . .**

Welcome to new readers who took advantage of our postcard in the previous issue. It's here again, should you wish to pass the word on to business colleagues!

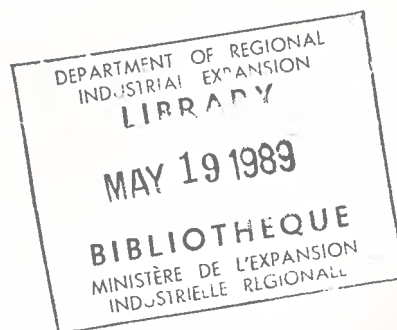
This number's mixture-as-before points to opportunities for Canadian exporters in reports from the potentially lucrative markets covered by our posts in Los Angeles and Dallas. Advice also comes from our commercial counsellor in Vienna and our embassy in San Jose, Costa Rica. (Since the latter report was prepared on the three countries covered by San Jose — Panama, Costa Rica and Nicaragua — conditions in Nicaragua have become so uncertain as to make any report subject to change within a day-to-day time frame. Anyone interested in conditions is advised to contact the Canadian Embassy in Costa Rica or the Caribbean and Central American Division of I.T. & C. (Tel: 613-992-0384.)

You will find this issue particularly valuable to keep on file, by the way, since it includes a listing of Canada's trade commissioners and commercial officers throughout the world. The supplement is available separately, should you wish to receive extra copies.

And it's always a pleasant thing to be able to report on success — this we have done in stories from Saskatchewan, from Nova Scotia and New Brunswick.

There's more, too. Just turn the pages. . .

A.H.



**Cover photo:**  
Construction in downtown Houston, Texas

Please note that Canada Commerce is available free of charge in Canada only to interested Canadian manufacturers and business persons.

Publiée aussi en français

## Report from Los Angeles

by A.D. McArthur  
Consul and Senior Trade Commissioner

# A lucrative market for Canadian companies. . .



*Skyscrapers and expressways dominate the downtown scene in Los Angeles. This bustling port city and the five surrounding counties form one of the largest retail markets in the U.S. with sales in excess of \$40 billion.*

**This post's territory continues to have one of the strongest, most broadly based economies in the world and the possibilities for increased Canadian sales continue to be excellent. The territory has five distinct components:**

The Greater Los Angeles/San Diego metropolitan area — a concentration of 15 million people and an economy equal in output to all of Canada.

The state of Arizona — currently experiencing an economic boom based on the shift of population to the sunbelt states.

Non-metropolitan Southern California — the most capital intensive and productive agricultural area in the world centered on the Imperial Valley and Bakersfield.

The state of New Mexico — primarily a mining area, now attracting diversified industries.

Clark's County, Nevada — in reality the city of Las Vegas, America's gambling capital and an expanding tourist and convention centre.

Although the vast majority of our efforts are concentrated in the Greater Los Angeles/San Diego area, more time and attention is being devoted to the other sections, with tours being planned further in advance for optimum use of time and funds.

If it were a separate country, California would rank eight in the world in terms of industrial output, behind Britain but ahead of Canada. When trying to describe the Southern

California economy, one always ends up sounding like the proverbial Texan, saying everything is bigger and better than anywhere else.

The unique combination of a near-perfect climate, a sophisticated growing workforce, and a broad mix of growth industries ensures that present growth will continue in the foreseeable future.

The prospects for agriculture, the state's number one industry, appears to have recovered from the serious drought conditions of the mid-seventies and production is now returning to normal. While this is good news for Canadian suppliers of agricultural equipment, it is bad news for Canadian farmers who must again face competition in the Canadian food market.

In the aerospace-defence-electronics

sector of the economy, Southern California seems to be bursting at the seams with firm defence and civilian orders from both domestic and international markets. Canadian offset arrangements should enable Canadian firms to further penetrate this highly lucrative market.

Consumer sales are at record high levels and both disposable income and employment levels outstrip the U.S. national average. California consumers

Alaskan and Mexican oil and gas will probably extend the area's love affair with the automobile, but at a much higher price.

Trade between the post's territory and Canada is in excess of \$1.5 billion annually and shows promise of increasing. There are more than 500 companies headquartered in the Los Angeles basin alone which have subsidiaries or participate with Canadian firms in joint-venture arrangements. Maintaining

close working relationships with these companies remains a priority.

In view of the foregoing, it is not surprising that three provincial governments — Alberta, Ontario and Quebec — operate trade offices in Los Angeles. A mutual interest in further expansion of Canadian exports has resulted in a variety of co-operative efforts.

The economies of the other areas within the territory of the post are also expanding at a significant rate. Each area is diversifying — aided by the shift of industries from the northeast to the sunbelt.



*"California consumers are affluent, quality conscious and trend setters" . . . and enjoy the special attention offered them at the many popular restaurants and lounges such as Georgio's in Beverly Hills.*

are affluent, quality conscious and trend setters. Anyone who caters to these three aspects is bound to succeed.

Energy supply is probably California's foremost problem. This has been brought forcibly to our attention in recent weeks with long line ups at gas pumps and other indications that the days of cheap and abundant energy are coming to an end. The environmental concerns of the population have blocked further expansion of the nuclear energy program.

Both consumer and industrial energy needs have been based on cheap, abundant natural gas but the traditional sources of these have been drying up. Proposals for the import of liquified natural gas are opposed on safety grounds and conversion to other sources is often blocked by other environmental considerations. For example, coal would further pollute Los Angeles's already over-polluted basin. Import of



*Indicative of the casual life style of Southern California, businessmen take a break from routine at the year-round outdoor courts of the Los Angeles Raquet Club located in the World Trade Centre, U.S. headquarters for scores of international companies.*



In conclusion we feel that southern California will continue to enjoy excellent prospects into the eighties and that Canadian firms can feel confident that this is a lucrative market for them. Sectors that offer the greatest promise include the defence and defence-related products, transportation products and equipment, electrical and electronics equipment and a variety of consumer goods.

The 13 members of the Commercial Division of the consulate are always ready to help Canadian businesses make the contacts necessary to penetrate or increase the share of this booming market.

**Canadian Consulate General**  
510 West Sixth Street  
Los Angeles, California 90014  
Phone 627-9511 (Area Code 213)

# In Dallas — Los Angeles — Atlanta — Chicago Supermarkets of the wholesale and custom trade

by Bob McDonell, Assistant Editor, Canada Commerce



*The Great Hall in the Dallas Market Center's Apparel Mart occupies a central position in the building with balconies overlooking it on each level. Terraced in five levels, the hall caters to fashion shows, stage productions, banquets, dances and concerts.*

Canadian manufacturers wishing to break into the United States apparel, jewelry or furniture markets should take a serious look at the regional market centres in Dallas, Los Angeles, Atlanta and Chicago.

Canada Commerce recently visited the Dallas Market Center, which caters to several commodities, and called in at three specific commodity centres in Los Angeles.

In all cases, superlatives seem to be the only appropriate descriptive terms.

The Dallas Market Center consists of six buildings with 4,895,000 square feet (455,235 m<sup>2</sup>), making it the largest single-site wholesale merchandise complex in the world. An extension project is currently underway which will add two more floors to the Apparel Mart and eight floors to the World Trade Center, giving the complex more than seven million square feet



*The Dallas Homefurnishings Mart was designed for the most advantageous display of furniture. Broad hallways, courtyards and winding stairways give visibility to showrooms on both floors while special lighting, acoustical ceilings and resilient flooring add to the gracious atmosphere.*

(651,000 m<sup>2</sup>) of floor space by this October. The complex brings together buyers and manufacturers in 2,300 permanent and approximately 4,500 temporary showrooms.

In Los Angeles, three large centres cater to specific product lines. The mammoth, brilliant blue Pacific Design Center in West Hollywood caters to the booming West

coast interior design industry. Like the guild halls of medieval Europe, the Center dominates the area's trade in furniture, furnishings, fabric and accessories with showrooms dealing almost exclusively with "the trade only."

In downtown Los Angeles, within a block of the Canadian Consulate at 510 West Sixth Street, is a series of older buildings which have become one of the world's largest jewelry marts, specializing in diamonds and costume jewelry in every price range. Throughout the area covering two city blocks, hundreds of workrooms remind one of rabbit warrens — but warrens protected by scores of uniformed armed guards and sophisticated closed circuit monitors and the latest in detection equipment.

A few blocks away but still within easy walking distance of the consulate is California Mart, an international merchandise centre catering to the fashion trade. The focal point of California's booming apparel industry, California Mart provides permanent or temporary showrooms, banquet and restaurant facilities, meeting rooms and larger convention facilities for fashion shows, buying offices for several large department stores, medical staff and a wide range of manufacturer's agents.

While the cost of maintaining a showroom or the services of a manufacturing agent in one or several of the regional markets is high, the cost could well be offset by the volume of business that can be written in a concentrated period when the buyer is in the right frame of mind.

For example. In spite of harsh weather conditions throughout the country and predictions of an economic recession, more than 80,000 professional retail buyers attended the various markets at the Dallas Market Center during the first four months of 1979.

These markets from January through April included — winter home furnishings, women's and children's mid-summer apparel; tennis and active sports goods; men's and boys' apparel and sportswear; spring gift, jewelry and housewares; spring toys and women's and children's early fall apparel.

But the Centres are more than a meeting place for buyers and sellers. They help manufacturers to keep abreast of industry trends in style and price. For Canadians, they help in assessing the market, the competition and the feasibility of exporting.

Manufacturers wishing to export or explore the possibilities offered by these regional marts should contact the Canadian consulate in the appropriate market area (see listing of Canadian consulates in the special section of this issue) for general information and the times of specialty shows which are held throughout the year in most centres.

A visit to one or several marts will assist in the assessment of the market. For this prospecting aspect, your regional I.T. & C. office can also be of assistance.

**Report from Dallas**  
by G.D. Valentine  
Consul and Senior Trade Commissioner

## **Export opportunities abound. . . in five-state sunbelt of the Southwest**



*Steel fingers reach for the sky in downtown Houston, as the city tries to keep pace of demand for office space from large multinational firms anxious to play their part in energy-related projects throughout the world.*

With an area of more than 500,000 square miles and a population in excess of 24 million, the southwestern states of Texas, Louisiana, Oklahoma, Arkansas and Kansas have to make up the most vibrant, rapidly growing area of the U.S. — showing no signs of economic slowdown. Every aspect of growth is positive: capital, reasonable wage rates, climate, resources, productivity and energy costs are all factors which are enticing a wide variety of manufacturing to move in from the north-eastern U.S., and the area is achieving a greater role in the decision-making process of the Federal government.

To cover this vast region with its enormous potential, the Canadian Consulate has a total of five Commercial Officers plus a support staff of five. In addition there is a Canadian Government Office of Tourism staff of five and an Employment and Immigration staff of three. We do, however, work as a team and service the area as a team. By that I mean that all of the staff is geared to making Canada better known and is prepared to work with and for Canadian businessmen.

Although only five are specifically interested in trade, all of the staff is actively aware of the need that exists to promote Canadian exports and all of them contribute to this end whenever and wherever an opportunity presents itself.

Although the Southwest has been and continues to be an important agricultural area of the United States, the emphasis is changing and energy-related projects are assuming a greater role. These projects not only relate to

Canada-U.S. trade but, perhaps more importantly, third country projects. OPEC countries in particular are turning to the United States and more specifically to Texas as a place to get the technology required to develop their petroleum and related projects. This area then will get more attention from our resources in an attempt to include Canadian firms and sub-contractors in the enormous projects being developed abroad. While these are generally energy-related they also include specialized construction projects such as ports, housing, highways, resource-oriented industries and others in the high-technology field.

Many of these projects involve a wide variety of goods and services and are being developed under the overall umbrella of large multinational firms such as Bechtel, Lumus, Flour,

Sam P. Wallace, CRS Design and many others. All have their oil, gas and energy-related offices located in Houston or Dallas. The projects that they are managing at any one time amount to billions of dollars and a major effort of the consulate is to obtain Canadian participation in the form of sub-contracts for goods and services.



*Construction workers guide another girder into place high above the surrounding urban scene of Dallas to keep pace with the most vibrant growing economy in the U.S. — that of the southwestern sunbelt.*

The changing world of energy is also playing a role in the domestic scene in that the Southwest is starting to take an interest in coal for generation of electricity to conserve their petroleum resources. This new interest in coal brings with it opportunities for transportation facilities, pollution equipment, strip mining equipment, etc. and could also have an impact on the Canadian coal scene, although transportation in this regard will make it difficult for Canadian coal to enter the market. Conservation of energy also focuses attention on rapid transport requirements for the large urban developments in all of the states in the area thus bringing new opportunities in this field for Canadian technology and equipment such as transit buses and auxiliary equipment (bus washing equipment, bus shelters, etc.).

Agriculture still plays an important role in the overall economy of the area



*Astride the main mid-continent corridor between Canada and Mexico and the Trinity River, Dallas spreads in Texas style. The Dallas Market Center dominates the foreground while the compact city core seems dwarfed by the urban sprawl which extends 20 miles to Fort Worth.*

and although prospects for Canadian agricultural products are not great, developments in this area could affect Canadian prospects in other countries. In addition international commodity brokers in Texas and Louisiana are always interested in quotations for large quantities of products for third world destinations and our contacts in this field will continue to be developed. Although commodities being sought are usually foodstuffs such as greens, cereals, milk powder, butter, etc. they frequently include lumber, fertilizer, cement and other bulk commodities closely associated with agriculture.

Another area which is developing rapidly is the wholesale merchandising centre which is being created in the Dallas-Fort Worth area. Forecasts are that the Dallas Market Center complex, which consists of six buildings (see story on previous page), will soon be the largest, single-site wholesale market complex in the world. This concentration of wholesalers with tremendous buying power is making access to the consumer goods market of the Southwest United States extremely easy for Canadian exporters of apparel, furniture and other consumer durables. Increased attention will be paid to this aspect of exports as the Centre triples its space in 1979. Twenty-six distinct market weeks are being planned for the next year and efforts to obtain Canadian penetration will be expanded.

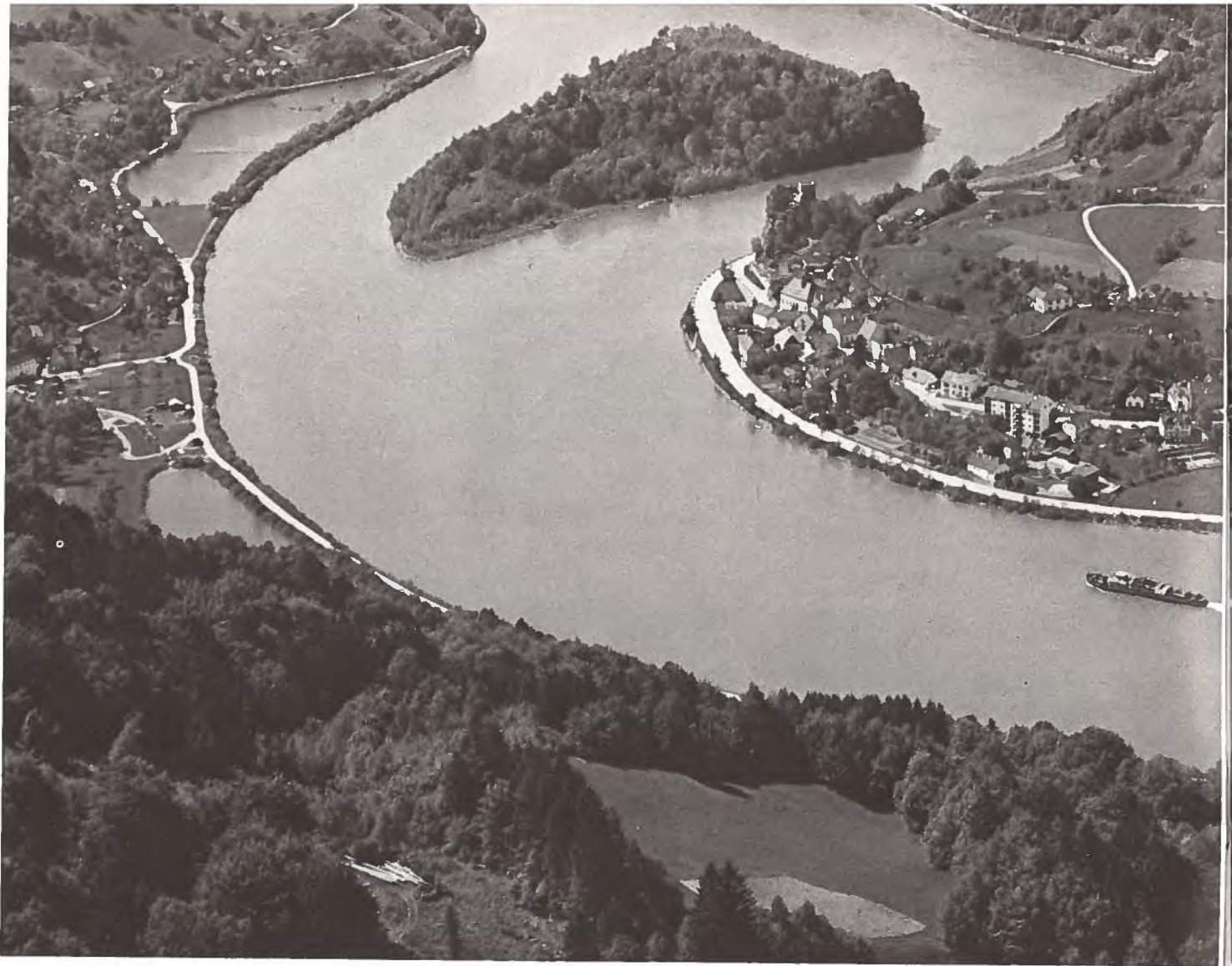
Last but not least is the emphasis

being placed on new industries and investment being attracted to the Southwest due to its distinct economic advantages. This new investment, coming particularly from the north-eastern United States and also from abroad, will open up new market opportunities for construction sub-contracts, machinery, contract furniture, electronics, etc.

Opportunities also abound for new Canadian investment in the area with possibly 50 or more Canadian firms already located here either with branch offices or plants. Canadian investment in real estate is growing rapidly and will continue to do so. Although little economic spin-off has yet been noticed in this field, it is highly possible that various Canadian firms could be involved in construction and construction sub-contracts as new Canadian companies invest here.

Canadian exports to the area have reached an estimated \$800 million and prospects for increasing this figure are excellent. There are opportunities in almost every field, access to corporate buyers and decision makers is remarkably free and interest in new products is extremely high. And this office is ready and willing to help!

**Canadian Consulate**  
2001 Bryan Tower  
Suite 1600  
Dallas, Texas 75201  
Phone: 742-8031 (Area Code 214)



## Austria “A Gateway to East European Markets”

by R.R. Parlour, Commercial Counsellor, Vienna



The outlook for Canadian exports to Austria during 1979 is favourable. Key factors in this are the growing competitiveness of

Canadian goods due to the drop in the Canadian dollar in relationship to the Austrian Schilling and the German Mark, and the stability of the Austrian economy. The Austrian market is of particular interest to many Canadian exporters, not only for the goods bought for home consumption, but also since it serves as a channel for goods destined to East European markets. In

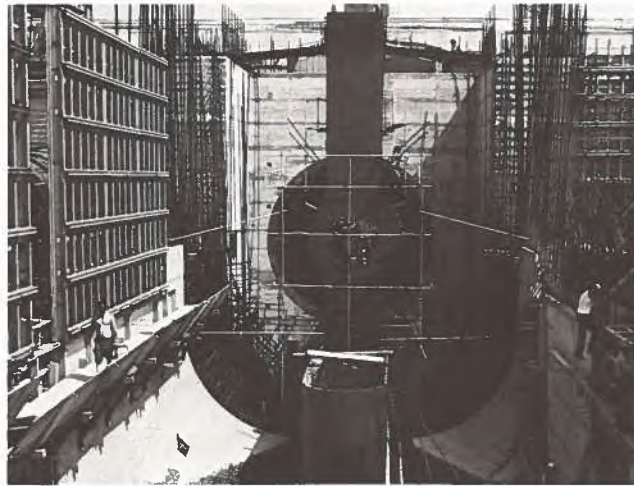
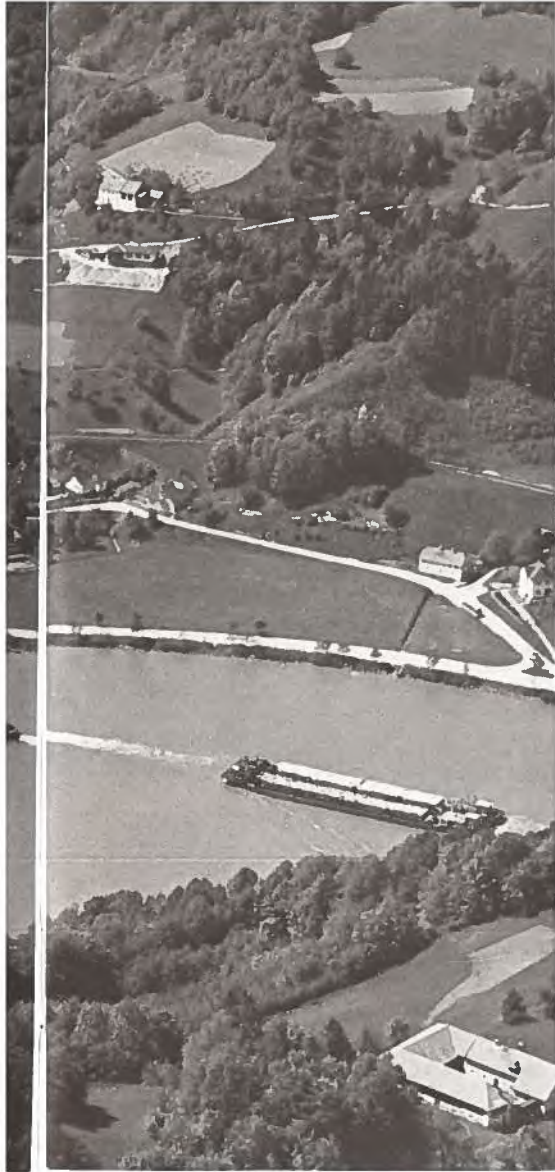
addition, many Austrian firms are interested in negotiating joint ventures, licensing or marketing agreements with their Canadian counterparts, and our post has an active program of promotion in this field.

Austria, a German-speaking country with a population of 7.5 million and an area slightly larger than that of New Brunswick, shares borders with West Germany, Switzerland, Liechtenstein, Italy, Yugoslavia, Hungary and Czechoslovakia. It is a parliamentary democracy with a federal system of government, and is committed to perpetual neutrality.

The Austrian economy is based on private enterprise, but for historical

reasons there is a considerable government involvement in major industries. The oil and steel and part of the non-ferrous metals, electrical and chemical industries are nationalized, and the government owns the largest banks which, in turn, exercise wide-spread control over other industries. Despite this control, nationalized firms in Austria behave in nearly all ways as private firms.

Like Canada, Austria is a trading nation. Austria is a member of the European Free Trade Association and in addition is party to a free trade agreement with the European Economic Community, whereby free trade in manufactured goods is already in



effect, except for certain sensitive products covered by transitional arrangements until 1980, and paper, until 1984. West Germany, Italy and Switzerland rank as Austria's principal trade partners, although in 1978 Eastern Europe as a group took 8 per cent of its exports, and supplied 4 per cent of its imports. A number of trading houses and banks in Vienna specialize in promoting East-West trade, and Vienna is the seat of a number of U.N. organizations as well as OPEC.

While Austria at present enjoys a strong currency, low unemployment, a low inflation rate, and labour peace, this small and open economy has not entirely escaped the problems facing most industrialized nations, and the epithet "an island of tranquility" is probably an exaggeration. In 1977, a strong tide of imports led to large trade and payment deficits, and at the beginning of 1978, the government had to

impose restrictive measures designed to dampen import demand. The Austrian value-added-tax on a number of luxury goods, notably automobiles, furs, jewellery, cameras, cosmetics, hi-fi equipment and pleasure boats, was raised from 18 to 30 per cent. Bank consumer lending for financing imported luxury goods was tightened. Other measures included an import monitoring system for steel and textiles, voluntary restraint agreements with some trading partners, and a stricter application of health and quality standards for imported and domestically-produced canned fruits and vegetables.

These measures appear to have met their objectives, and the Austrian balance of payments now is looking much healthier than a year ago. For the year 1978, total imports were down 1.6 per cent, exports were up 9 per cent and net earnings from tourism and other services improved. The net effect



*Austria's leading manufacturing activities are the production of metals and metal products such as iron and steel. Factories are scattered throughout the countryside, with the heaviest concentration in the Vienna area. Manufacturers tend to stress high quality rather than mass production. Many factories are small or medium-sized. In small workshops throughout Austria, skilled craftsmen produce excellent glassware, jewelry, needlework, porcelain objects, woodcarvings, and other handicrafts.*



was that in 1978 the current balance of payments deficit was cut to less than half, and the country's reserves of foreign exchange increased. So far in 1979, Austria's performance in trade and payments has held steady. Consumer buying, which had slumped last year, has recovered in 1979, especially for consumer durables and motor cars.

The demand for investment goods, however, still remains weak, and the government has endeavoured to strengthen industrial growth through tax concessions, subsidized interest rates and other support measures. In spite of these steps, industrial investment is stagnating. Some Austrian manufacturers, faced with a slack domestic market, have been able to keep their existing plant occupied through exports, which remain buoyant. In many cases, however, this growth in exports could be achieved in the face of a strong Schilling only through reducing prices. As a result, many of the larger state-owned enterprises have been operating at a loss, and recent lay-offs in the camera industry have highlighted the problem. In a recent plebiscite, Austrian voters rejected a proposal to put the country's first atomic power plant into operation, so that capital investment in the atomic energy sector has virtually ceased.

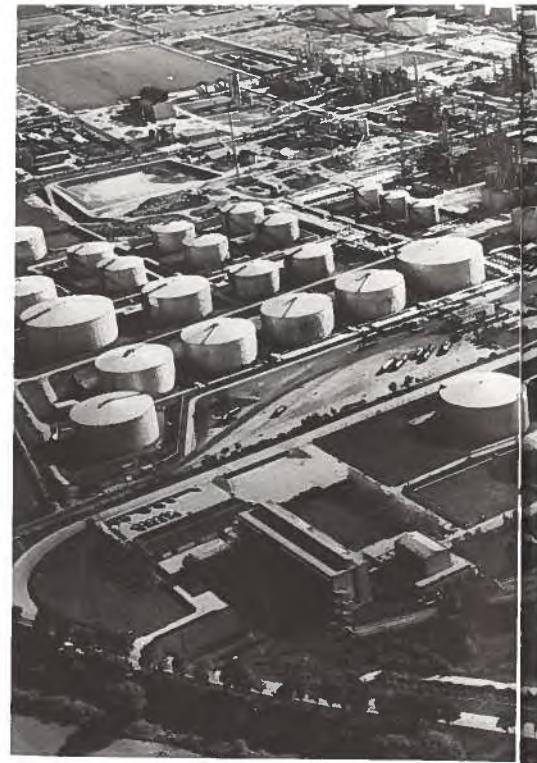
Over the longer term, however, it is hoped that a steady and moderate growth of the Austrian economy, and the gradual increase in real income of the consumer, will ensure continuing growth in domestic demand. And since Austrian industry, while strong in many sectors, cannot produce the entire range of consumer and industrial goods, for a

domestic market of only 7.5 million people, imports will continue to play a significant role.

Austrian-Canadian trade can be estimated in the region of \$60 million per year in each direction although there are wide variances between the trade statistics of the two countries due to different treatments of freight and insurance costs, trans-shipments through third countries, and other factors. A substantial portion of Canadian exports are accounted for by basic materials such as asbestos, chemicals, wood pulp, and ores. However, a variety of other Canadian goods, including many manufactured items, reach the Austrian market, including forestry machinery, pharmaceutical raw materials, specialty food products (blueberries, frozen poultry items), grass and clover seeds, sporting goods, electronic equipment and ophthalmic products. Too, the Canadian Dash-7 aircraft has found a market in Austria with the proposed expansion of the country's internal air services next year. The principal commodities traded between Canada and Austria are shown in the accompanying table.

#### **Some Tips for the Canadian Exporter**

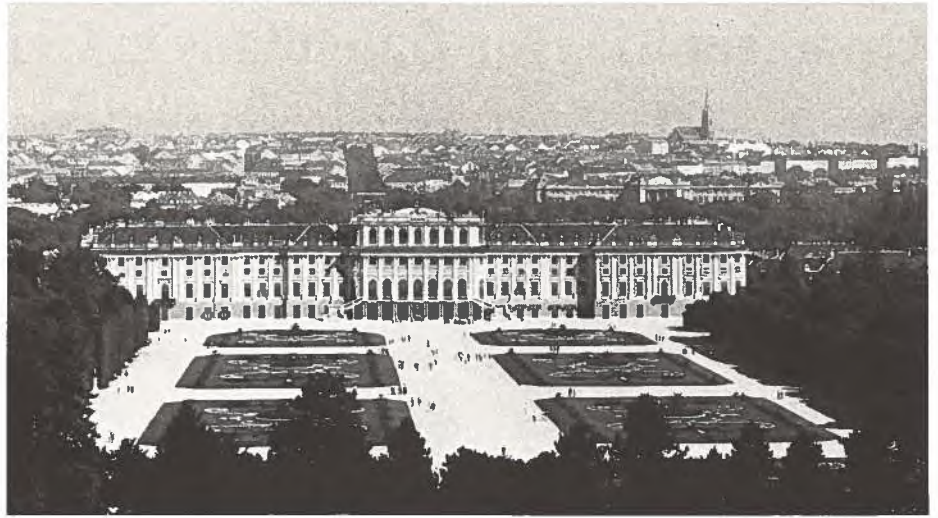
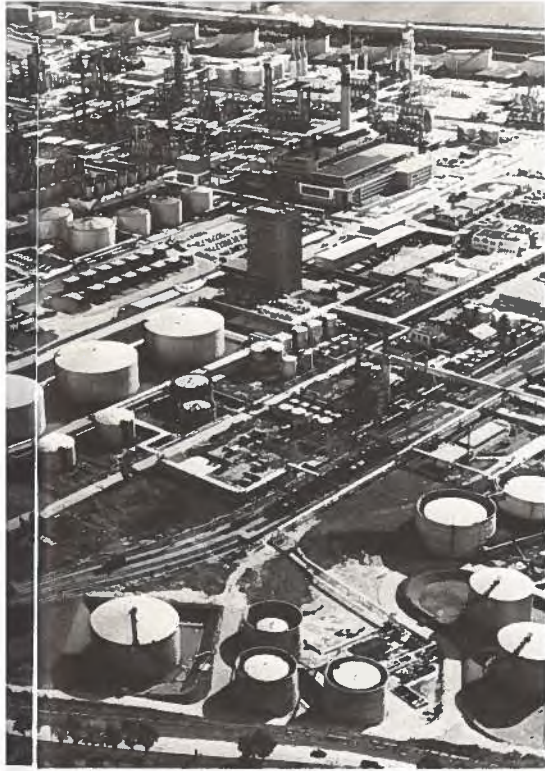
As a first step towards selling in Austria, you should prepare the best possible estimates of your prices. For sea shipments, prices c.i.f. north European ports are sufficient, since Austrian importers can calculate the onward costs to Austria. For air shipments, prices c.i.f. Vienna airport are recommended. Canadian forwarding agents or airline representatives can help in this. If you are



unable to quote c.i.f. prices, many Austrian agents and importers will not take your offers seriously.

Next, you should consult the Commercial Division of the Canadian Embassy in Vienna. Please supply the basic facts about your company, your product and its uses (include product brochures), type of customer, past experience in this market, names of any present agents or sales outlets in the European region, and c.i.f. prices. Armed with this information, we can obtain a good assessment of your prospects through contacting the trade, and can also advise you about duty rates, consumer preferences, competition, import/export statistics, etc.

If prospects are favourable, you should consider visiting Austria. Through the Program for Export Market Development, the Department of Industry, Trade and Commerce may help defray the costs, or you may be able to join one of the trade missions sponsored by provincial governments. In most cases, your visit to Austria can be combined with visits to neighbouring markets. Give as much notice as possible, and staff will help to set up your program of appointments. Don't forget to bring adequate literature, samples, price and delivery information.



Whenever prospective sales volume warrants it, appointment of a separate agent for Austria is recommended. However, if the potential sales volume for your product in Austria is small, the best approach may be to appoint a European distributor in one of the larger markets such as Germany. This distributor could import your product in container loads, and sub-supply the smaller Austrian market.

Canadian exporters to Austria would do well to bear in mind that, being further away than European suppliers, they have to try harder than the competition. The Austrian importer is accustomed to buying from exporters in nearby European countries, who can supply technical advice by telephone, and deliver spare parts within a day or so. To build up customer confidence, the Canadian exporter should strive to answer all inquiries quickly, meet delivery promises, quote c.i.f. prices based on container loads or other suitable units, prepare German-language brochures when appropriate, and ensure adequate after-sales-service, and continuity of supply. With this customer-oriented approach, the problem of distance can be overcome.

**Where direct sales of a Canadian product appear unlikely, the Canadian exporter should consider licensing arrangements with Austrian manufacturers. Such exchanges of technology can often benefit both parties.**

**Principal Commodities in Canada — Austria Trade  
1978 — \$'000  
(based on Stats Canada Data)**

Canadian Exports		Canadian Imports	
Asbestos	4,175	Motor vehicles engines	21,730
Synthetic rubber	3,013	Sports equipment	8,477
Forestry equipment	1,490	Plastics machinery	4,209
Office machines	1,259	Other motor vehicles	3,688
Medical supplies	1,023	Footwear	3,441
Special motor vehicles	986	Medical supplies	3,208
Wood pulp	974	Cheese	1,789
Ores	801	Wine	1,714
Pharmaceuticals	614	Engine parts	1,710
Veneer	494	Hardware	1,627
Chemicals	469	Chemicals	1,382
Sporting equipment	422	Steel products	1,297
Telecommunications eqpt.	407	Household goods	1,226
Textile fibres	372	Textiles	1,029
Motor vehicle parts	305	Outerwear	961

# Opportunities for Canadians in Central America

**R.R.M. Logie, Counsellor (Commercial) and Consul in San Jose, takes a look at two markets in this promising area — Panama and Costa Rica.**

***Panama — major development projects, like the Cerro Colorado copper mines, and textiles, food products, electrical equipment and consumer goods offer excellent export prospects for Canadians.***

Of the six nations in the Central American isthmus, Panama has proven to be the best market for Canadian exports over the past four years. Although its population is less than two million, Panama enjoys a very high level of imports per capita, and its economy traditionally is more service oriented than its neighbours. It is not a member of the Central American Common Market, and consequently its tariff structure has made it particularly open to consumer goods and food products from Canada. English is spoken widely in Panama, three Canadian banks have active offices there, and the convenience of Panama City's new Tocumen International Airport, a major gateway between North and South America, makes it an easy stop-over for Canadian business visitors.

## **Canada in Panama**

At the moment, Canada enjoys high visibility in Panama, as Panamanian officials are studying whether to proceed with the mammoth \$1.6 billion Cerro Colorado copper mine project. Under the current financing plan, Canada's Export Development Corporation (EDC) would provide about \$1 billion to be used for the purchase of Canadian consulting services, contracting, machinery, equipment and supplies for an open pit mine, a concentrator, and a smelter to produce 180,000 tons of blister copper per year. The Panamanian decision is expected this summer. Canadian companies interested in the project should write to Dr. Phil Bush, Project Manager, Texas-gulf Inc., High Ridge Park, Stamford, Conn. U.S.A. 06904.

Besides the Cerro Colorado project, Canadian groups are currently executing two other multi-million dollar projects in Panama, and actively negotiating on at least three others. The year 1979 marks a period of transition for Panama that will affect the future market for projects. Major elements in this transition are the implementation of the Panama Canal Treaty; the installation of a new civilian government in October 1978 following the ten-year regime of General Omar Torrijos; a consolidation of the country's financial

position; and the preparation of a development plan for the 1980's.

This development plan will spell out future priorities, building from the current nature of Panama's economy which, traditionally, is more oriented towards services and less towards industry and agriculture than its neighbours. The Panama Canal Zone, which splits the country in two, has exerted an important influence on the country's economy and mentality. The port cities of Panama and Colon that hug the Canal Zone account for 48 per cent of the population and 45 per cent of the national income. Much business is generated by Services to the Canal Zone and the activities of the world's second largest duty free zone at Colon. The some 320 firms established in the Colon Free Zone import bulk products mostly from the Orient and the U.S., which they process or repackage for distribution to Latin America, the U.S. and Panama.

Panama's per capita income at U.S. \$1260 is one of the highest in Latin America. However, over the past four years, growth in real GDP has stagnated at just over 1 per cent per year. There are some indications that with the signing of the Panama Canal Treaty, the economy will get a timely boost, in part from a \$60 million annual increase in Canal fees payable to Panama; from

a five-year package of U.S. aid amounting to \$200 million; and from the anticipated integration of certain Canal Zone lands into Panama (beginning October 1979) and their ensuing commercial development.

Panama's exports are heavily service-oriented. In 1977, exports of goods amounted to about \$380 million, led by petroleum products (mostly bunkering of Canal ships), bananas, sugar and shrimp.

Service exports were more than twice as high as merchandise exports at \$814 million. A favourable balance on service transactions (mainly with the Canal Zone, the Colon Free Zone and Tourism) helped to make up the deficit on merchandise trade.

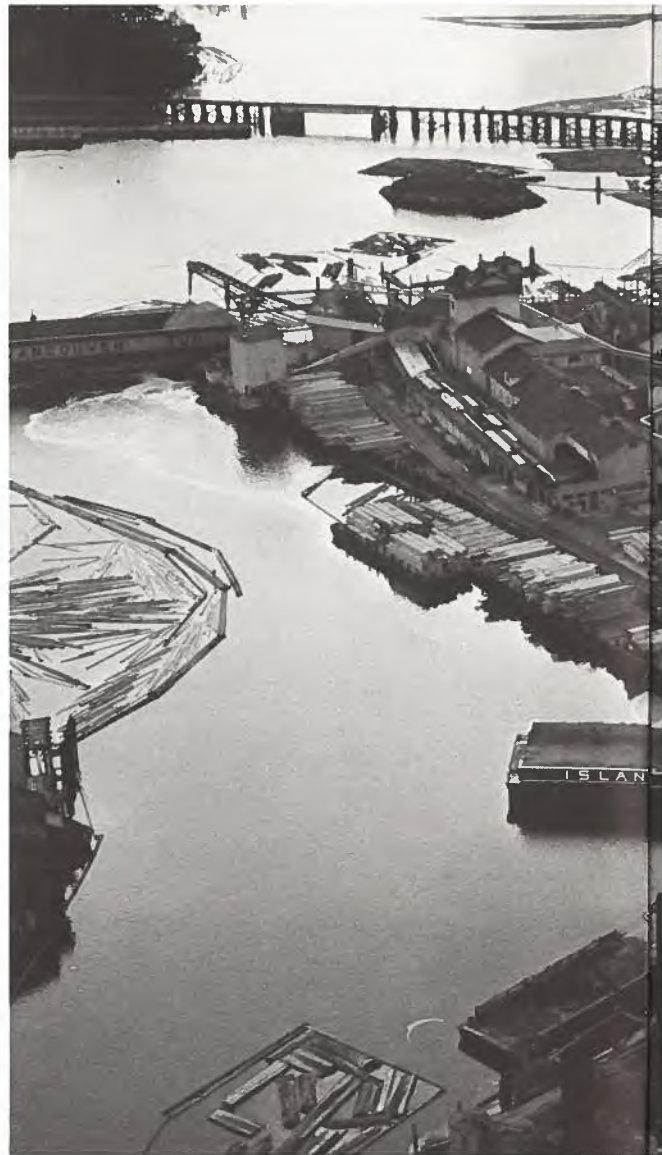
Panama's 1977 imports per capita amounted to U.S. \$480, a level second only to Venezuela in Latin America. Imports represented about 35 per cent of the country's GDP, with a slight decline in 1977. Import stagnation was due to the slackness of the domestic economy, a result of continued depressed private investment levels, the completion of major import-intensive public sector projects, and the adjustment carried out in the public sector generally. However, imports of food products increased.

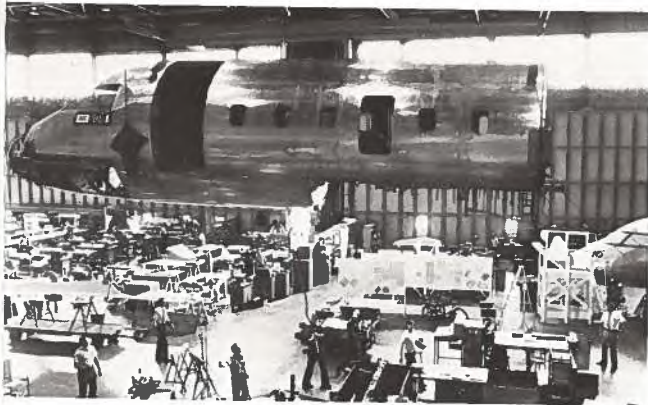
The U.S. is the principal trading partner, accounting for 50 per cent of Panama's exports and 30 per cent of imports. West Germany, Venezuela, Japan, and the Central American countries are other significant partners. Panama's imports from Canada rose about 5 per cent in 1978 to \$20 million. Canada's exports included meat, milk powder, grocery products, steel, paperboard, pulp, textile fabrics, pharmaceutical products, a sugar cane processor, aircraft engines and parts, and a variety of apparel and consumer goods. Best prospects for the future aside from major products lie in textile fabrics, food products, electrical equipment, and consumer goods.

Faced with the slump in private

# Canada's Trade Commissioners and Commercial Officers







*The Trade Commissioner Service of the Department of Industry, Trade and Commerce is playing an increasingly important role in Canada's participation in the world market place. As Canadian involvement in international trade grows, the responsibilities of our Trade Commissioners are becoming more and more varied and complex.*

*They serve Canadian businessmen as export marketing consultants, encourage them to seek business abroad, help to find agents, and aid Canadian exporters effectively by having a knowledge of the local social and cultural environment, business practices and key business personalities.*

*Businessmen are urged to take advantage of the personalized government service available at our 89 posts around the world and the 11 Regional Offices in Canada to get advice on how to bring Canadian goods and services to the attention of potential users.*

# Canada's Trade Commissioners and Commercial Officers

## ALGERIA

**Commercial Division  
Canadian Embassy  
27 bis, rue d'Anjou  
Hydra**

*(Mailing Address:  
C.P. 225, Alger Gare)  
Algiers, Algeria  
Phone: 60-66-11  
Telex: (Area code 408) 52036  
(CANAD ALGER)*

J.L.N. Villeneuve  
Counsellor (Commercial)

C. Francoeur  
First Secretary (Commercial)

R. Merifield  
Third Secretary (Commercial)

A. Ladjal  
Commercial Officer

D. Khellef  
Commercial Officer

## ARAB REPUBLIC OF EGYPT

**Commercial Division  
Canadian Embassy  
6 Sharia Mohamed Fahmi el Sayed  
Garden City**

*(Mailing Address:  
Kasr el Doubara Post Office)  
Cairo, Arab Republic of Egypt  
Cable: CANADIAN  
Phone: 23110  
Telex: (Area code 91) 2677 (CANCAR  
UN)  
Territory: Libya, Sudan*

L.T. Dickenson  
Counsellor (Commercial)

G.P. Scott  
First Secretary (Commercial)

B. Picard  
Third Secretary (Commercial)

L.M. Tobia  
Commercial Officer

## ARGENTINA

**Commercial Division  
Canadian Embassy  
Casilla de Correo 3898  
Suipacha 1111  
Buenos Aires, Argentina**

*Cable: CANADIAN  
Phone: 32-9081 to 88  
Telex: (Area code 33) 21383  
(121383 CANAD AR)  
Territory: Paraguay, Uruguay,  
Falkland Islands*

J.E. Kepper  
Counsellor (Commercial)

K.A. Hewlet (Ms.)  
Second Secretary (Commercial)

C. Hoic  
Commercial Officer

W.L.B. Perkins  
Commercial Officer

H. Glansdorp  
Commercial Officer

## AUSTRALIA SYDNEY

**Canadian Consulate General  
A.M.P. Centre, 8th Floor  
50 Bridge Street  
Sydney, N.S.W. 2000, Australia**

*Cable: CANADIAN  
Phone: 231-6522  
Telex: (Area code 71) 20600  
(CANGOV AA 20600)  
Territory: States of New South Wales  
and Queensland, Capital Territory,  
Northern Territory, Papua New Guinea,  
Solomon Islands, Nauru*

M.B. Blackwood  
Consul General

J.D. Welsh  
Consul (Commercial)

T.W. Colfer  
Consul (Commercial)

M.A. Fine  
Third Secretary (Commercial)

G. Adams  
Commercial Officer

A.M. Casey  
Commercial Officer

## MELBOURNE

**Canadian Consulate General  
Princes Gate East Tower, 17th Floor  
151 Flinders Street  
Melbourne 3000, Australia**

*Phone: 63-8431  
Telex: (Area code 71) 30501  
(CANGOV AA30501)  
Territory: States of Victoria, South  
Australia, Western Australia, Tasmania*

B.A. Gagosz  
Consul General

J.N. Grantham  
Consul (Commercial)

H. Weissenberger  
Vice Consul (Commercial)

L.B. Stryker  
Commercial Officer

R.W. Haggert  
Commercial Officer

## CANBERRA\*

**Commercial Division  
Canadian High Commission  
Commonwealth Avenue  
Canberra ACT 2600, Australia**

*Cable: DOMCAN  
Phone: 73-3844  
Telex: (Area code 71) 62017  
(DOMCAN AA62017)*

\*The Canberra Office handles only those trade inquiries that require liaison with federal government departments and agencies

C.D. Miller  
Counsellor (Commercial)

J.Y. Tremblay  
First Secretary  
(Metals, Minerals & Energy)

G.A. McGregor  
Second Secretary (Commercial)

## AUSTRIA

**Commercial Division  
Canadian Embassy  
Luegerring 10**

*1010 Vienna, Austria  
Cable: CANADIAN  
Phone: 63-36-91, 63-66-26  
Telex: (Area code 47) 75320  
(DOMCAN A)  
Territory: Albania*

R.R. Parlour  
Counsellor (Commercial)

L.N. Decrinis  
Commercial Officer

R.J. Rossi  
Commercial Officer

## BELGIUM

**Commercial Division  
Canadian Embassy  
rue de Loxum, 6  
B-1000 Brussels, Belgium**

*Cable: CANADIAN  
Phone: 513.79.40 (Area code 2)  
Telex: (Area code 46) 21613  
(DOMCAN B)  
Territory: Luxembourg*

J.N.R. Ferland  
First Secretary (Commercial)

D.S. Shaw  
Counsellor (Forest Products)

S.A. Burdon  
Second Secretary

R. Spruyt  
Commercial Officer

R. Lejeune  
Commercial Officer

F. Keymolen  
Commercial Officer

**BRAZIL**  
**BRASILIA**

**Commercial Division**  
**Canadian Embassy**  
**Caixa Postal 07 0961**  
**SES-Av. das Nações, lote 16**  
**70.000 Brasília, D.F., Brazil**  
*Cable:* CANADIAN  
*Phone:* Brasilia 233-7515  
*Telex:* (Area code 38) 611296  
(611296 ECAN BR)  
*Territory:* Central West, Northeast and  
Amazon Basin, Minas Gerais

J.C. Bradford  
Counsellor (Commercial)

C. Tremblay (Ms.)  
First Secretary (Commercial)

G. Vaughn  
Commercial Officer

**RIO DE JANEIRO**

**Canadian Consulate**  
**Caixa Postal 2164.ZC.00**  
**Edifício Metropole**  
**Avenida Presidente Wilson,**  
**165/6o andar**  
**20.000 Rio de Janeiro — RJ — Brazil**  
*Cable:* CANADIAN  
*Phone:* 242-4140, 242-4146, 242-4147  
242-4148 and 242-4149  
*Telex:* (Area code 38) 2122583  
(ECAN BR)  
*Territory:* States of Rio de Janeiro,  
Espírito Santo and Bahia

M.C. Lemieux  
Consul and Senior Trade Commissioner

M.G. Stinson  
Vice-Consul and Assistant Trade  
Commissioner

J.M. da Costa  
Commercial Officer

D.N. Andrade  
Commercial Officer

**SAO PAULO**

**Canadian Consulate**  
**Caixa Postal 22002**  
**Edifício Top Center**  
**Avenida Paulista, 854, 5o andar\***  
**Sao Paulo, Brazil**  
*Cable:* CANADIAN

*Phone:* 287-2122, 287-2234, 287-2601,  
287-2213, 287-2011  
*Telex:* (Area code 38) 1123230  
(1123230CCAN BR)  
*Territory:* States of Sao Paulo, Parana,  
Santa Catarina, Rio Grande do Sul, and  
Mato Grosso

\*Businessmen are advised to send only  
letters to this address. To ensure  
prompt arrival of parcels of any kind,  
the sender should consult the Sao Paulo  
office first about the best method to use.

V.G. Lotto  
Consul and Senior Trade Commissioner

H. Sarafian  
Consul and Trade Commissioner

M.N. Sills,  
Vice-Consul and Assistant Trade  
Commissioner

H.H.E. Kock  
Commercial Officer

E. Hromada  
Commercial Officer

Christine C. França  
Commercial Officer

**BRITAIN**  
**LONDON**

**Commercial Division**  
**Canadian High Commission**  
**One Grosvenor Square**  
**London, W1X 0AB, England**  
*Cable:* SLEIGHING London  
*Phone:* 629-9492 (Area code 01)  
*Telex:* 261592 (CDALDN G)  
*Territory:* England, Wales, Gibraltar

G.F.G. Hughes  
Minister (Commercial)

R.J.L. Berlet  
Counsellor (Commercial)

Armand Blum  
Counsellor (Agriculture)

J.L. Swanson  
Counsellor (Commercial)

R. Jones  
Counsellor (Metals, Minerals & Energy)

J.W. Hall  
First Secretary (Commercial)

K.G. Whiting  
Second Secretary (Commercial)

L. Boisvert  
Second Secretary (Commercial)

B.M. Fillmore  
Commercial Officer

C.I. Rooke  
Commercial Officer

L.N. Laundry  
Commercial Officer

G.D. Cooper  
Commercial Officer

J.C. Mercer  
Commercial Officer

G.T. Edwards  
Commercial Officer

K.P. Scott  
Commercial Officer

**GLASGOW**

**Canadian Consulate**  
**Ashley House**  
**195 West George Street**  
**Glasgow G22HS, Scotland**  
*Cable:* CANTRACOM  
*Phone:* 248-3026 (Area code 041)  
*Telex:* (Area code 77) 778650  
(CDAGLW G)  
*Territory:* Northern Ireland, Scotland

J.B. McLaren  
Consul and Senior Trade Commissioner

R. Banks  
Commercial Officer

**CHILE**

**Commercial Division**  
**Canadian Embassy**  
**Ahumada 11, 10th Floor (Street Address)**  
**Casilla 771 (Mailing Address)**  
**Santiago, Chile**  
*Cable:* CANADIAN  
*Phone:* 64 189/62256  
*Telex:* (Area code 34) 3520068  
(3520068 DOMCAN)

J.M. Roy  
First Secretary (Commercial)

B. Hood  
Third Secretary (Commercial)

R.A. Riis  
Commercial Officer

**CHINA, PEOPLE'S REPUBLIC OF**

**Commercial Division**  
**Canadian Embassy**  
**10 San Li Tun**  
**Peking, People's Republic of China**  
*Phone:* 521475

A.A. Lomas  
Minister (Commercial)

C. Sarrazin  
First Secretary (Commercial)

P. Lau  
First Secretary (Commercial)

T. Lipman  
Second Secretary (Commercial)

#### **COLOMBIA**

**Commercial Division  
Canadian Embassy  
Apartado Aereo 53531/2  
Calle 58 No. 10-42  
Bogota 2, Colombia**  
Cable: CANADIAN  
Phone: 235-5066/235-5477  
Telex: (Area code 35) 44568 (DMCA CO)  
Territory: Ecuador

P.D. Donohue  
Counsellor (Commercial) & Consul

T.L. Marshall  
First Secretary (Commercial) & Consul

P. Pichette  
Second Secretary (Commercial)

A. Amador  
Commercial Officer

J.L. Vasquez  
Commercial Officer

#### **COSTA RICA**

**Commercial Division  
Canadian Embassy  
Apartado Postal 10303  
6th Floor, Cronos Bldg.,  
Calle 3y Avda Central  
San Jose, Costa Rica**  
Cable: DOMCAN SAN JOSE  
Phone: 230588  
Telex: (Area code 376) 2179 (DOMCAN)  
Territory: Canal Zone, Nicaragua,  
Panama

R.R.M. Logie  
Counsellor (Commercial) & Consul

M. St-Laurent  
Second Secretary (Commercial) & Vice  
Consul

M. Ruiz  
Commercial Officer

#### **CUBA**

**Commercial Division  
Canadian Embassy  
Apartado 6125  
Calle 30 No. 518 esq.  
7a Avenida Miramar  
Havana, Cuba**  
(Send all mail to this address:  
**Commercial Division  
Box 500 (HVA)  
Ottawa, Ontario K1N 8T7**)  
Cable: CANADIAN HAVANA  
Phone: 2-6421/22/23  
Telex: (Area code 28) 511586 (CAN CU)

L.L. Samuel  
First Secretary (Commercial) & Consul

J. Feir  
Second Secretary (Commercial) & Vice  
Consul

A.L. Romaguera  
Commercial Officer

J.L. Callado  
Commercial Officer

#### **CZECHOSLOVAKIA**

**Commercial Division  
Canadian Embassy  
Mickiewiczova 6  
125 33 Prague 6, Czechoslovakia**  
Cable: DOMCAN PRAGUE  
Phone: 326941  
Telex: (Area code 66) 121061 (DMCN C)

D.E.F. Taylor  
Counsellor (Commercial)

M. Hudec  
Commercial Officer

I. Boldova  
Commercial Officer

#### **DENMARK**

**Commercial Division  
Canadian Embassy  
Prinsesse Maries Allé 2  
Copenhagen V, Denmark**  
Cable: CANADIAN  
Phone: (01) 21-36-22/(01) 31-33-06  
Telex: (Area code 55) 27036  
(DMCNC DK)  
Territory: Greenland, Faroe Islands

E.C.H. Shelly  
First Secretary (Commercial)

T.W. Harboe  
Commercial Officer

J.L. Neergaard (Mrs.)  
Commercial Officer

#### **EUROPEAN COMMUNITIES\***

**Mission of Canada to the European  
Communities  
rue de Lozum, 6  
B-1000 Brussels, Belgium**  
Cable: CANADIAN  
Phone: 513-0600  
Telex: (Area code 46) 21613  
(DOMCAN B)  
Territory: European Economic  
Community, European Atomic Energy  
Community, European Coal and Steel  
Community

\*The Mission monitors economic and trade developments in the European Communities in terms of their potential and implications for Canadian interests. The Mission is also involved in development of industrial and economic co-operation between Canada and the EEC.

T.D. McGee  
Counsellor (Metals, Minerals & Energy)

L. Lefebvre  
Counsellor (Agriculture)

D.S. Shaw  
Counsellor (Forest Products)

B. Giroux  
First Secretary

J. Klassen  
First Secretary

B. Côté  
First Secretary

#### **FINLAND**

**Commercial Division  
Canadian Embassy  
Pohjols Esplanadl 25B  
00100 Helsinki 10, Finland**  
(Mailing Address:  
**P.O. Box 779  
00101, Helsinki**)  
Cable: DOMCAN HELSINKI  
Phone: 171141  
Telex: (Area code 5) 121363  
(121363 DMCNH SF)

C.P. McPherson  
Counsellor (Commercial)

K.H. Valjakka  
Commercial Officer

#### **FRANCE**

**Commercial Division  
Canadian Embassy  
35 Avenue Montaigne  
75008 Paris, France**  
Cable: CANADIAN PARIS  
Phone: 225-9955 (Area Code 01)  
Telex: (Area code 42) 280806  
(DOMCAN A PARIS)  
Territory: Andorra, Monaco

J.M.T. Thomas  
Minister (Commercial)

G. Bruneau  
Counsellor (Commercial)

R. Brault  
First Secretary (Commercial)

C.N. Fontaine  
First Secretary (Commercial)

F. Sarrazin (Miss)  
First Secretary (Commercial)

W.W. Ehrlich  
Third Secretary (Commercial)

J. Besnard  
Commercial Officer

J.L. Baron  
Commercial Officer

C. Balas (Miss)  
Commercial Officer

J. Hourdeau  
Commercial Officer

R. Woodhouse  
Commercial Officer

**GERMANY (FRG)**  
**BONN**

**Commercial Division**  
**Canadian Embassy**  
**Friedrich-Wilhelmstrasse 18**  
**53 Bonn, West Germany**  
*Cable:* CANADIAN  
*Phone:* 231061  
*Telex:* (Area code 41) 886421  
(DOMCA D)  
*Territory:* States of Baden-  
Wuerttemberg, Bavaria, Hesse,  
Rhineland-Palatinate, Saar

W.J. Collett  
Minister-Economic (Commercial)

D.S.M. Baker  
Commercial Counsellor

W. Dechant  
Second Secretary (Commercial)

R. Vanderloo  
Second Secretary (Commercial)

J.M. Duval  
Second Secretary (Commercial)

G. Kandulski  
Commercial Officer

K.H. Hueber  
Commercial Officer

**DUESSELDORF**

**Canadian Consulate General**  
**immermannstrasse 3**  
**4 Duesseldorf, West Germany**

*Cable:* CANADIAN  
*Phone:* 353471 (Area code 0211)  
*Telex:* (Area code 85) 87144 (DMCN D)  
*Territory:* State of North Rhine-  
Westphalia

F. Jackman  
Consul General

J.G. Tardif  
Consul

G.M. Kostyrsky  
Consul and Trade Commissioner

E. Herzog (Mrs.)  
Commercial Officer

C. Rosati  
Commercial Officer

**HAMBURG**

**Canadian Consulate General**  
**Esplanade 41-47**  
**2000 Hamburg 36, West Germany**

*Cable:* CANADIAN

*Phone:* 351805

*Telex:* (Area code 41) 215555

(DMCNH D)

*Territory:* City States of Hamburg and  
Bremen; States of Lower Saxony and  
Schleswig-Holstein; West Berlin

H.M. Maddick  
Consul General

O. Von Finckenstein  
Consul

R.N. Miller  
Vice Consul

D. Alberts  
Commercial Officer

W.M. Schefczyk  
Commercial Officer

**GREECE**

**Commercial Division**  
**Canadian Embassy**  
**4 Ioannou Ghennadiou Street**  
**Athens 140, Greece**

*Cable:* CANADIAN ATHENS

*Phone:* 739-511

*Telex:* (Area code 601) 215584  
(215584 DOM GR)

D.T. Wismer  
Counsellor (Commercial)

K.E. Roeske  
Second Secretary (Commercial)

G. Bastounis  
Commercial Officer

C. Swift  
Commercial Officer

**GUATEMALA**

**Commercial Division**  
**Canadian Embassy**  
**Edificio Maya, 5th Floor**  
**Via 5, 4-50, Zone 4**  
**Guatemala City, Guatemala, C.A.**

*Cable:* CANADIAN

*Phone:* 65-497 and 65-393, 31-94-45

31-55-28, 31-55-47

*Telex:* (Area code 37) 5206

(5206 DOMCAN GU)

*Territory:* El Salvador, Honduras

C.E. Rufelds  
Chargé d'Affaires

G. J. Shannon  
Second Secretary (Commercial)  
& Vice Consul

H. Cerezo  
Commercial Officer

C.G. Morel  
Commercial Officer

**HONG KONG**

**Commercial Division**  
**Commission for Canada**  
**14/15 Floors, Aslan House**  
**1 Hennessy Road**  
**P.O. Box 20264**

**Hong Kong, Hong Kong**

*Cable:* CANADIAN

*Phone:* 5-282224, 5-282423

*Telex:* (Area code 802) 73391

(DOMCA HX)

*Territory:* Macao

D.I. Campbell  
Counsellor (Commercial)

R. Bolduc  
First Secretary (Commercial)

B. Yeung  
Commercial Officer

F. Chau  
Commercial Officer

**HUNGARY**

**Commercial Division**  
**Canadian Embassy**  
**Budakeszi ut 55/dP/8**  
**1021 Budapest, Hungary**

*Phone:* 365-728, 365-738,

165-858 and 365-087

*Telex:* (Area code 61) 224588

(CANADA H)

P. Sutherland  
First Secretary (Commercial)

S.B. Gyonyor  
Commercial Officer

**INDIA**

**Commercial Division**  
**Canadian High Commission**  
**P.O. Box 5208**

**Shanti Path**

**Chanakyapuri**

**New Delhi — 110021, India**

*Cable:* CANADIAN

*Phone:* 61-9461

*Telex:* (Area code 81) 312346

(DOMCAN NDI 2346)

*Territory:* Bhutan, Sri Lanka, Nepal,  
Maldives

D. Wright  
Counsellor (Commercial)

R.L. Rose  
First Secretary (Commercial)

S.J. Jorgensen (Mrs)  
Third Secretary (Commercial)

T.V. Subramanian  
Commercial Officer

R.C. Kamo  
Commercial Officer

#### INDONESIA

**Commercial Division  
Canadian Embassy  
5th Floor  
Wisma Metropolitan  
Jl. Jendral Sudirman  
Jakarta, Indonesia  
(Mailing address:  
P.O. Box 52/JKT  
Jakarta, Indonesia)  
Phone: 584417, 584566 and 584631  
Telex: (Area code 73) 44345  
(44345 DMCAN JKT)**

M.C. Spencer  
Counsellor (Commercial)

R.J. Brown  
First Secretary (Commercial)

A. Bouma  
Third Secretary (Commercial)

P. Hutasoit  
Commercial Officer

J.S. Suria  
Commercial Officer

#### IRAN

**Commercial Division  
Canadian Embassy  
Avenue Darya-e-Noor, No. 57  
Takht-e-Tavoors  
Tehran, Iran  
(All Mail to: P.O. Box 1610  
Tehran, Iran)  
Cable: CANTRACOM  
Phone: 623310, 623549, 622975  
Telex: (Area code 88) 212337  
(212337 MCANIR)**

J.G. Kneale  
First Secretary (Commercial)

H. Ghotb  
Commercial Officer

#### IRAQ

**Commercial Division  
Canadian Embassy  
P.O. Box 323  
Central Post Office  
Baghdad, Iraq  
(Embassy located in the suburb of Al-  
Mansour)  
Cable: DOMCAN BAGHDAD  
Phone: (Area code 01) 5521459  
Telex: (Area code 491) 2486  
(DOMCAN IK)**

R.B. Gourlay  
Counsellor (Commercial)

L.R. MacKay  
Counsellor (Commercial)

A. Wajdi  
Commercial Officer

#### IRELAND

**Commercial Division  
Canadian Embassy  
65/68 St. Stephen's Green  
Dublin 2, Ireland  
Cable: DOMCAN  
Phone: (Area code 01) 781-988  
Telex: (Area code 500) 5488 (DMCN EI)**

J.J. McKennirey  
Counsellor (Commercial)

J. Sullivan  
Commercial Officer

#### ISRAEL

**Commercial Division  
Canadian Embassy  
220 Hayarkon Street  
Tel Aviv, Israel  
Cable: CANADIAN  
Phone: 228122  
Telex: (Area code 606) 341293  
(241393 CANAD IL)  
Territory: Cyprus**

A.L. Lyons  
Counsellor (Commercial)

B. Fynne  
Commercial Officer

S. Kalb (Miss)  
Commercial Officer

#### ITALY

ROME

**Commercial Division  
Canadian Embassy  
Via G.B. de Rossi 27  
00161 Rome, Italy  
Cable: CANADIAN  
Phone: (Area code 6) 864-327/855-341  
Telex: (Area code 43) 610056  
(DOMCAN I)  
Territory: Provinces of Toscana,  
Marche, Umbria, Lazio, Abruzzi-Molise,  
Puglia, Campania, Basilicata, Calabria,  
Sicilia, Sardegna.  
Other countries: Malta**

S.G. Harris  
Minister (Economic/Commercial)

K.R. Higham  
Counsellor (Commercial/Agriculture)

W.D. Staples  
Counsellor (Commercial)

C.C. Charland  
Second Secretary (Commercial)

G. DeLuca  
Commercial Officer

M.J. McDermott  
Commercial Officer

#### MILAN

**Canadian Consulate General  
Via Vittor Pisani 19  
20124 Milan, Italy  
Cable: CANTRACOM  
Phone: 652-600/657-0451  
Telex: (Area code 43) 310368  
(310368 CANCON I)  
Territory: Provinces of Emilia-  
Romagna, Lombardia, Piemonte,  
Trentino-Alto Adige, Veneto, Liguria,  
Trieste, Val d'Aosta, Friuli-Venezia  
Giulia**

C.J. Van Tighem  
Consul General

O.A. Sulzenko  
Consul & Senior Trade Commissioner

D.G. Summers  
Consul and Trade Commissioner

U. Boschetti  
Commercial Officer

W.H. Skouse  
Commercial Officer

A. Todesco  
Commercial Officer

#### IVORY COAST

**Commercial Division  
Canadian Embassy  
P.O. Box 4104  
Le Général Building  
Cor. Avenue du Commerce et  
Bottreau-Roussel Plateau  
Abidjan 01, Ivory Coast  
Cable: DOMCAN ABIDJAN  
Phone: 32-20-09  
Telex: (Area code 983) 3593  
(DOMCAN ABIDJAN)  
Territory: Liberia, Mali, Niger, Upper  
Volta, Togo, The People's Republic of  
Benin**

R. Goulet  
First Secretary (Commercial)

J. Prévost  
Third Secretary (Commercial)

#### JAMAICA

**Commercial Division  
Canadian High Commission  
P.O. Box 1500,  
Royal Bank Building  
30-36 Knutsford Boulevard  
Kingston 10, Jamaica**

*Cable:* CANADIAN  
*Phone:* 92-61500/92-61509  
*Telex:* (Area code 291) 2130  
(2130 BEAVER JA)  
*Territory:* Bahamas, Belize, Cayman Islands, Turks and Caicos Islands

O.W. Bennett  
Counsellor (Commercial)

L. Chong  
Commercial Officer

## **JAPAN**

**Commercial Division  
Embassy of Canada  
3-38 Akasaka 7 — Chome, Minato-ku  
Tokyo 107, Japan**  
*Cable:* CANADIAN  
*Phone:* 408-2101/8  
*Telex:* (Area code 72) 22218  
(DOMCAN J22218)  
*Territory:* Guam

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and Fisheries)

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R. Yamaoka  
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Commercial Officer

N. Takazoe  
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**Commercial Division  
Canadian High Commission  
P.O. Box 43778  
Nairobi, Kenya**  
*SITUATED IN:*  
**Comcraft House  
Halle Selassie Avenue**  
*Cable:* DOMCAN NAIROBI  
*Phone:* 334033  
*Telex:* (Area code 987) 22198  
(DOMCAN)  
*Territory:* Comoro Islands, Djibouti,  
Ethiopia, Tanzania, Uganda, Democra-  
tic Republic of Madagascar, Mauritius,  
Réunion, Seychelles

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N. Kalisch  
Second Secretary (Commercial)

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Commercial Officer

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**Commercial Division  
Canadian Embassy  
9th Floor, Hankook Ilbo Building  
(Mailing Address:  
C.P.O. Box 6299)  
Seoul 100, Republic of Korea**  
*Cable:* CANADA SEOUL  
*Phone:* 73-0182/4  
*Telex:* (Area code 801) 27425  
(CANADA K27425)

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W.W. Johnston  
Second Secretary (Commercial)

J. Mundy  
Third Secretary (Commercial) & Vice  
Consul

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Commercial Officer

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**Commercial Division  
Canadian Embassy  
Plot 1,  
28 Quaraish  
Nuzha**  
*(Mailing Address:*

**P.O. Box 25281)**

**Safat, Kuwait**

*Phone:* 51.14.51/55.57.54  
*Telex:* (Area code 496) MCAN 3549 KT  
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Farouk Qutub  
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Canadian Embassy  
Sabbag Centre  
Hamra Street  
Belrut, Lebanon**  
*Phone:* 350665, 352196  
*Telex:* (Area code 494) 20652  
(DOMCAN 20652LE)  
*Territory:* Jordan, Syria

J.S. Marrow  
Commercial Officer

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**Commercial Division  
Canadian High Commission  
P.O. Box 990  
A.I.A. Building, Ampang Road  
Kuala Lumpur, Malaysia**  
*Cable:* DOMCAN  
*Phone:* 89722/5 and 89795  
*Telex:* (Area code 84) 30269  
(DOMCAN MA 30269)

R. Frenette  
Counsellor (Commercial)

B. Adam  
Second Secretary (Commercial)

B. Chee  
Commercial Officer

## **MEXICO**

**Commercial Division  
Canadian Embassy  
Apartado Postal 5-364  
Melchor Ocampo 463, 7th Floor  
Mexico 5, D.F., Mexico**  
*Cable:* CANADIAN  
*Phone:* 533-0610 (Area code 905)  
*Telex:* (Area code 22) 1771191  
(DMCNME)

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Commercial Officer

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**Commercial Division  
Canadian Embassy  
13, Bis Rue Jaafar es Sadq,  
(Mailing Address:  
B.P. 709)  
Rabat-Agdai, Morocco  
Phone: 713-75/76/77  
Telex: (Area code 407) 31964M  
(CDARABAT 31964MO)**

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Counsellor (Commercial)

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Commercial Officer

## NETHERLANDS

**Commercial Division  
Canadian Embassy  
Sophtalaan 7  
The Hague, Netherlands  
Cable: CANADIAN  
Phone: 61-41-11 (Area code 070)  
Telex: (Area code 44) 31270  
(31270 DMCN NL)**

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E.J. Stephenson-Howarth (Mrs.)  
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Commercial Officer

F.W. Zechner  
Commercial Officer

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**Commercial Division  
Canadian High Commission  
P.O. Box 12-049 Wellington North  
iCi Building, 3rd Floor  
Moiesworth Street  
Wellington, New Zealand  
Cable: DOMCAN Wellington  
Phone: 739577  
Telex: (Area code 74) 3577  
(DOMCAN NZ3577)  
Territory: Cook Islands, Gilbert Islands,  
Tonga, Western Samoa, Fiji, New  
Caledonia, New Hebrides, Tuvalo, Niue,  
French Polynesia**

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Commercial Officer

## NIGERIA

**Commercial Division  
Canadian High Commission  
P.O. Box 851  
New Niger House  
1/5 Odunlami Street  
Lagos, Nigeria  
Cable: CANADIAN  
Phone: 653-630/1/2/3/4  
Telex: (Area code 905) 21275  
(21275 DOMCAN NG)  
Territory: Ghana, Sierra Leone, Angola**

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H. Chan  
Second Secretary (Commercial)

M. Romoff  
Second Secretary (Commercial)

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**Delegation of Canada to the North  
Atlantic Council  
1110 Brussels, Belgium  
Cable: CANDEL BRUSSELS  
Phone: 215-88-53**

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Counsellor (Defence Production)

R.J. Rushka  
Counsellor (Defence Production)

## NORWAY

**Commercial Division  
Canadian Embassy  
Postuttak  
Oslo 1, Norway  
Cable: CANADIAN  
Phone: (Area code 2) 46.69.55  
Telex: (Area code 56) 11880  
(11880 DOMCAN)  
Territory: Iceland**

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Counsellor (Commercial) and Consul

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Commercial Officer

B. Just Hanssen  
Commercial Officer

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**Commercial Division  
Canadian Embassy  
P.O. Box 1042  
Diplomatic Enclave  
Ramna 5  
Islamabad, Pakistan  
Cable: CANADIAN**

Phone: 21101-04  
Telex: (Area code 82) 82700  
(5700 DOMCAN PK)  
Territory: Afghanistan

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First Secretary (Commercial)

M.H. Jafri  
Commercial Officer

M.Y. Farooqi  
Commercial Officer

## PERU

**Commercial Division  
Canadian Embassy  
Libertad 130, Miraflores  
Casilla 1212  
Lima, Peru  
Cable: CANADIAN  
Phone: 463890  
Telex: (Area code 36) 25323  
(25323 PU DOMCAN)  
Territory: Bolivia**

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Counsellor (Commercial)

H. McNairnay  
Second Secretary (Commercial) &  
Vice Consul

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Commercial Officer

L. de La Torre  
Commercial Officer

## PHILIPPINES

**Commercial Division  
Canadian Embassy  
P.O. Box 971, Commercial Centre  
Makati, Metro Manila 3117, Philippines  
Cable: CANADIAN  
Phone: 87-65-36 or 87-78-46  
Telex: (Area code 75) 63676  
(63676 DOMCAN PN)**

C.S. Russel  
First Secretary (Commercial)

G. Jones  
Second Secretary (Commercial)

D. Dix  
Third Secretary (Commercial)

R.M. Garcia  
Senior Commercial Officer

V.O. Carino  
Commercial Officer

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**Commercial Division  
Canadian Embassy  
Matejki 1/5  
Srodmiestec  
Warsaw, Poland**

*Cable:* DOMCAN WARSAW  
*Phone:* 29-80-51  
*Telex:* (Area code 63) 813424  
(813424 CANAPL)  
*Territory:* German Democratic Republic

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H.J. Himmelsbach  
Second Secretary (Commercial)

J. Moch  
Commercial Officer

W. Polak  
Commercial Officer

#### PORTUGAL

**Commercial Division  
Canadian Embassy  
Rua Rosa Araujo, 2  
Seventh Floor  
Lisbon 2, Portugal**  
*Cable:* CANADIAN  
*Phone:* 56-25-49  
*Telex:* (Area code 404) 12377  
(DOMCAN P)  
*Territory:* Azores, Madeira

R.J.G. Ledoux  
First Secretary (Commercial) & Consul

M.J.D. Lima  
Commercial Officer

#### ROMANIA

**Commercial Division  
Canadian Embassy  
36 Str. N. Iorga  
C.P. 2966  
Oficiul Postal No. 22  
Bucharest, Romania**  
*Phone:* 50-63-30/50-59-56  
*Telex:* (Area code 651) 10690  
(CANADR)

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First Secretary (Commercial)

V. Costea  
Commercial Officer

#### SAUDI ARABIA

**Commercial Division  
Canadian Embassy  
King Abdul Aziz Street  
Queen's Building — 6th Floor  
P.O. Box 5050  
Jeddah, Saudi Arabia**  
*Cable:* DOMCAN JEDDAH  
*Phone:* 34597/8  
*Telex:* 401060 DOMCAN SJ  
*Territory:* Arab Republic of Yemen,  
People's Democratic Republic of  
Yemen, Somali Democratic Republic

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Minister-Counsellor (Commercial)

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First Secretary (Commercial)

J.M. Dessert  
Second Secretary (Commercial)

#### SENEGAL

**Commercial Division  
Canadian Embassy  
45, av. de la République  
P.O. Box 3373  
Dakar, Senegal**  
*Cable:* DOMCAN DAKAR  
*Phone:* 20270  
*Telex:* 632 (DOMCAN SG)  
*Territory:* Gambia, Guinea, Guinea-  
Bissau, Mauritania, Cape Verde Islands

R.B. Noble  
Second Secretary (Commercial)

#### SINGAPORE

**Commercial Division  
Canadian High Commission  
P.O. Box 845  
Faber House, 7 & 8th Floors  
230/236 Orchard Road  
Singapore 9, Singapore**  
*Cable:* CANADIAN  
*Phone:* 37-1322  
*Telex:* (Area code 87) 21277  
(DOMCAN RS21277)  
*Territory:* Brunei

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Counsellor (Commercial)

W.H.C. Chia  
Commercial Officer

R. Oh  
Commercial Officer

#### SOUTH AFRICA

**Canadian Embassy  
Nedbank Plaza  
Corner of Church and Beatrix  
Arcadia, Pretoria 0083, South Africa**  
*Mailing Address:*  
**P.O. Box 26006  
Arcadia, Pretoria 0007**  
*Cable:* CANDOM PRETORIA  
*Phone:* 487062-3-4  
*Telex:* 3720 (3-720 SA)  
*Territory:* Botswana, Lesotho, Swazi-  
land, St. Helena

W. Smith  
Commercial Officer

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**Commercial Division  
Canadian Embassy  
Apartado 117  
35, Nunez de Balboa  
Madrid, Spain**  
*Cable:* CANADIAN MADRID  
*Phone:* 225-9119  
*Telex:* (Area code 52) 27347  
(27347 DOMCAN E)

*Territory:* Provinces outside the  
peninsula — Balearic Islands, Canary  
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E.G. Jones  
First Secretary (Commercial)

M.F. Crawcour  
Commercial Officer

A. Herrero  
Commercial Officer

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**Commercial Division  
Canadian Embassy  
P.O. Box 16129  
S-103 23 Stockholm 16, Sweden**  
*Cable:* CANADIAN  
*Phone:* 23-79-20 (Area code 08)  
*Telex:* (Area code 54) 10687  
(10687 DOMCAN S)

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Commercial Officer

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**Commercial Division  
Canadian Embassy  
Kirchenfeldstrasse 88  
3005 Berne, Switzerland**  
*Cable:* CANADIAN BERNE  
*Phone:* 44-63-81  
*Telex:* (Area code 45) 32489  
(DMCNB CH)  
*Territory:* Liechtenstein

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M. Meister  
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**Commercial Division  
Canadian Embassy  
P.O. Box 2090  
The Boonmitr Building, 11th Floor  
138 Silom Road**

**Bangkok, Thailand***Phone:* 234-1561/8*Telex:* (Area code 86) 2671

(DOMCAN TH2671)

*Territory:* Laos, Kampachea, Burma, Bangladesh, Socialist Republic of Vietnam

J.H. Lang

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T. Thaiprasithiporn

Commercial Officer

**TRINIDAD AND TOBAGO****Commercial Division****Canadian High Commission****P.O. Box 1246****Huggins Building****72 South Quay****Port-of-Spain, Trinidad***Cable:* DOMCAN PORT OF SPAIN*Phone:* 62-34787, 62-37254-8*Telex:* (Area code 294) 226

(226 DOMCAN WG)

*Territory:* Barbados, French Guyana, Guadeloupe, Guyana, Haiti, Martinique, St. Martin, Surinam, The Leeward and Windward Islands (Antigua, St. Kitts-Nevis-Anguilla, Montserrat, Dominica, St. Lucia, St. Vincent, Grenada)

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Second Secretary (Commercial)

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R. Tiwari

Commercial Officer

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W.A. McKenzie

First Secretary (Commercial)

**TURKEY****Commercial Division****Canadian Embassy****Nenehatun Caddesi 75****Gaziosmanpasa, Ankara, Turkey***Cable:* DOMCAN ANKARA*Phone:* 27-58-03; 04; 05*Telex:* (Area code 607) 42369

(DCAN TR)

R.C. Brown

Counsellor (Commercial)

B.C. Boyacigil

Commercial Officer

**UNION OF SOVIET SOCIALIST REPUBLICS****Commercial Division****Canadian Embassy****23 Starokonyushenny Pereulok****Moscow, U.S.S.R.***Cable:* CANAD MOSCOW*Phone:* 241-90-34*Telex:* (Area code 64) 7401

(7401 DOMCAN SU)

*Territory:* Mongolia

M.R. Bell

Minister (Commercial)

R.B. Johnson

First Secretary (Commercial)

S. Doyon

Second Secretary (Commercial)

V. Selivanov

Commercial Officer

L. Davydova (Mrs.)

Commercial Officer

**UNITED NATIONS****Permanent Mission of Canada to the United Nations****866 United Nations Plaza****Suite 250****New York, N.Y. 10017***Cable:* CANINUN NYK*Phone:* 751-5600 (Area Code 212)*Telex:* 00126228 (CANINUN NYK)

W.D. Hutton

First Secretary

**UNITED STATES****WASHINGTON****Commercial Division****Canadian Embassy****1746 Massachusetts Ave. N.W.****Washington, D.C. 20036***Cable:* CANADIAN*Phone:* 785-1400 (Area Code 202)

483-5505 (Defence Production)

*Telex:* 0089664 (DOMCAN A WSH)*Territory:* U.S. Government and agencies; International organizations with headquarters in Washington. All other trade promotion inquiries relating to the Washington, D.C. area should be addressed to the Consulate in Philadelphia

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Counsellor (Commercial)

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(Defence Production)

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First Secretary (Commercial)

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First Secretary (Commercial)

R.H. Davidson

First Secretary (Commercial)

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S. Fowler

Commercial Officer

L.C. Hoel (Lt. Colonel)

Commercial Officer

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W.J. Bonthron

Consul and Trade Commissioner

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Vice Consul &amp; Assistant Trade Commissioner

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Commercial Officer

R. Campanale

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L.M. Brittain (Mrs.)

Commercial Officer

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**Canadian Consulate General**  
**900 Coastal States Building**  
**260 Peachtree Street**  
**Atlanta, Georgia 30303**

*Phone:* 577-6810 (Area Code 404)  
*Telex:* 00542676 (DOMCAN ATL)  
*Territory:* Alabama, Florida, Georgia, Mississippi, North and South Carolina, Tennessee, Puerto Rico, British & US Virgin Islands

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D. McConnell (Miss)  
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A.L. Miller  
 Commercial Officer

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**Canadian Consulate General**  
**500 Boylston Street**  
**Boston, Massachusetts 02116**

*Phone:* 262-3760 (Area code 617)  
*Telex:* 00940625 (DOMCAN BSN)  
*Territory:* States of Maine, Massachusetts, New Hampshire, Rhode Island, Vermont  
*Other countries:* St. Pierre and Miquelon

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K.G. DeWolf  
 Consul and Trade Commissioner

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 Second Secretary (Commercial)

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 Commercial Officer

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**Canadian Consulate**  
**One Marline Midland Center**  
**Suite 3550**  
**Buffalo, New York 14203**

*Phone:* 852-1247 (Area code 716)  
*Telex:* 009 1329 (DOMCAN-BUF)  
*Territory:* Northern New York State

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J. Quigley  
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D. Sinclair  
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**Canadian Consulate General**  
**310 South Michigan Avenue**  
**Suite 2000**  
**Chicago, Illinois 60604**

*Phone:* 427-1031 (Area code 312)  
*Telex:* 00254171 (DOMCAN CGO)  
*Territory:* States of Illinois, Iowa, Missouri, Nebraska, Southern Wisconsin

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 Commissioner

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 Consul and Trade Commissioner

R.B. Mackenzie  
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D.B. Sorensen  
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 Commercial Officer

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**Canadian Consulate**  
**Illuminating Building**  
**55 Public Square**  
**Cleveland, Ohio 44113**

*Phone:* 771-0151 (Area code 216)  
*Telex:* 00985364 (DOMCAN CLV)  
*Territory:* States of Ohio, Kentucky, West Virginia, Western Pennsylvania

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 Consul and Trade Commissioner

D.C. Webb  
 Trade Commissioner (Defence  
 Production, Dayton, Ohio)

F.J. Laberge  
 Vice Consul and Assistant Trade  
 Commissioner

P.M. Cooke  
 Commercial Officer

L. Mayer (Ms.)  
 Commercial Officer

**DALLAS**

**Canadian Consulate**  
**2001 Bryan Tower**  
**Suite 1600**  
**Dallas, Texas 75201**

*Phone:* 742-8031 (Area Code 214)  
*Telex:* 00732637 (DOMCAN DAL)  
*Territory:* States of Texas, Arkansas, Oklahoma, Kansas, Louisiana

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N.L. Currie,  
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G.B. Rush  
 Vice Consul & Assistant Trade  
 Commissioner

Joanne E. Kirby  
 Commercial Officer

J.J. Mingori  
 Commercial Officer

**DETROIT**

**Canadian Consulate**  
**1920 First Federal Building**  
**1001 Woodward Avenue**  
**Detroit, Michigan 48226**

*Phone:* 965-2811 (Area code 313)  
*Night Line:* 264-1370  
*Telex:* 00230715 (DOMCAN DET)  
*Territory:* City of Toledo, Ohio, and States of Michigan and Indiana

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 Commissioner

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 Consul and Trade Commissioner

K.D. McNamara  
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G.P. Jessop  
 Commercial Officer

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 Commercial Officer

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**Canadian Consulate General**  
**510 West Sixth Street**  
**Los Angeles, California 90014**

*Phone:* 627-9511 (Area code 213)  
*Telex:* 00674119 (DOMCAN LSA)  
*Territory:* States of Arizona, California (ten southern counties), Clark County in Nevada, New Mexico

A.D. McArthur  
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 Consul and Trade Commissioner

R.J. McLeod  
 Consul and Trade Commissioner

G. Willows  
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C.W. Light  
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G. Mannatt (Mrs.)  
Commercial Officer

**MINNEAPOLIS**

**Canadian Consulate**  
**15 South Fifth Street**  
**Minneapolis, Minnesota 55402**  
*Phone: 336-4641 (Area code 612)*  
*Telex: 00290229 (DOMCAN MPS)*  
*Territory: States of Minnesota, North and South Dakota, Montana (east of the Divide), Northern Wisconsin*

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Consul and Senior Trade  
Commissioner

G.A. Cooper  
Consul and Trade Commissioner

R.J. Winter  
Vice Consul and Assistant Trade  
Commissioner

M.L. Mearns (Mrs.)  
Commercial Officer

**PHILADELPHIA**

**Canadian Consulate**  
**3 Parkway Building, Suite 1310**  
**Philadelphia, Pennsylvania 19102**  
*Cable: CANADIAN*  
*Phone: 561-1750 (Area code 215)*  
*Telex: 00845266 (DOMCAN PHA)*  
*Territory: States of Delaware, Maryland, New Jersey (nine southern counties), eastern Pennsylvania, Virginia, District of Columbia*

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Consul and Senior Trade  
Commissioner

A.G. Virtue  
Consul and Trade Commissioner

G.A.H. Wright  
Vice Consul and Assistant Trade  
Commissioner

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Commercial Officer

Carol Klein (Ms.)  
Commercial Officer

**SAN FRANCISCO**

**Canadian Consulate General**  
**One Maritime Plaza**  
**Alcoa Building, Suite 1100**  
**Golden Gateway Center**  
**San Francisco, California 94111**  
*Phone: 981-2670 (Area code 415)*  
*Telex: 0034321 (DOMCAN SFO)*  
*Territory: States of California (except the ten southern counties), Colorado, Hawaii, Nevada (except Clark County), Utah, Wyoming*

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Consul and Senior Trade  
Commissioner

J. Gilbank  
Consul and Trade Commissioner

C.S. Collins  
Vice Consul and Assistant Trade  
Commissioner

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Commercial Officer

G.N. Larson  
Commercial Officer

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**Canadian Consulate General**  
**412 Plaza 600, Sixth and Stewart,**  
**Seattle, Washington 98101**  
*Phone: 447-3820 (Area code 206)*  
*Telex: 032-8762 (DOMCAN SEA)*  
*Territory: States of Alaska, Idaho, Montana (west of the Divide), Oregon, Washington*

J.F. Murray  
Consul and Senior Trade  
Commissioner

D.A. Rosenthal  
Vice Consul and Assistant Trade  
Commissioner

S.R. Haakenson  
Commercial Officer

D.D. McCracken  
Commercial Officer

A.J. Shott  
Commercial Officer

**VENEZUELA**

**Commercial Division**  
**Canadian Embassy**  
**Apartado 62302**  
**Edificio La Estancia**  
**Avenida La Estancia No. 10**  
**Caracas 106, Venezuela**  
*Cable: CANADIAN*  
*Phone: (Area code 2) 91-30-10/610/801/401*  
*Night Line: 91-32-77*  
*Telex: (Area code 31) 23377 (DOMCAN VE)*  
*Territory: Netherlands Antilles, Dominican Republic*

L.D. Lederman  
Counsellor (Commercial) & Consul

R.D. Chan  
Second Secretary (Commercial) &  
Vice Consul

W.H. Jaschke  
Second Secretary (Commercial) &  
Vice Consul

J.I.M. Tasker  
Commercial Officer

L. Romero  
Commercial Officer

M. Proteau de Araujo (Mrs.)  
Commercial Officer

**YUGOSLAVIA**

**Commercial Division**  
**Canadian Embassy**  
**Proleterskih brigada 69**  
**11000 Belgrade, Yugoslavia**

*Cable: DOMCAN BELGRADE*  
*Phone: 434-524*  
*Telex: (Area code 62) 11137 (11137 YU DOMCA)*  
*Territory: Bulgaria*

D.S. Armour  
Counsellor (Commercial)

K. Sunquist  
First Secretary (Commercial)

K. Djordjevic  
Commercial Officer

D. Janosevic  
Commercial Officer

**ZAIRE, REPUBLIC OF**

**Commercial Division**  
**Canadian Embassy**  
**Edifice Petrozaire**  
**Coln Ave. Wangata et boui. 30 Juin**  
*Mailing Address:*  
**P.O. Box 8341**  
**Kinshasa, Republic of Zaire**  
*Cable: DOMCAN KIN*  
*Phone: 22706 and 24346*  
*Telex: (Area code 982) 21303 (DOMCAN ZR)*  
*Territory: Burundi, Rwanda, People's Republic of Congo, Cameroon, Central African Empire, Chad, Gabon*

D. Horley  
First Secretary (Commercial) & Consul

M.Y. Bernier  
Third Secretary (Commercial)

**ZAMBIA**

**Commercial Division**  
**Canadian High Commission**  
**P.O. Box 1313**  
**Lusaka, Zambia**  
*Cable: DOMCAN LUSAKA*  
*Phone: 75187, 8 and 75159*  
*Telex: (Area code 902) 42480 (DOMCAN ZA42480)*  
*Territory: Malawi, Mozambique*

C.E. Butterworth  
First Secretary (Commercial)

**For information, contact:**

Department of Industry, Trade and Commerce

235 Queen Street,

Ottawa, Ontario, Canada

K1A 0H5

Tel: (Area code 613) 995-8337

R.A. Kilpatrick

Director General

Trade Commissioner Service



Government  
of Canada

Industry, Trade  
and Commerce

Gouvernement  
du Canada

Industrie  
et Commerce

investment over the past five years, the government stepped in with direct financing of several major projects in infrastructure and industry, including power, water supply, tourism, cement, a fishing port, and sugar mill. This investment program was financed by foreign borrowing, to the degree that Panama cannot continue to finance

such projects without relying on private investment. The new government has taken steps to involve the private sector in government decision-making and create a climate of greater confidence for private investors. The development plan will likely place priority on fishing, agriculture, ship repair, and the type of intermediate industry which can benefit

from the excellent shipping service attracted by the Canal.

Canadian firms wishing to sell in Panama should use an agent based in Panama. The Canadian Embassy in San Jose has contacts with many such agents and will be glad to supply suggestions.

### ***Costa Rica — industrial goods not locally manufactured, and capital projects are the best bets for Canadian exporters.***

Costa Rica is a small agricultural country with a certain resemblance to Switzerland. The majority of the population lives in the upland valleys where the volcanic soil is fertile and the climate is temperate. Costa Rica stands out from some of its neighbours as a tranquil place with a strongly entrenched tradition of democratic elections and peaceful politics. The gross domestic product at more than \$1500 per capita is high by Latin American standards. More importantly, with the aid of well-developed educational and social security plans, this prosperity is spread more evenly throughout the population. Literacy rates and life expectancies are among the highest in the western hemisphere, and certain products which are luxury items in other countries enjoy a mass market in Costa Rica.

Consumer goods, however, are not where the major opportunities lie for Canadian exporters. As a member of the Central American Common Market, Costa Rica imposes prohibitive tariffs on the wide range of consumer goods manufactured within the Market, and in these Canada is generally unable to compete. However, this situation may change in the near future since the current Costa Rican government has been raising doubts about the long-term benefits to the country of this heavy tariff protection, and has already announced the unilateral reduction of protection on vehicle assembly. Levies have also been reduced on electrical appliances, audio equipment, and other consumer goods, in an effort to stem the tidal wave of Costa Rican shoppers that periodically engulfs Miami and Panama, and more fundamental adjustments in the workings of the Common Market are being requested.

#### **Opportunities**

The best opportunities for Canadian companies continue to be in those industrial goods not made in Central America and in major capital projects. Industrial goods currently being sold here include newsprint, cast iron pipe, steel rails, asbestos, chemicals and malt. In many of these cases ongoing business is established through an agent based in Costa Rica. However, there are many types of machinery, equipment and supplies for which the Costa Rican market is too small or too irregular to warrant establishing and maintaining an agent. For this reason the Embassy keeps a close eye on upcoming investment projects which might merit a special effort by Canadian suppliers. Opportune areas include:

**Electric power** — Lacking domestic petroleum, Costa Rica is under pressure to accelerate two hydro projects, Corobici — (180 MW, with equipment tenders published beginning April 1979) and Boruca (400 MW or 800 MW, currently being designed by a Canadian consortium of SNC/Acres/Tecsult).

**Petroleum** — Changes are expected in the government petroleum monopoly RECOPE, and plans have been announced to revive the search for domestic deposits. In addition, the country's only refinery will need some modernization and adaptation, and a products pipeline is to be extended.

**Aluminum** — Negotiations are underway with American investors to install

an aluminum smelter at the Caribbean Port of Limon, using imported alumina and electric power from the Boruca hydro project. Moreover, Costa Rican authorities believe that certain bauxite deposits near San Isidro warrant commercial development.

**Highways** — A major item in the government's budget over the next few years is highway construction and improvement. This includes a new Pacific Coast highway; several important suburban access roads for the capital; a new toll road linking San Jose and Heredia; a new segment of the Inter-American Highway to bypass the area to be flooded by Boruca; seven major city overpasses; and some better ways to feed the country's insatiable pot-holes. This exceptionally heavy program is expected to tax the resources of the country's contractors.

**Tourism** — The major project being promoted by the government is a 1200-room hotel development at a Pacific beach site, Bahia Culebra, which was selected in a CABEI study as one of the two best locations in Central America. A private investor is being sought.

**Agriculture** — The current government of President Rodrigo Carazo has decided to place less emphasis on investment in industry and more on agriculture. The country's major exports at present are agricultural products, principally coffee, bananas, beef, sugar and cocoa. New agricultural initiatives will include the development of hog farming; the opening of new banana plantations on the Caribbean; and the development of non-traditional crops such as cotton, sorghum, tobacco, macadamia nuts, coconut, palm oil, and honey.

**Forestry** — Costa Rica has been severely deforested over the past twenty-five years, and the government has introduced new tax credit incentives to stimulate reforestation.

**Fishing** — Costa Rica is expected to be a major beneficiary from the new agreement on tuna fishing, as offshore islands allow the country to claim a large territorial jurisdiction in some of the world's best tuna fishing waters. The potential impact on investment in the Costa Rican fishing industry is not yet clear.

The largest project to be undertaken by Canadian companies in recent years — a \$20 million rehabilitation of the banana railroad — was signed in 1978 and is now underway under the direction of the prime contractors, Canadian Pacific Consulting Services and Cannon. A Canadian contractor was also awarded a \$4 million sewage project, and Canadian firms have won at least two consulting jobs in the past year. Most project opportunities in Costa

Rica are government jobs, which, under national law, must go out to public tender. Because of the reputation of the Costa Rican government as stable and technically competent in many fields, these tenders often attract a lot of competition from overseas. However Canadian firms have improved their chances of success by making early visits to Costa Rica, and investing some time and effort in helping the customer identify his needs. The presentation of technical papers can be arranged at many government agencies, and will attract strong interest, as there are relatively few engineers here who have the opportunity to travel to conferences and trade fairs. English is understood by many Costa Ricans engaged in engineering, government or trade. However, brochures are best printed in Spanish.

More than 50 retired Canadian volunteers from CESO have carried out advisory projects in Costa Rica in the past two years, giving Canada a good reputation for sharing of technology

and management. Canadian businessmen too are welcomed in Costa Rica. The custom here is to conduct business discussion in a straightforward but gentle manner, avoiding confrontations and preferring subtlety to bluntness.

For most products, a Costa Rica-based agent is required to develop and maintain business. The Canadian Embassy maintains contacts with many such agents and can offer suggestions.

#### **Economic Situation**

Costa Rica's economy has made good progress over the past six years, with an average growth of about 3½ per cent in real GDP per capita. However in 1979 several developments have produced a compounded effect that has given some ground for concern. Inflation has become a serious problem, led by a 42 per cent increase in gasoline prices. The decline in coffee prices and troubles within the Common Market have brought about a record trade deficit of \$350 million. Many economic measures are stalled by disagreements within the National Assembly. And availability of credit continues to be a constraint on investment under the state banking system. While many analysts predict a devaluation of the Costa Rican colon in 1979, the long-term outlook for the economy is good. For Costa Rica has a solid foundation of agricultural resources, democratic government, educated population, and peace. Current government efforts to spread the population out of the central valley and to diversify agricultural production will likely bear fruit.

Canadian companies interested in the potential markets of Central America should contact the Canadian Embassy in San Jose, Costa Rica or the Caribbean and Central America Division, Western Hemisphere Bureau, Industry, Trade and Commerce or any of the Regional Offices located across Canada.

#### **COSTA RICA**

##### **Commercial Division**

##### **Canadian Embassy**

Apartado Postal 10303

6th Floor, Cronos Bldg.

Calle 3y Avda Central

San Jose, Costa Rica

Territory: Panama, Canal Zone

Nicaragua



Thinking of going the trade show route? Consider that shows such as Houston's Offshore Technology Conference allow delegates to assess their export capabilities not only as prime producers but as secondary suppliers to industry. While one of the largest in terms of sales potential, number of exhibitors and countries represented, the Houston show is but one of scores throughout the world in which Canada participates through its Trade Commissioner Service and the specific industry area branches of I.T. & C. . .

## Canada plays for high stakes in Houston



*Delegates discuss the relative merits of the various offshore data acquisition and communications systems produced by Hermes Electronics of Dartmouth, one of the 25 exhibitors in the Canada booth at Houston.*

This spring's 11th annual Offshore Technology Conference at Houston, Texas, was held against a background of urgency, heightened by developing gasoline shortages on the host country's west coast.

Canadian participation in this conference on offshore resources and environment by some 25 exhibitions of high technology products and services was enhanced by the favorable location of its display area on the main entrance concourse.

Add to this the presentation of a number of Canadian papers at the technical sessions on such subjects as subsea production, submersibles/unmanned vehicles and Arctic operations — and Canada's increasing importance on the international oil scene becomes apparent.

Scientists, engineers and political leaders from 90 countries were on hand to seek solutions to world energy problems as well as to investigate seas and oceans as sources of food and minerals. The show is the major showplace of high technology for the Canadian Consulate in Dallas and also serves as a point of contact with the scores of major international companies which maintain petroleum and petroleum-related offices in the Dallas-Houston area.

An indication of the importance of the show to Canadian exhibitors is the fact that as a result of contacts made at the previous (1978) show, better than \$62 million in sales were realized.

The four-day show attracted approximately

80,000 visitors to view the exhibits of some 1,800 companies from 16 countries. Throughout the show, potential buyers of goods and services kept the exhibitors busy while consulate staff answered general questions about the Canadian market and Canadian expertise. As an example of the consulate's involvement, a Chinese interpreter was on hand to answer questions from the 100-strong Chinese delegation.

Canada's ocean industry, with sales of less than \$5 million in 1969, now does more than \$200 million of business annually and expects that this will increase ten-fold through the '80s.

The very size of Canada has encouraged the industry to become a leader in navigation and communication equipment. In this area, a Canadian company has developed a satellite navigation system which is so accurate that a ship's geographic co-ordinates can be determined to within 100 to 200 feet (30 to 60m), even when the vessel is under way. Canadian-made self-mooring buoys, with custom designed instrumentation, can be used both for data acquisition and reference points. One such ocean mooring system has proved its reliability to operating for more than a year at a depth of 22,000 feet (6,706m).

The same advances in electronics and engineering are employed in Canadian submersibles. The reputation of the Pisces and Taurus craft is unchallenged in the petroleum industry.



*A winner at the Houston offshore technology conference was the Dart, International Submarine Engineering's latest submersible and perhaps the world's smallest self-propelled TV monitoring system.*

Canadian companies also produce a comprehensive range of submersible equipment, including underwater telephones, propulsion units, manipulators and closed circuit TV recorders.

No matter how sophisticated the technology, however, no offshore operation could function without basic marine and industrial equipment. Hydraulic winches and hoists, fairings, slings, valves and cylinders are all manufactured by Canadian firms. These products are built to work — and go on working — whatever the operating conditions.

Another major concern of Canada's ocean industry is the protection and safety of offshore equipment and personnel. Developments in this field include blowout preventer assemblies and an emergency automatic shutdown valve actuator for liquid handling systems. Another company markets a device which prevents gas and diesel engines from reaching overspeed conditions even on the largest engines now in service.

The same concern for the marine environment has led to Canadian design and development of self-propelled and stationary oil skimmers, oil/water separators, and oil containment booms for every conceivable situation.

But there is still enormous potential for Canadian industry in offshore technology. Prime producers who now obtain components from other countries believe that Canadian companies could well take over the role of secondary suppliers. It's trade shows such as this — and they cover a wide range of industry areas — that provide an excellent opportunity to see how *your* company and its products or services fit into the Canadian export scene.

For further information concerning trade fair participation generally, contact your local I.T. & C. regional office or P.C. Hubbard, Promotional Projects Branch, Department of Industry, Trade and Commerce, 235 Queen Street, Ottawa, K1A 0H5 (tel: (613) 995-6221).

# The FBDB "helps small businesses to help themselves"

by Lydia Huber



*Cliff Oldridge (left) discusses the counselling assistance program with John M. Garland, the Eastern Ontario CASE co-ordinator. In two years, Garland has expanded his roster from 40 to 80 counsellors, whom he refers to as "some of the top retired business people in Ontario, with a large variety of areas of expertise." FBDB refers to itself as "a special kind of bank." Comments from satisfied clients indicate that they think so too. A Cranbrook B.C. animal service says "The undertaking of a private business is a monumental task in these modern times . . . utilizing experience and expertise of counsellors is not only wise, but a must." A St. John's Newfoundland small business owner wrote in "Very pleased with report . . . started me on a very good foundation."*

You own your own business. It's small. You'd like to upgrade, expand, overcome financial hassles. You need advice, information, management training, financial assistance. . . or all of the above. Where to go. . . who to ask. . . how much? Answers to all those questions can be found in one place — the Federal Business Development Bank (FBDB) whose some 104 branch offices provide this kind of help to new and existing businesses anywhere in Canada.

The FBDB started out in 1944 as the Industrial Development Bank (IDB) and served the Canadian business community as a financial institution for some 30 years. In 1975, IDB became FBDB, a crown corpora-

tion reporting to Parliament through the Minister of Industry, Trade and Commerce, and its mandate was widened to include Management Counselling (CASE), Management Training and Information Services.

## **CASE — Counselling Assistance to Small Enterprises**

CASE — low-cost counselling to small business of any kind — was first started by I T & C in 1972. In 1975, CASE was taken over by FBDB.

CASE amounts to sound, practical advice at a moderate cost — \$35 per 7-hour day for each counsellor assigned — on matters such as sales promotion, production scheduling,

product pricing and inventory planning. This advice comes from retired business persons including top executives from several major Canadian companies, as well as many who have built and run small businesses of virtually every type.

According to Cliff Oldridge, who's been a management services officer at FBDB for three years "most of the people I've talked to, either in our seminars or information services, aren't looking for money — they seem more concerned with obtaining technical information, or direction as to how to better manage their business. While the Bank's financial assistance is given only to firms that can't obtain financing elsewhere, our non-financial services are open to any business. We've provided help to thousands of persons every year."

Any proprietorship, partnership or limited company conducting any type of business enterprise can apply provided the enterprise doesn't have more than 75 full-time employees, and has had prior discussion of its needs with its appropriate business advisor(s).

Once the needs of the applicant are assessed by CASE co-ordinators, a counsellor is chosen (from a roster of more than 2,000) to visit the applicant's place of business to discuss and analyse problems and opportunities. Upon completion of an assignment, each counsellor prepares a report of findings and recommendations. Travelling expenses are covered by FBDB.

How successful is CASE? Completed counselling assignments have increased dramatically in three short years — from a small 361 in 1976 to 9,685 in the year ended March 1979. Man days of counselling increased from 1,471 to 30,035 in the same period — representing more than 150 man years of counselling received by small business in Canada. The most outstanding results, however, are illustrated in the progress made by CASE clients after counselling — 56 per cent increased their profits; 31 per cent maintained their past performance; and sales increases were experienced by 63 per cent with less than 10 per cent showing declines.

## **Management Training**

To help improve management skills in small Canadian businesses, FBDB conducts management training seminars, at a moderate registration fee, in cities and towns nationwide. These seminars are geared to meet the needs of owners and managers, and FBDB also prepares special joint seminars in collaboration with industry associations and other organizations. Seminar activity in the past year increased 31 per cent to a level of 1,379 seminars presented across Canada. This is the most active business seminar program of any organization in Canada.

FBDB also develops management training courses and distributes them to provincial and territorial education authorities for their use, and sponsors and supports con-

ferences to promote good management practices.

In the spring of 1979, FBDB introduced two new seminars to its popular program.

**How to Sell to Governments** — designed to motivate managers to increase their sales by selling to government organizations, and to make known the mechanism and purchasing procedures in effect at various government levels.

**Increasing Your Profits** — especially prepared for the small business owner/operator who wishes to become more aware of cost reducing techniques to improve the profitability of his/her enterprise.

Information regarding these and other seminars can be obtained by contacting the FBDB branch in your area.

#### **Information Services**

Up-to-date information — its accessibility can make or break a small business venture. That's why FBDB has a complete information services network located at all its branches.

The management services officer at your local branch can provide information on government assistance programs to help your enterprise, and can direct you to the appropriate representatives of these programs. FBDB publishes booklets on a wide range of topics pertaining to management of small Canadian businesses. It distributes a bulletin called "Small Business News" featuring new developments. At all of its branch offices, FBDB maintains reference

libraries stocked with a wide range of current business publications which can be obtained free or at a low cost from the various publishers.

This spring, FBDB ventured from print to electronics with its TV pilot series "How to Start a Small Business," viewed by many Canadians in cities from coast to coast. In each of these cities (where possible) one or more courses were given at educational institutions to correspond with TV viewing.

#### **Financial Services**

FBDB extends financial assistance to new and existing businesses of almost every type in Canada that don't have other sources of financing available to them on reasonable terms and conditions.

FBDB financing is available by means of loans, loan guarantees, equity financing, or leasing, or by any combination of these methods, in whatever manner best suits the particular needs of the business. Where loans are involved they are made at interest rates that are in line with those generally available. Most loans are repaid within ten years. Where equity is involved, FBDB normally takes a minority interest and is prepared to have its investment repurchased on suitable terms.

Financing ranges in size from a few thousand dollars upward. The amount that can be borrowed for a specific purpose depends upon the borrower's ability to satisfy the general requirements of the bank. Businesses can obtain FBDB assistance on more than

one occasion if they meet its requirements.

Most customers use FBDB funds to acquire land, buildings or equipment. Others use funds to strengthen the working capital of a business, to establish new businesses, for metric conversion or other purposes.

The qualifications for FBDB financing are: that the amount and character of investment in such a business by persons other than FBDB may reasonably be expected to ensure the continuing commitment of these persons to the business, and that the business may reasonably be expected to prove successful.

In the past year, the FBDB has received 316 complimentary letters in response to its many services. A Trois-Rivières, Québec printer writes "Je me dois en toute justice d'avouer que ses conseils m'ont aidé à la réalisation de mon projet et qu'il s'est acquitté de son devoir de façon professionnelle en dirigeant mes efforts et mon énergie à coup sûr." "Thank you for the really remarkable assistance we have had from CASE — your assistance will have put another small business on the road to success," says a Winnipeg, Manitoba florist.

So, it's only sensible to take a look at FBDB's four areas of expertise — **advice, training, information and financial assistance**. They're four good reasons why the FBDB is a big friend to small business. **Take advantage — there's a branch near you.**

## **A promising project needs help?**

### **Enterprise Development Program (EDP) may be just the answer**

**The federal government's Enterprise Development Program (EDP) helps the growth of small and medium-sized Canadian companies engaged in manufacturing and process activities by providing assistance to qualified firms to make them more viable and internationally competitive.**

If yours is a promising company prepared to undertake sound, progressive projects that have good prospects for success and attractive rates of return. . .

If your company needs help in the creation and development of new or improved products or processes. . .

If you want to take advantage of the broader export opportunities opened up through the recent Tokyo Round Multilateral Trade Negotiations (MTN), (or need to restructure your operations as a result). . .

If you need to restructure your operations in the face of a more competitive or altered environment. . .

Or if you simply need assistance in adjusting to changing competitive circumstances. . .

EDP may represent an important opportunity for you. How?

**EDP provides assistance in three ways.**

- insurance of up to 90 per cent in support of term loans made by private lenders to manufacturers and processors to restructure their operations or supplement working capital, when normal financing is not available on reasonable terms;

- grants normally up to 50 per cent of eligible costs, for research development and design projects, if the project represents a significant burden on the company's resources; and

- grants normally up to 50 per cent, to engage consultants for restructuring studies, market feasibility studies, productivity enhancement studies, product development, design projects or pollution technology development projects.

The program also offers special forms of assistance, including, in certain limited circumstances, last resort loan insurance and consulting grants to assist viable mergers and acquisitions of manufacturing and processing firms, and, to accelerate restructuring of companies involved in the footwear and tanning industries.

#### **Who is eligible for EDP?**

EDP is geared primarily to small and medium-sized businesses in manufacturing

and processing. Applicants for product development and design must be incorporated while those applying for adjustment assistance need not be.

Certain criteria must be met. The firm and project must be viable. For loans and loan insurance, the firm must have previously attempted to obtain financing from customary sources before applying for EDP assistance. For most grants, the project must represent a significant burden to the firm in relation to its resources.

EDP is administered by the Department of Industry, Trade and Commerce. Decisions on assistance are made by a central Enterprise Development Board or by one of the 10 Regional Development Boards located in I.T.&C. regional offices in many major cities across Canada.

At the initial application stage, companies are asked to provide a brief description of the proposed project, estimates of cost, proposed financing, and audited statements for the last three years.

For more information about EDP, call or write the I.T.&C. Regional Office nearest you, or contact the Programs Branch, (41), Department of Industry, Trade and Commerce, 235 Queen St., Ottawa K1A 0H5.

# In Canada, Small Wonder Business is Getting Bigger!

Hard work, initiative and government support stand behind the fact that many smaller Canadian businesses have enjoyed notable success in recent years. These successes, whether they are defined in terms of improved productivity or competitive position, or increased exports, are often based on special adjustments in the team make-up of these firms and are the result of some difficult decisions on the part of their managements. Hard work and good fortune notwithstanding, in many enterprises, government action, whether at federal or provincial levels, has contributed to these successes with various programs designed to alleviate the problems associated with financing, management, paperburden, taxation, as well as promote opportunities in marketing, new product development, innovation, exporting, etc. The following Canadian success stories can serve as example to prospective entrepreneurs thinking of expansion and the ensuing risk that entails, or the even greater risk of creating an entirely new firm. The stories are indicative of what small and medium-sized businesses can do when they put their minds to it, given, of course a propitious environment. Leon's Manufacturing Company Limited of Yorkton, Saskatchewan, and Suttles and Seawinds of New Germany, Nova Scotia are two successful small enterprises with remarkable records of job creation and achieved sales in a relatively short time span. They are separated geographically by nearly 3,000 km, and differ greatly in terms of what they manufacture, but they have in common enterprising owner/managers, and a thriving established export business.

## Scarcity Inspires Success — Leon's Manufacturing

For Leon Malinowski, success started 25 years ago when he founded Leon's Manufacturing Company Limited in a family-owned blacksmith shop at Bankend, Saskatchewan — scarcity of farm implement repair work during the winter months gave him the incentive to build equipment badly needed by the farmers. In 1967, as demand for the company's products increased substantially, the firm moved to Yorkton, Sask.

Today, Leon Malinowski is president of a company which has just completed a \$1-million expansion to its plant and now employs approximately 200 people.

The company manufactures dozer blade units, rear blades, rock pickers, front-end loaders, land scrapers, chisel plows, rod weeders and cultivators. Because some equipment lines are produced seasonally, the plant doesn't operate on a rigid assembly line basis. For example, workers must be able to produce a quantity of rock picker machines, then switch to another line using similar tools.

The company stresses durability in its heavy equipment, a factor which helps it to remain competitive with big manufacturers of farm equipment in North America.

Through the acquisition of Anderson Manufacturing Limited of Southey, Saskatchewan, Leon's broadened its production by adding chisel plows, harrows, rod weeders and bale wagons to its original lines. In addition, Ram Industries, an associate company of Leon's that successfully manufactures hydraulic cylinders necessary for Leon equipment, markets this product to other manufacturers and consumers, with particular orientation to the U.S. markets.



*Leon's Manufacturing Co. Ltd., Yorkton, Saskatchewan is well-known to farmers across North America with its quality built rock pickers, front-end loaders, tractor dozer blades, land scrapers, chisel plows, field cultivators and rod weeders.*



The management at Leon's has always recognized the need for research and development. The substantial sum spent on R&D activities has enabled Leon's to produce higher quality products and improve its sales performance.

Under the sponsorship of the Department of Industry, Trade and Commerce, Leon's has exhibited at international trade fairs — the 3-I Farm Equipment Show in Kansas; SIMA (Salon international de la machine agricole) in Paris; and the Australian



National Field Days, in Orange, New South Wales.

I.T.&C.'s Program for Export Market Development (PEMD) has assisted the company in penetrating the Mexican and Central American markets. One of the company's main objectives is to expand its export market to other countries, and it has just recently set up an export division headed by an experienced export sales manager — solid ground to ensure a bright future for this growing firm!

## From Rags to Riches in Five Short Years — Suttles and Seawinds



Nova Scotia has a history of trading dating back to the days of the schooners and clipper ships, and with a name like "Suttles and Seawinds," it's difficult to imagine what this New Germany-based company makes. You won't find the term "suttles" in Oxford — or Webster. The company was named for the scraps of material that pioneer women salvaged to make quilts. The founder, Vicky Lynn Bardon, remembered that, on at least one occasion, a woman in one of the rural areas of Nova Scotia paid her father, a country doctor, with a beautiful hand-made quilt when she had no money — the old barter system!

Born and raised in New Germany, Nova Scotia, Bardon left Canada after graduating from Acadia University to attend the New York School of Interior Design. She then joined the staff of "American Home" magazine, but often thought of returning to Canada. After visiting a model cottage industry project, and watching quilters at work in West Virginia, she decided to return

to her home town and form her own design and manufacturing company — Suttles and Seawinds was on its first stitch to success.

In 1973, Bardon gathered a number of women experienced in the production of handcrafts, reviewed their work and explained her concept to officials of the Nova Scotia Department of Development. Bardon convinced them of the importance of financing a pilot project to launch a New York show, which would be hosted by the Canadian Consulate. She proceeded with pattern designing and, with the help of local seamstresses, produced an assortment of quilts, apple dolls, pillows, place mats, table cloths and home accessories. Two major New York department stores — Abercrombie & Fitch and Bloomingdale's — placed orders and subsequently held week-long exhibits of the Nova Scotia products.

*These fashions are distinctive of the prints that have become Suttles and Seawinds hallmark. The company produces only limited runs of each pattern, and constantly adds new designs. New York's Bloomingdale's and Abercrombie & Fitch, and many major Canadian department stores carry a wide array of Suttles and Seawind wares.*



As often happens, these promotions generated the needed enthusiasm in Canada for the fledgling Canadian company's unique product line.

Today, the company has up to 200 accomplished seamstresses working out of their homes, producing fashions and gift items in the distinctive prints that have become the company's hallmark. Unemployed women who want to learn the trade are also recruited. Bardon is the sole designer and oversees all aspects of assembly by some 20 people in the workshop in New Germany. Although much of this work is done by machine, the company produces only limited runs of each pattern, and constantly adds new designs.

Sales have more than doubled last year and a further increase is expected this year. The fashions and crafts are found in many of the major department stores, specialty and giftware shops, as well as in better dress shops in Canada.

Suttles and Seawinds is now concentrating more efforts towards the U.S. market, and sales to south-of-the-border are expected to show a marked increase shortly.

Five short years was all it took for Suttles and Seawinds to take off — from rags (as in scraps) to increasing riches!

# Moncton Franchisor's Donairs Challenge the Hamburger

by John Carroll, Business Editor, Moncton Transcript

Business acumen, fast food experience, and the help of two federal departments are the foundation underlying Canada's first — and the world's second — Donair production facility.

From his plant in Dieppe, near Moncton, Leandre Bourque is mounting what he hopes will be a major challenge to North America's ubiquitous hamburgers and fried chicken.

Donairs, the Canadian version of the U.S. Gyros, (a Greek derived dish) were developed by Bourque by trial and error in his own kitchen.

Bourque, president of Greco Donair Foods Limited and Greco Donair Franchise Limited, says Donairs are "non-greasy, non-messy and very popular." They are an all-beef concoction, served with onions, tomatoes,

parsley, secret seasoning and a sweet sauce, and wrapped in low-calorie Lebanese (or Pita) bread.

Donairs have proved so popular that 19 months after the October, 1977, opening of his first outlet, the Shediac, New Brunswick native has seen his operation expand from the original 36-seat restaurant and takeout on Moncton's Mountain Road to 17 operating franchises, 12 planned for opening by the year's end, and another nine sold but with no opening schedule set. (The break-even point for the fledgling company is 25 functioning restaurants.)

In 1968, Bourque founded Pizza Delight, which he sold two years later. Since then, the University of Moncton and Laval graduate — he has a master's

degree in accounting, is a Chartered Accountant, and teaches at the business faculty at U of M — has kept an eye open for a new fast-food item — a suitable alternative to hamburgers retailing for less than \$2.

On a visit to Chicago in 1977 Bourque saw the U.S. product. "It is of Greek origin and I found it very spicy, but by experimenting at home, and by switching from the U.S. beef and lamb to all-beef to meet the Canadian palate, I was able to develop what I felt was an acceptable product," he says.

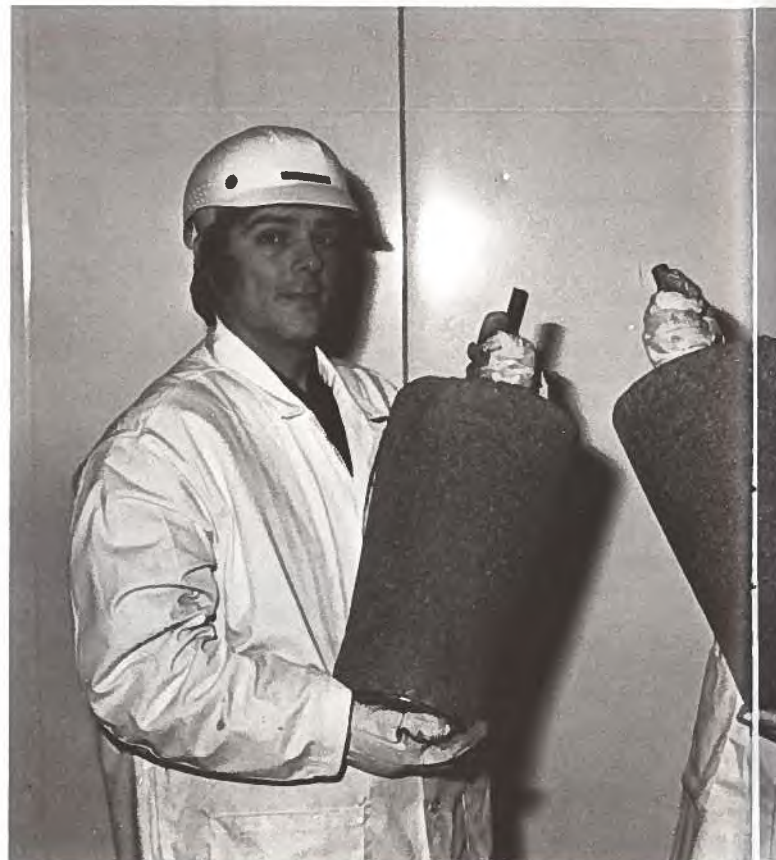
He named his variant 'Donairs,' deriving the coined word from the Greek "doner," to turn. The U.S. Gyros also refers to turning, and this relates to the fact that the meat is processed into special cones and then cooked while turning on a spit.

After only six months, the Moncton outlet had sold nearly 100,000 Donairs at the-then retail price of \$1.35 (the price has been forced up by rising costs to \$1.69) and Bourque knew he had a potential winner on his hands.



*A model, wearing the distinctive Grecian-style costume of Greco Donair restaurants, slices the outer layer of meat from a Donair cone revolving on a spit.*

*Roger Lirette and Paul Robichaud, employees of Greco Donair Foods Limited, display the special Donair meat cones produced in the fully refrigerated, federally-inspected meat plant in Dieppe, New Brunswick.*



In March last year he established a franchise system, concentrating initially on New Brunswick. The response was such that Bourque gave early consideration to eventual national expansion. Any shipment of meat products across provincial boundaries would require federal inspection and approval, so in May 1978 he began negotiations for financial assistance to build a federally-inspected meat processing plant.

This is where federal involvement began. Bourque obtained a DREE grant of \$180,000 and that, coupled with his own personal investment, and loans from the Federal Business Development Bank (FBDB) and the Provincial Bank of Canada, enabled him to embark upon a \$600,000 capital program in Dieppe Industrial Park.

Another determining factor was the realization that he could not manually produce ingredients for more than the six outlets in operation in mid-1978. He was producing 5,000 pounds (2,250 kg) of Donair meat cones weekly, and buying Lebanese bread from a Halifax company. Mechanization was the prerequisite to any further expansion.

The capital program resulted in a 2,500-square-foot (225 m<sup>2</sup>) refriger-

ated meat plant and a 7,000-square-foot (630 m<sup>2</sup>) bakery and administration facility (Bourque decided that he wanted to end his dependence on external sources for his bread).

The plants commenced operations last October. The meat operation has a one-shift, 40-hour week capacity of 40,000 pounds (18,000 kg), with current production about half that. Eighteen people are employed.

In anticipation of his upcoming increase in production capability, Bourque continued selling franchises. As of late May 1979, there were 13 restaurants in New Brunswick, one in Nova Scotia, two in Quebec, and one in Ontario. One Quebec City entrepreneur bought 10 franchises for that area, together with a distributorship for the province. This latter will provide a centre for the storage and re-shipment of Donair products on the two-weekly schedule the firm requires.

Bourque is seeking similar contractual arrangements with Ontario business interests, with a view to establishing distribution chains in the Metro Toronto area and the rest of the Golden Triangle. The more distant future would require third and fourth chains, to cover distribution in the Ottawa area and in Northern Ontario.

As development proceeded, Bourque again turned to the federal government for help, this time from the Department of Industry, Trade and Commerce. There were three basic needs — design of the floor plan of the production plants, advice with respect to methods of preparation and development of an improved Donair sauce.

While Greco Donair Foods is quite secretive about its processes and ingredients, restricting admittance to working areas to those employees directly engaged on production, Bourque makes no secret of his gratitude for help rendered by Industry, Trade and Commerce.

"They were definitely of great help. It is hard to get research going and tough to get bank financing for something like this for there is nothing tangible. There's nothing for a bank to take a mortgage on, not on pre-opening expenditures of this sort."

Bourque put up \$23,000 and received a matching grant from the department,

under the Enterprise Development Program (EDP). The problem was to find a means to extend the shelf life of the Donair sauce so it would be shippable and would not lose its taste, color or texture. It took about six months for answers to be found, but the Fredericton Research and Productivity Council's Food Development Group came through with flying colors.

One interesting factor is that Bourque had few difficulties — the decentralized administration of the EDP enabled him to deal expeditiously with personnel in New Brunswick closer to the local scene.

Now Bourque is girding himself for the swift expansion he thinks will come in the near future. He is aiming at 40 outlets in both Quebec and Ontario within a year or two. This would permit maximum utilization of the Dieppe plant, with the adoption of a two-shift schedule and the creation of jobs for 15 more workers.

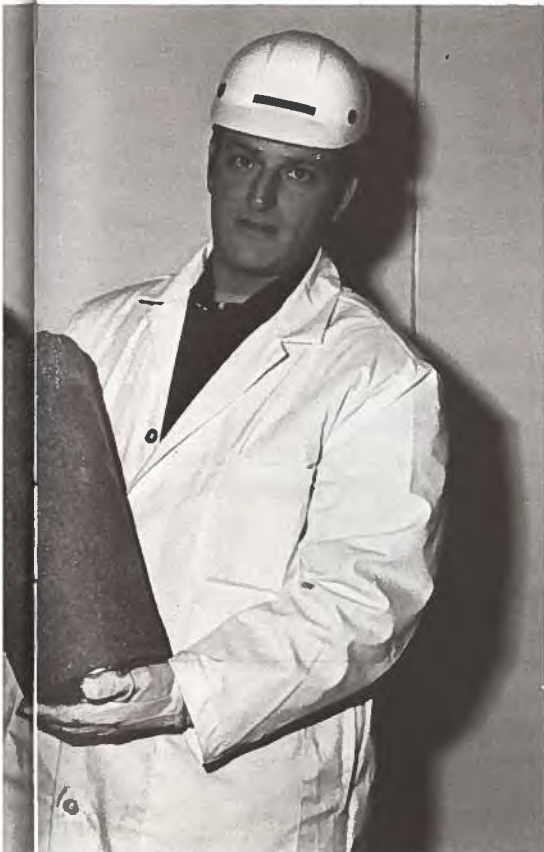
If these targets are met, the next major step would be establishment of a production facility in Ontario, — this being the logistic back-up for a drive into the Canadian West.

Bourque is not dogmatic about expansion being a westward progression, and would not be adverse to a leapfrogging into major Western centres, with Vancouver the prime candidate.

With Donairs, pizzas, Donair plates and other dishes — Bourque is busily experimenting with new products but is close-mouthed on the matter at this time — a franchisee who pays \$7,000 for a 10-year period can net, even with a small restaurant, profits of 19 per cent of gross — a yardstick is the original Moncton outlet which grossed \$320,000 in its first year.

Bourque emphasizes that Donairs are not junk food, but a meal, "something that is pretty healthy."

Something else that's pretty healthy is the returns to franchisees, the five-per-cent royalties to Greco Donair Franchise Limited, the sales of the products by Greco Donair Foods Limited, and the successful application of federal assistance programs.



# BOSS Update

## The Business Opportunities Sourcing System goes into operation

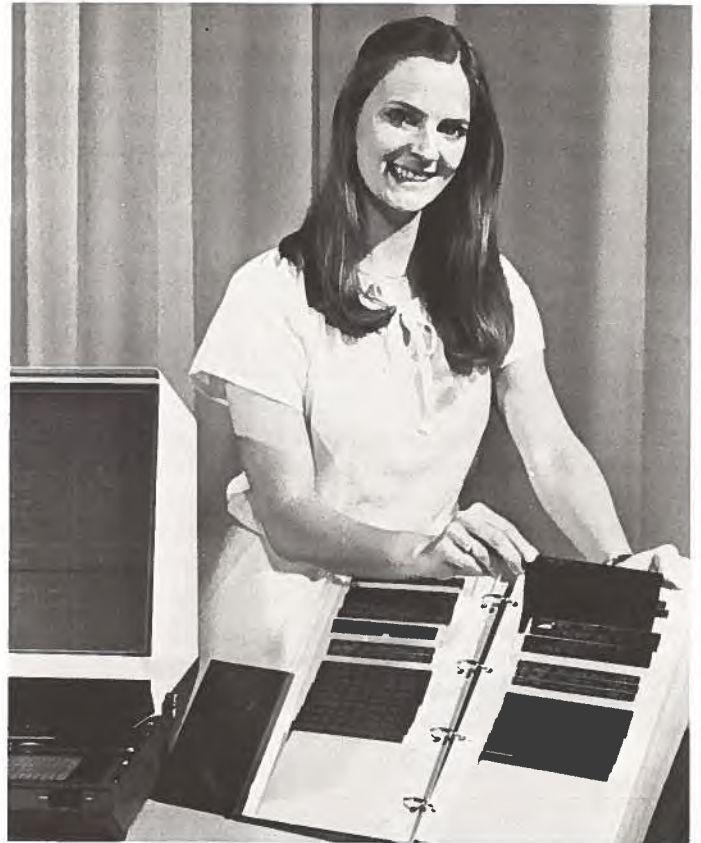
The June/July issue of Canada Commerce introduced the National Business Opportunities Sourcing System which is being developed by Industry, Trade and Commerce in consultation with the provinces. This rapid retrieval information system will be used by Canadian embassies and consulates in 65 countries and the Department's 10 regional offices across Canada to assist potential buyers of Canadian products to locate the appropriate manufacturers.

As part of Phase I of this project the Department recently mailed a questionnaire package to 7,300 manufacturing firms across Canada in order that the existing information data base could be updated and expanded. To date the response from industry has been very encouraging; more than 35 per cent of all questionnaires have been returned, and it is anticipated that with the planned follow-up, the objective of at least an 80 per cent response rate will be achieved by the end of August, 1979, when the system will become operational.

As the completed questionnaires are received they undergo a series of editing, coding and review processes. Any changes to the data are, of course, checked with the companies prior to the actual inclusion into the two principal components of the BOSS system, namely;

A computerized on-line data base containing 30 elements of key information generally common to all firms. This data base will initially be accessible to all the Department's regional offices across Canada and will be used to respond to key questions requiring analysis as well as to generate the various indices necessary to reference the system's second component, the microfiche files.

The microfiche file component will provide a complete copy of the questionnaire as submitted by each company. Trade Commissioner Post and Regional Office personnel will be able to access these microfiche files through the use of a variety of computer generated indices which will cross-reference the questionnaires by data elements such as products manufactured, name of company, geographical location, etc.



*Patricia Campbell, a member of the BOSS implementation team, displays two important components of the new system, the microfiche file and the fiche reader. Easy access is provided by computer generated indices.*

The new streamlined system which is scheduled for implementation within the next few weeks, will provide at a glance the pertinent information required by the Department's Trade Commissioners and Regional Officers to respond to inquiries received from potential buyers of Canadian products. BOSS will replace a number of other questionnaires of Canadian manufacturers previously required by the Department, and when fully operational will represent a net saving in the cost of maintaining manufacturing sourcing information and will provide Canada with a modern industrial intelligence guide.

For further information on BOSS and how you can participate, contact your regional IT&C Business Information Centre listed on the inside back cover.

# Business Information Centres, Industry, Trade and Commerce

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## **OTTAWA, ONTARIO:**

Department of Industry, Trade and Commerce  
235 Queen Street  
Ottawa, Ontario  
K1A 0H5  
Telephone collect: (613) 995-5771  
Director: **P. Eugene Marchand**

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## **NEWFOUNDLAND:**

P.O. Box 6148  
127 Water Street  
St. John's, Newfoundland  
A1C 5X8  
Telephone: 737-5000 or ZENITH 0-3200  
Manager: **Kay Coxworthy**

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## **PRINCE EDWARD ISLAND:**

P.O. Box 2289  
Dominion Building  
97 Queen Street  
Charlottetown, Prince Edward Island  
C1A 8C1  
Telephone: 894-3926 or ZENITH 0-3200  
Information Officer: **Marie Landrigan**

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## **NOVA SCOTIA:**

5251 Duke Street, Suite 1122  
Duke Tower, Scotia Square  
Halifax, Nova Scotia  
B3J 1P3  
Telephone: 426-7910 or ZENITH 0-3200  
Manager: **Norman Ross**

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## **NEW BRUNSWICK:**

Suite 642  
440 King Street  
Fredericton, New Brunswick  
E3B 5H8  
Telephone: 452-3808 or ZENITH 0-3200  
Manager: **Carlos Gomes**

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## **QUEBEC:**

P.O. Box 1270  
Station "B"  
Suite 600  
685 Cathcart Street  
Montreal, Quebec  
H3B 3K9  
Telephone: 283-8185 or ZENITH 0-3200  
Manager: **Roland Fortier**

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## **ONTARIO:**

P.O. Box 215  
Toronto Dominion Centre  
Toronto, Ontario  
M5K 1J3  
Telephone: 369-4941 or ZENITH 0-3200  
Manager: **Robert Macpherson**

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## **MANITOBA:**

507 ManuLife House  
386 Broadway  
Winnipeg, Manitoba  
R3C 3R6  
Telephone: 949-6163 or ZENITH 0-3200  
Manager: **Terry Sellen**

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## **SASKATCHEWAN:**

Room 980,  
2002 Victoria Avenue  
Regina, Saskatchewan  
S4P 0R7  
Telephone: 569-6666 or ZENITH 0-3200  
Manager: **Robert Friedrich**

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## **ALBERTA:**

500 Macdonald Place  
9939 Jasper Avenue  
Edmonton, Alberta  
T5J 2W8  
Telephone: 425-7063 or ZENITH 0-3200  
Manager: **John McDougal**

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## **BRITISH COLUMBIA:**

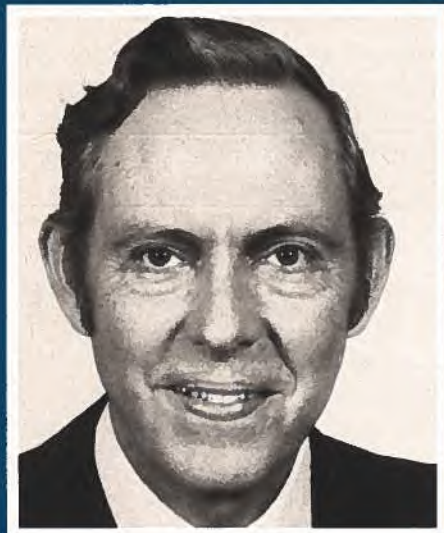
P.O. Box 49178  
Suite 2743  
Bentall Centre, Tower III  
595 Burrard Street  
Vancouver, British Columbia  
V7X 1K8  
Telephone: 666-2014 or ZENITH 0-3200  
Manager: **Peter Fentiman**

If undelivered return to:  
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Dept. Industry, Trade and Commerce  
Ottawa, Canada K1A 0H5



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*They can help your business grow — domestically or by exporting. Industry, Trade and Commerce Regional Offices, located in 11 major Canadian cities, are all staffed with experienced trade specialists — experts such as the three shown here who direct operations covering Saskatchewan, Manitoba and Prince Edward Island. These and other Regional Directors General, their staffs and their newly opened Business Information Centres (see inside back cover), are there to help you. Drop in, send a letter, make a call — and you're in business!*



Trevor Charles, Regional Director General of Prince Edward Island, has spent eight years with the Trade Commissioner Service in London, England, where he was Counsellor (Commercial/Forest Products). Before entering the federal service, Charles worked for five years in the Department of Lands and Forest, Edmonton, Alberta, and 13 years for MacMillan Bloedel Ltd., Vancouver, B.C. Born in Vancouver, Charles has been Regional Director General at the Charlottetown headquarters, since September 1978.



Bruce Motta has been the Regional Director General of Manitoba for the past two years. Seconded to the Trade Commissioner Service in 1977, he's spent the preceding decade working at various branches of the Department of Industry, Trade and Commerce. Born in Moose Jaw, Saskatchewan, Motta spent 17 years engaged in private industry — specifically Canadian General Electric, Toronto, for nine years; Cornwall Equipment Ltd., Glasgow, Scotland, where he spent three years as Director; and S.A. Armstrong Ltd. and John Inglis Co. Ltd., both of Toronto, where Motta was Manager and Chief Engineer, respectively.



George Hazen is Regional Director General of Saskatchewan. His distinguished career of more than 18 years in the Trade Commissioner Service has taken him to London, Singapore, New York, Accra, Vienna and Ottawa. Born in Saskatoon, Sask., Hazen worked as a research assistant for Connaught Laboratories and as a sales representative for Colgate Palmolive Ltd. before starting his career with the Department of Industry, Trade and Commerce in 1955.



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