Canada Commerce

February 1985

Celebration of the North — Yukon

High Technology in Nova Scotia

Canada Commerce

The Honourable Sinclair Stevens
Minister of Regional Industrial Expansion

The Honourable Thomas McMillan
Minister of State for Tourism

The Honourable André Bissonnette
Minister of State for Small Businesses

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Business Review

Techniques of Exporting

An updated version of the popular step-by-step guide for exporters, the *Techniques of Exporting* by J. R. Arnold, sponsored by the Centre for International Business Studies, Dalhousie University, is now available from the publisher, Frye Publishing, 04-1565 Wilson Place, Winnipeg, Manitoba R3T 4H1, for $14.95 each.

New topics include exact procedures for anti-dumping; need for free trade zones; how to finance exports; work of Export Development Corp. and of COSTPRO in detail; trading houses; countertrade; and many others.

Sulphur Study Undertaken

Monex International of Calgary has announced that it has launched a privately funded $2.33 million research development for the purification of sulphur.

The project will study the problems associated with sulphur in Alberta and offshore. According to President Frank J. Gallant, this is the first of a series of expansion programs the company plans to make during the coming weeks. Monex International has developed a high capacity melter and a flexible filtration system which can be adapted to local conditions by the company's engineering services.

For further information, contact Monex International, 5330-1A Street S.W., Calgary, Alberta T2H 1Y5; Tel: (403) 255-3130.

Government Backs University Research

The Ontario government has announced the formation of the University Research Incentive Fund to strengthen the transfer of technology between universities and industry in Ontario. The $30 million fund will subsidize the costs of approved research projects which have potential economic benefit on the basis of one dollar from the fund for every two dollars invested by private corporations.

For further information, contact URIF Secretariat, Ministry of Colleges and Universities, Queen's Park, Mowat Block, 9th Floor, Toronto, Ontario M7A 1L2; Tel: (416) 965-3878.

Special Import Measures Act

The Special Imports Measures Act (SIMA) passed at the last session of Parliament came into effect on December 24. SIMA replaces the former Anti-dumping Act and streamlines Canada's law dealing with imports injurious to Canadian producers. It should enable Canada to respond more effectively to situations of injurious dumping or subsidizing by following procedures which are efficient, fair and open to public view.

For further information, contact Veronica McGuire, National Revenue (Customs and Excise), (613) 995-5434; or Peter McGuire, Department of Finance, (613) 996-5465.

New Method of Splicing Glass Fibres

Bell-Northern Research (BNR) technologist Gary Edwards joins (splices) two pieces of hair-thin optical fibres using a new fibre-optic fusion splicing set, designed by a team of BNR researchers. A short burst of heat is produced by an electric arc located near the microscope's base, which melts and fuses the optical fibres together with precision. The set folds into a compact, self-contained unit, a little larger than a briefcase, and can be easily taken to field locations where fibre cables are spliced.

For further information, contact Bell-Northern Research, P.O. Box 3511, Station C, Ottawa, Ontario K1Y 4H7; Tel: (613) 727-2958.

Beef Cattle to Bulgaria

An important event for drought-striken Saskatchewan farmers was the $1.2 million sale of pure-bred Polled Hereford and Aberdeen Angus heifers.

The 430 head were shipped by rail to Montreal where they were loaded on ship for the three-week journey to Varna, Bulgaria.

Saskatchewan's economy is highly dependent on agricultural exports and the Bulgarian cattle sale represents an extra outlet for its farmers and cattlemen.

For further information, contact Information Services, Government of Saskatchewan, Legislative Building, Regina, Saskatchewan S4S 0B3; Tel: (306) 565-6281.

Ontario Gives Boost to World Mandating

World mandating got a substantial boost in Ontario with the appointment of Charles Kain as head of the Department of Industry and Trade's new Global Product Mandate Promotion Unit. The unit will undertake an advocacy role with governments to ensure that tariffs, regulations on foreign ownership and other instruments of public policy are conducive to global product mandating. The unit will also work directly with the Canadian managements of foreign companies to sell the concept.

For further information, contact Charles Kain, Global Product Mandate Promotion, at (416) 965-1574.

Manitoba Sets Up Waste Material Recycling Exchange

The federal and Manitoba governments have jointly sponsored the new Manitoba Waste Exchange operated by the Biomass Energy Institute in Winnipeg. By listing companies that have available or require waste materials in their operations, the Exchange helps reduce the costs of waste disposal. By applying recycling concepts, a company can conserve energy, reduce pollution, minimize waste disposal problems, generate additional income through sales of waste or diversify into new products. For additional information call the WasteLine (204) 257-3891.

Hanover Industrial Trade Fair

Hanover Fair '85 from April 17 to 24, one of the world's largest industrial trade fairs, presents technology and equipment in 10 major sectors including computers and office equipment; electronics and electrical engineering; lighting and lamps; plant engineering; mechanical and fluid power transmission and assembly; material handling; research and technology; tools; cleaning; and environmental technology. It will host over 6 000 exhibitors from around the world. Project manager of the Canada exhibit is L. Sarda of External Affairs — (613) 996-5554. Other April events in Europe include Cast'85 — the Cable and Television Exhibition in Birmingham, April 16 to 18; and the Milan International Fair.

CMA Offers New Trade Pipeline

A new and unique trade index service has been launched by the Canadian Manufacturers Association (CMA) to give world buyers instant information access to more than 30 000 Canadian manufacturers.

The service, called the Canadian Trade Index Electronic Database (CTIX), is available to anyone with a computer, or by contacting Infoglobe offices in Toronto, Ottawa or Calgary. The service provides a range of information on products manufactured by companies, where the firms are located and if they export.

There is no minimum charge for the service, says the CMA, but rather a metered charge ($3.00 a minute) for an average search which takes about 30 seconds. Further information is available from John A. Fisher, Director of Marketing, CTIX Database, One Yonge Street, Toronto, Ontario M5E 1J9; Tel: (416) 363-7261.

New Antenna To Increase Canada's Capabilities

A new satellite receiving station, to be built in Gatineau in the National Capital Region, will allow Canada to receive data from France's first remote sensing satellite, SPOT, when it is launched later this year.

The Gatineau station, along with the existing Canada Centre for Remote Sensing at Prince Albert, Saskatchewan, will provide complete SPOT coverage of Canada and the United States. SPOT sensors will provide high-resolution images of the earth's surface. France has developed a sensor that can distinguish objects 10 metres across, providing three times the detail currently obtained from the U.S. LANDSAT satellite now in orbit.

For further information, contact E.A. Godby at (613) 993-0121 or J.-C. Henein at (613) 995-1210, both of the Canada Centre for Remote Sensing, Energy, Mines and Resources Canada.

Helicopter Heater Agreement

Innotech Aviation of Montreal has been appointed distributor for the sale and installation of helicopter heaters manufactured by Casey Copter Accessories Ltd., also of Montreal. Under the terms of the agreement, Innotech will supply and install the heaters in all parts of Canada except British Columbia.

For further information, contact J.R.O. McIntyre, Manager, Public Relations and Advertising, Innotech Aviation Limitée/Limited, 455, Michel Jasmin, Montréal (Québec) H9P 1C2; Tel: (514) 636-8484.

Weather Moderation

While conclusive evidence that man can modify the weather at will still eludes researchers, scientists at the Alberta Research Council conducting weather modification studies have some impressive new results from cloud seeding efforts. A preliminary analysis of treated cumulus clouds over the past five years indicates seeding clouds with dry ice pellets or silver iodide flares will trigger rain provided the clouds last 20 minutes or longer.

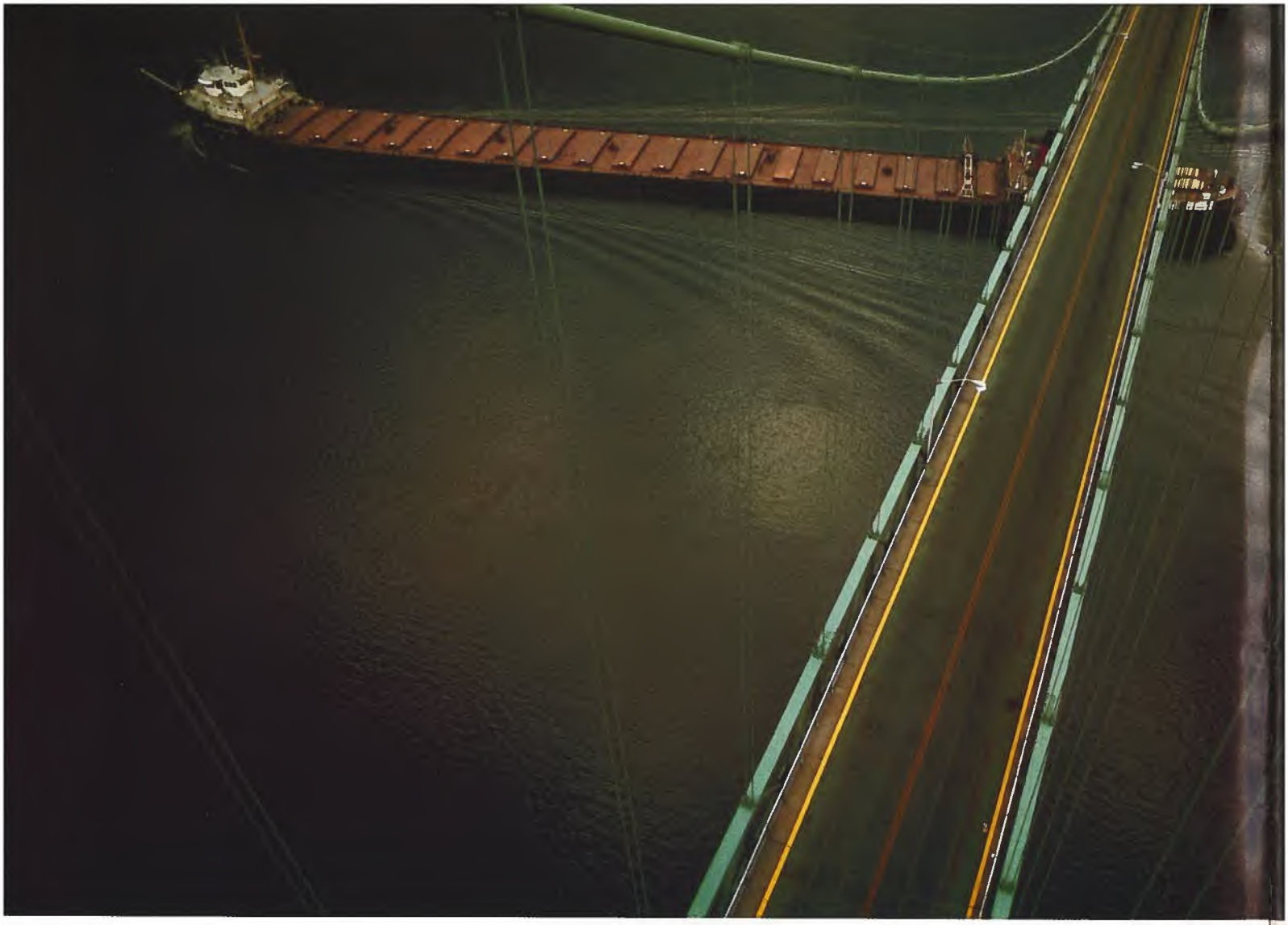
For further information, contact Alberta Research Council, Atmospheric Sciences Department, 7th Floor, Terrace Plaza, 4445 Calgary Trail South, Edmonton, Alberta T6H 5R7; Tel: (403) 438-0555.

Conference Board Establishes Education Information Centre

The International Business Research Centre of the Conference Board of Canada is establishing an Information Centre on Export Education. The objective of this new centre is to provide a first point of reference for the business community and the general public on information about available programs on applied exporting techniques.

The centre will respond to the need for the collection and dissemination of data on courses, seminars, research and other educational resources on international trade, international management and related subjects.

For further information, contact The Conference Board of Canada, Suite 100, 25 McArthur Avenue, Ottawa, Ontario K1L 6R3; Tel: (613) 746-1261.



The Seaway — Canada's Interior Link to the World

There is a sense of purpose on the Canadian side of the Great Lakes as the Ontario commission ports of Toronto, Oshawa, Hamilton, Windsor and Thunder Bay move boldly into the future with new trade and port-related developments. Collectively their yearly tonnage is in excess of 50 million tonnes and they serve an area which has most of Canada's economic muscle.

With the Great Lakes forming its southern border, Ontario, Canada's most industrialized province, has taken a new interest in the ports located within her boundaries and in the St. Lawrence Seaway System which stretches over 3 800 kilometres (2 360 miles) into the economic heartland of a continent. The Seaway is a marine highway with no equal and for Great Lakes ports it is the umbilical cord to the sea.

The Great Lakes of the United States and Canada, together with the connecting waterways, form the largest body of fresh water in the world. The lakes are Ontario, Erie, Huron, Michigan and Superior. They stretch basically from west to east and are joined to form a single system — the St. Lawrence Seaway — which connects the ports with the ocean and world market centres.

In total, there are 12 655 kilometres (7 870 miles) of shoreline and 246 515 square kilometres (95 180 square miles) of water surface in the Great Lakes themselves. Of the total water surface, Canada has 88 600 square kilometres (34 210 square miles) and the United States 157 910 square kilometres (60 970 square miles).

Two of Canada's largest cities are located here — Montreal, which is the first port on the Seaway and important to the total system; and Toronto, the capital of Ontario. More than a third of Canada's total market is located within a 160-kilometre (100-mile) radius of the Port of Toronto.

There are a number of compelling reasons for calling the Seaway the backbone of the Canadian bulk transportation system. In 1983, Canada's grain industry contributed $15.6 billion to the

nation's gross domestic product (GDP), and $6.4 billion to its exports.

Of the 28.31 million tonnes of grain exported from Canada in 1983, more than 17 million tonnes, or some 60 per cent, left the country via the Great Lakes/Seaway route. And virtually all of it was shipped by rail to the Port of Thunder Bay and from there loaded on ocean and lake vessels and carried to ports along the St. Lawrence River and on to Europe.

This route, the Seaway, is as important to Canada as the Mississippi System is to the United States.

The picture is the same for the steel industry, the other major Canadian user of the inland waterway. All of Canada's integrated steel mills are located on the Great Lakes — two in the City of Hamilton on Lake Ontario, and one at Sault Ste. Marie in northern Ontario. All depend on the cheap transportation of their low-value, high-volume raw materials for financial viability.

It goes without saying that the Seaway is the economic lifeline of Canada's Great Lakes ports. The economic facts are staggering. The Great Lakes basin produces one-half of Canada's and one-fifth of the United States' gross national product (GNP). If one considers the GNP of the North American continent is collectively the highest in the world, then the contribution made by U.S. Great Lakes states and the Province of Ontario is indeed extremely high.

Economic benefits of Seaway operations are enjoyed by more than 40 million people who live and work in a region that is larger than all of Europe. It contains about a third of the total Canadian and U.S. populations and a third of the combined industrial capacity of both countries.

Fleets of Canadian and American lakers plus ocean-going ships from some 50 nations use this magnificent waterway. In 1983, ships passed through the Montreal-Lake Ontario section of the Seaway 3 870 times carrying 45 million tonnes of cargo; and through the Welland Canal 4 707 times accounting for some 50 million tonnes.

The role of the Great Lakes/Seaway in international trade will become even more important in the future as Canada competes with other nations in an environment with less trade restrictions and higher industrial technology. The economic benefits of the system reach to regions of Canada far beyond the boundaries of Ontario. The major bulk commodities moving on the system — grain, iron ore and coal — make up more than 75 per cent of total tonnage.

"If the Seaway did not exist, the cost of transporting such commodities in huge volumes by rail to ocean ports would add such substantial costs that the competitiveness of producers would be markedly curtailed," said one user of the system.

"For example, it costs less than half as much to move a bulk carrier vessel full of grain from Thunder Bay to Quebec ports than to ship the same volume of grain by rail," he added. "And trucking facilities are inadequate to handle the volumes moved on the Seaway. It must be remembered that water transportation is uniquely cost-efficient, and less harmful to the environment, for moving bulk commodities either to markets or, as raw materials, to industries for processing into marketable products."

The St. Lawrence Seaway was officially opened on June 26, 1959, at the St. Lambert Lock, near Montreal, by Her Majesty Queen Elizabeth II and Dwight D. Eisenhower, President of the United States. Last year the Seaway celebrated its silver anniversary and the Royal Yacht Britannia once again moved through the system to Toronto.

To navigate the system ships pass through 16 locks between Montreal and Lake Superior, and climb more than 183 metres (600 feet) above sea level, a height equal to a 60-storey building. Vessels up to 222.5 metres (730 feet) long by 23.3 metres (75 feet) in beam and 7.9 metres (26 feet) in draft can be accommodated in the locks. There are three main navigational installations that allow ships to reach Lake Superior.

Seaway Locks

There are seven locks in the Montreal/Lake Ontario section, overcoming a dif-

ference in water level of 69 metres (226 feet). The Welland canal, which bypasses Niagara Falls, has eight locks allowing passage between Lake Erie and Lake Ontario and overcoming a difference in water level of 99.5 metres (326 feet). The "Soo" locks at Sault Ste Marie provide access to Lake Superior from Lake Huron.

Keeping in mind that this vital transportation artery is located in Canada's two largest provinces, small wonder that their governments have a keen interest in their Lakes and river ports.

"The Province of Ontario is finally aware that the general cargo trade on the Great Lakes must survive if Ontario traders are to remain competitive," said one port official. To show that it means business and that it is committed to the Lakes, Ontario has created a Marine and Pipeline Office within the Ministry of Transportation and Communications.

In Quebec, the government formed the St. Lawrence Task Force whose chief aim is to promote the total St. Lawrence system.

Today, both provinces are working together in a new spirit of co-operation at all levels of government. Both the Ontario and Quebec governments regard promotional efforts as essential in order to sell the region.

Both played key roles in the formation of the Great Lakes/St. Lawrence Maritime Forum in Quebec City. The forum consists of more than a dozen groups, organizations, associations and government departments with an interest in the Great Lakes. Of course, it also includes representatives of both Seaway entities.

In many Ontario port cities, long-range plans are being formulated to change the face of some waterfronts and to build new facilities to handle projected increases in trade over the next 20 years.

Here are some of the new developments in Ontario.

- A master plan has been drawn up for Oshawa harbour by a special task force.
- The Toronto Harbour Commission has announced a series of new developments including a proposed $300 million World Trade Centre complex.
- The Port of Hamilton is in the midst of industrial and port expansion.
- Windsor is moving ahead with plans to increase tonnage and attract new waterfront uses.
- Thunder Bay, the world's largest grain handling port, is progressing with the implementation of its master plan.

Oshawa

It calls itself the "Dynamic City". Established as a rural village in 1850, Oshawa was incorporated as a city in 1924 and has grown to a population of more than 120 000.

Situated on Lake Ontario some 48 kilometres (30 miles) east of Toronto, the Port of Oshawa's facilities consist of a Seaway-depth berth, eight metres (27 feet) deep and 222.5 metres (730 feet) in length, on the east side. Two additional berths, capable of handling vessels to a maximum of 222.5 metres (730 feet), are dredged to 6.7 metres (22 feet) on the west side.

A 230-square-metre (2 500-square-foot) heated transit shed, an air-supported storage bubble and a four-hectare (10-acre) fenced and paved compound on the east side, adjacent to the wharf, are operated by Hub Transportation Services Limited on behalf of the Oshawa Harbour Commission. Hub provides a labour force highly skilled in handling all types of cargo from raw sugar to project cargo. A range of cranes and fork lift trucks is available.

Cargoes handled by the Port of Oshawa include coal from Ashtabula, Ohio, salt from Goderich, Ontario, and gasoline and fuel oil products from St. Lawrence River ports. Among the other cargoes handled by the port are sugar, salt, import and export steel, calcium chloride and potash.

The Oshawa Harbour Commission has adopted an ambitious plan for the expansion of facilities "in order to fully cater to the needs of industry, now and in the future", a port official pointed out.

"The commission is anxious to commence with Phase I of the Oshawa Harbour Development Plan which will provide a second Seaway-depth berth and an additional cargo-handling area," he said.

The first phase of the project, which would eventually triple the ship handling capacity in the port, could begin in the near future. This initial phase would involve dredging a new berth and filling land adjacent to the dock to provide space for cargo handling. A breakwater would dampen the storm surge in the harbour and improve cargo handling and ship maneuvering characteristics.

The City of Oshawa is an important manufacturing centre with the large plants of General Motors of Canada, Fittings Ltd., Westcane Sugar and others located there.

The Port of Oshawa

The Port of Toronto

Toronto

The Port of Toronto thinks of itself as the gateway to Canada's richest area, encompassing the country's largest concentration of industry and population. In fact one-third of Canada's total market is within a 160-kilometre (100-mile) radius of the port. In addition to the operation of the port, the Toronto Harbour Commission is involved in other fields such as running Toronto Island Airport (it developed and operated Toronto International Airport, now known as Pearson International) and World Trade Centre Toronto and waterfront development.

As a member of the World Trade Centers (OK) Association, whose headquarters are in New York City, the World Trade Centre Toronto, along with some 100 related organizations in 40 countries, has as its aim to encourage the expansion of world trade — and of course, generate more tonnage through the port.

Future trade centre plans call for the development of a three-hectare (eight-acre) site near the commission's Harbour Street head office in the central waterfront. It is here the commission envisages the development of a $300 million World Trade Centre complex complete with residential, office and retail space. The proposed project has the potential to generate an estimated total of more than 5 000 person-years of employment during the five-year construction phase. In addition, it will provide permanent employment potential of 12 000 to 14 000 jobs in offices, restaurants and retail outlets and support services.

Other projects on the commission's drawing board include a long-range development plan which will involve 3.6 hectares (nine acres) of land in the central waterfront area at the foot of Yonge Street, and an additional 6.5 hectares (16 acres) to the east for mixed-use development.

Another phase deals with a large tract of land at the foot of Leslie Street in the eastern waterfront where the commission has already endorsed a report recommending the construction of an industrial park. It is in this area, Toronto's Outer Harbour, that the commission has proposed building a 1 200-boat marina.

Still another project involves its Stadium Road lands in the western waterfront.

The commission is also in the midst of a campaign to attract port-related industry which is expected to generate trade through the port while stimulating industrial development. With some 20 hectares (50 acres) of serviced land and an additional 81 hectares (200 acres) of reclaimed and unserviced land for lease, the commission hopes to attract a wide variety of industry, particularly in the manufacturing and distribution fields.

But most of all, the commission is deeply committed to the port and to the customers using its facilities. The commission considers it vital to offer the importer/exporter a competitive alternative to overland transportation.

Containerization — the port was the first in the Great Lakes System to provide specialized facilities for the handling of containers — has radically altered the nature of general cargo movements through the port.

Due to major changes in shipping technology (containerization being one of them) and commodity trading patterns during the past decade, the commission moved with the times and adapted its marketing thrust to concentrate on those types of cargoes for which it enjoyed a competitive advantage. This decision to specialize has paid off with large consignments of project cargo and volume shipments of steel, bagged beans, soya meal, and palletized ingots of various metals.

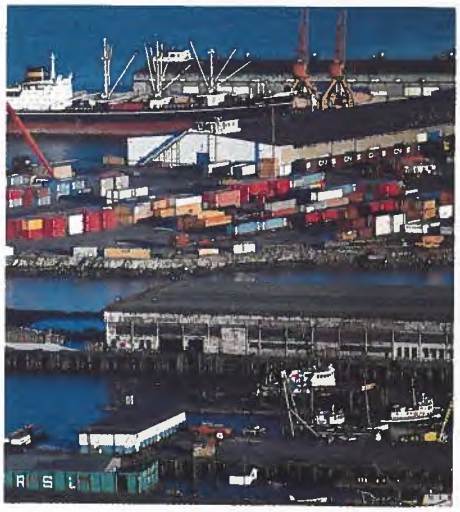
Artist's concept of the World Trade Centre, announced by the Toronto Harbour Commission in the summer of 1984.

The commission's general manager, Ian C.R. Brown, summed it up this way: "We are currently capitalizing on our strengths — a stable and efficient labour force, abundant land for industrial and port development, the existence of modern facilities with excess capacity, and our location which is in the centre of the industrial heartland of Canada.

"We will also take advantage of land availability for port industry, bonded warehouse space, areas for the marshalling and final fabrication of shipments and our heavy-lift capabilities. In addition, we will explore opportunities for an on-site packaging operation to round out our facilities. We will continue to pursue bulk handling possibilities and the feasibility of services such as a roll-on, roll-off (ro-ro) trans-lake ferry service between Toronto and New York State."

In 1983, despite difficult economic conditions, the commission posted a record operating surplus of close to $1 million. That was before debt financing. This was an excellent performance, from a deficit of $1 507 000 in the 1979-80 fiscal year to a record surplus of $994 000, a turn-around of $2.5 million in four years.

The 1984-85 fiscal year also looks good. Even with the bridge being stuck in Valleyfield, Quebec, towards the end of the Seaway season last year, the port was not that badly affected. "We lost some cargoes but gained others," said one official. "The effect was minimal."



Canada's largest city and a major inland port, Toronto is situated on the northwest shore of Lake Ontario. It serves mainly the heavily populated region adjacent to Lake Ontario from the Niagara frontier in the south to Detroit-Windsor in the west and to Peterborough in the east. Goods are also shipped between the port and Canada's Prairie Provinces and states in the U.S. midwest.

Within easy reach by rail or road, the Port of Toronto offers 19 kilometres (12 miles) of dockwall space with berthage for approximately 70 vessels of Seaway proportions. Some 20 berths serve modern terminal facilities which include 24 hectares (60 acres) of outside storage and 30 000 square metres (320 000 square feet) of inside storage, including cooler and freezer rooms. The port has specialized lifting equipment to handle all types of cargo, from a 40-tonne-capacity container crane to the 300-tonne, stationary Atlas crane which is particularly suited to heavy-lift or dimensional pieces.

Hamilton

The Port of Hamilton calls itself "Canada's Heartland Harbour", located 2 045 kilometres (1 270 miles) from the eastern Canadian seacoast. Even though it is an inland port, Hamilton, an international shipping centre, typically ranks sixth out of all ports in Canada measured by total tonnage handled. More importantly, it ranks among the leading facilities in the import and export of general cargo on the Canadian Great Lakes. In 1983, the port recorded a throughput of 10 290 439 tonnes of cargo. Tonnage in 1984, as was the case with most Great Lakes ports, was up.

In the spring of 1983, the Hamilton Harbour Commissioners completed a major development of two outdated shipping piers. A new Pier 12 was officially opened in May for the start of the 1983 shipping season, culminating a four-year effort and a $6 million investment.

A new ro-ro terminal on the pier has been utilized in the past year for the trans-shipment of mining trucks to Columbia, South America. These large trucks — 113 400 kilograms (250 000

The Port of Hamilton, showing Piers 8 and 10 for handling general cargo.

pounds) each — were built by Euclid in Guelph, Ontario. In addition to the Euclids, 36 General Motors utility-type trucks were loaded at the facility.

The Hamilton Harbour Commissioner's main thrust for future port development is a $24 million East Port Marine and Industrial Park. In the fall of 1983, the Port of Hamilton completed the first stage of development of East Port in the eastern section of the harbour located along the Queen Elizabeth Way approach to the Burlington Skyway Bridge. Piers 25, 26 and 27 have been named East Port and will be the focus for future port facilities for the next 20 years.

A key element in the port's master plan, the East Port Marine and Industrial Park sites will offer three new shipping piers comprising 50.2 hectares (124 acres) of land for shipping facilities and ancillary industrial uses.

Construction of roads, sewers, water and electrical service has been completed for the first stage which encompasses a third of the site and creates the first of the planned marine wharves, Pier 25, some 18 hectares (45 acres) for immediate development. Under construction are 244 metres (800 linear feet) of Seaway draft dock face with completion scheduled for the 1985 shipping season.

"Fully serviced marine and industrial sites will be available in 1985, soon after the opening of a new four-lane arterial road providing direct access to the Queen Elizabeth Way," said a port official. "The commissioners are optimistic about the development."

He went on to explain that the prime location on Hamilton Harbour — railways and a major provincial highway — the East Port development will combine the practical aspect of a busy commercial port with the aesthetic requirements of the high-profile location on major highway and rail connections.

The official said the commissioners were currently marketing the sites and actively pursuing a number of new harbour users to locate at East Port. One of these would be Hamilton's first grain terminal to serve Ontario's growing agricultural requirements.

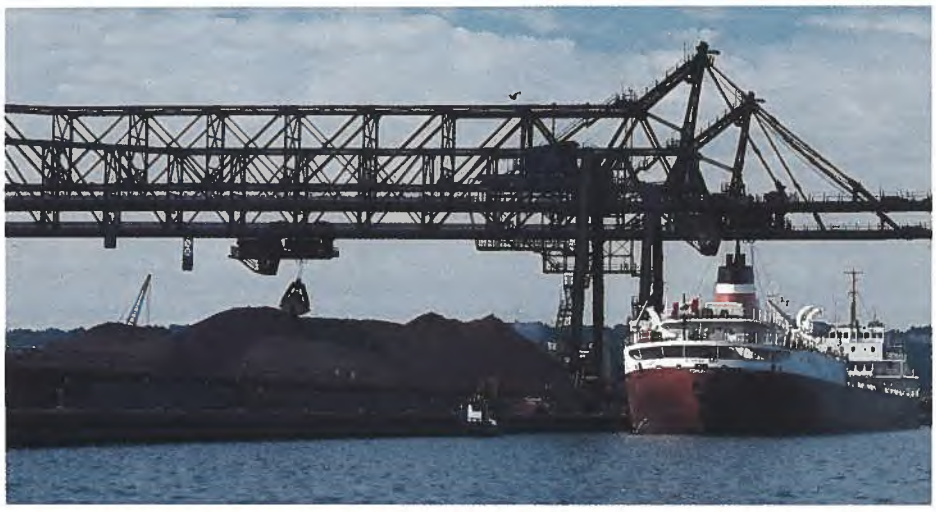
Recently the port's inland transportation system was upgraded with a major industrial road improvement and major highway expansions.

The expansion of port facilities is closely linked to increased business opportunities in the harbour. As an example, there is the Pier 12 redevelopment now a new site for United Co-operatives of Ontario's first phase of a fertilization distribution centre for southwestern Ontario constructed at a cost of $2 million. Business expansion at Pier 11 includes a $20-million addition by Canadian Vegetable Oil Processing, a new Canola oil processing plant.

Bulk commodities constitute a large amount of the cargo moving through the port but there is also substantial general cargo. Imports include raw materials for industry, agriculture, construction materials and food (soybeans, salt, coal, fuel oil, petroleum, iron ore, steel, scrap, stone, gypsum and fluorspar). Exports include many of the manufactured goods in southern Ontario (general cargo, steel, machinery, farm products, soyameal, soyaoil and stone).

In addition to modern cargo handling equipment, the port offers warehouses with 60 000 square metres (645 830 square feet) of space and 280 000 square metres (3 013 864 square feet) of outside storage space on Hamilton Harbour Commission property.

The Hamilton area was first visited by explorers in the summer of 1669 when heavily laden canoes carrying René Robert Cavelier de La Salle and his party arrived at the western extremity of Lake Ontario (Burlington Beach), or Deonasado "where the sand forms a bar", as the Indians referred to the sand strip. Hamilton was founded in 1816. Seventeen years later, in 1833, it was incorporated into a town. With a population of 6 832 it was incorporated into a city in 1846.



The Port of Windsor

Windsor

The Port of Windsor describes itself as "Canada's Deep Water Port" on the Great Lakes. Operated by the Windsor Harbour Commission, the port is situated between Lake Erie and Lake St. Clair, stretching 22.5 kilometres (14 miles) along the Detroit River directly across from the City of Detroit.

With a metropolitan area population of more than 250 000, Windsor is a major automotive manufacturing centre which includes General Motors, Ford Motor Co. and Chrysler Canada. In addition, it is the principal outlet for southwestern Ontario's rich farmland which boasts the highest per-capita production of agricultural products in Canada.

Five major Canadian and American railroads service the port. Connections with the United States are quick and easy with the Ambassador Bridge, two tunnels under the Detroit River and cross-river barge services for container traffic.

The port is designed to handle a variety of cargoes from packaged freight to large steel shipments and bulk cargoes including salt, fluorspar, crushed stone, calcium, coal, vehicles and liquid cargoes of petroleum products. Annual cargo movements exceed three million tonnes plus an additional two million tonnes by barged railway cars.

Windsor has more than 20 private and commission docks. Newman Terminal, which is used by the ro-ro service operating to Thunder Bay, has 5 570 square metres (60 000 square feet) of indoor heated storage and five acres of outside storage space. Morterm, with Seaway depth, is a commercial marine terminal with 73 hectares (180 acres) providing large open storage facilities as well as three closed sheds with more than 5 570 square metres (60 000 square feet) of space.

A number of other commercial firms also provide both indoor and outdoor storage and related services. United Co-Operatives of Ontario grain elevators, with a capacity of 9.8 million hectolitres (2.7 million bushels) of grain, include a 396-metre (1 300-foot) long dock with Seaway depth, handle products from agricultural areas surrounding the port. This dock also serves, by conveyor belt, the adjacent Maple Leaf Monarch mill which processes oil seeds.

Most of the leading oil companies maintain fuel receiving facilities in Windsor. The commission's Liquid Fuel Dock includes a 305-metre (1 000-foot) berth with fuel bunkering facilities providing 24-hour service.

Thunder Bay

The Port of Thunder Bay — guarded by the "Sleeping Giant" landmark — is a vital link in Canada's transportation network, serving as the main transshipment centre for cargo moving both east and west via lake and rail across the nation.

Located on the north shore of Lake Superior, the port, under the jurisdiction of the Lakehead Harbour Commission, is the western terminus of the Great Lakes/St. Lawrence Seaway System. Ideally situated, Thunder Bay ranks as the second largest tonnage port in Canada. Stretching across 43 kilometres (27 miles) of waterfront, the port area has hundreds of hectares of industrial land occupied by more than 40 industries serving the port and surrounding region.

Among the industries are grain terminals, shipbuilding and ship repair facilities, general cargo terminals, bulk handling plants, petroleum storage sites and many service industries.

Known for its capacity to expedite grain movements throughout Canada, Thunder Bay's port is serviced by 17 grain elevators with a storage capacity of more than 30.9 million hectolitres (85 million bushels) of grain and grain products. A record 17 million tonnes of

western grain reached markets through the port in 1983. Thunder Bay transships some 60 per cent of Canada's grain. Each year more than 250 000 railway cars of Prairie grain from Alberta, Manitoba and Saskatchewan are unloaded at the port's elevators.

Keefer Terminal is the port's major general cargo facility. The complex consists of three warehouses with a total capacity of 27 900 square metres (300 000 square feet) including heated storage space. In addition, there are 41 hectares (100 acres) of open space. Canadian National and Canadian Pacific Railways service the facility which is also linked to the major highways in the region.

The development of a transportation-related, light industrial park adjoining the terminal is well underway. The initial development of 40 hectares (99 acres) is now serviced. Its first tenant has recently established a distribution centre for aggregate arriving at Thunder Bay via marine mode for distribution from Keefer by truck. Also operating out of Keefer is a weekly general cargo service — Newman Harbour Terminals and Transportation — between the ports of Thunder Bay, Windsor and Toledo. Plans are underway for a modern waterfront office complex which will be the focal point of the Keefer facility.

Also using Keefer for storage of its bagged calcium chloride is Allied Chemical of Canada Ltd. From here it is shipped by road or rail to western Canada.

Other operations at Thunder Bay include a regular ro-ro service which transports rail cars loaded with paper products from one of the city's mills across Lake Superior for distribution by land into the United States.

One of the port's newer bulk handling facilities, Thunder Bay Terminals which is located on a 120-hectare (300-acre) site on McKellar Island, opened in 1978. Initially, the terminal handled coal from western Canada for Ontario Hydro's thermal generating stations in Thunder Bay and in southern Ontario. In 1980, Thunder Bay Terminals began a transfer operation for potash, and in 1984 opened a new plant to expedite the transfer of product.

The Port of Thunder Bay — the world's largest grain handling port.

Valley Camp Inc. operates a $3.3 million potash complex in co-operation with CN Rail. The facility combines state-of-the-art design and mechanization to provide an efficient transfer facility. The companies also deal in other commodities such as iron ore and sulphur.

Thunder Bay Terminals' new $5.7 million operation, financed by CP Rail, also operates on a direct transfer system and was implemented to improve the transfer of potash from rail to ship, while eliminating product degradation and contamination. The bulk systems are already expanding their scopes of operation and are capable of handling any free-flowing, dry, bulk product which includes a whole gamut of grains and other agricultural products.

Facilities in the port also include those of major oil companies, which maintain storage depots for distribution of products throughout the region, and forest product industries, ideally located in the harbour, thus making it possible for shipment by water to global markets.

A number of years ago, Thunder Bay officials unveiled a Master Port Plan to provide a guide for future port development. With forecasts indicating that the port could be handling in excess of 30 million tonnes of cargo annually in the near future, the Lakehead Harbour Commission set up an independent task force in 1979 to make certain that the port was adequately prepared for any increased cargo flows. The Master Plan made provision for enough accessible land for industrial growth.

Thunder Bay is Canada's second largest tonnage port, ahead of Montreal and behind Vancouver. A record 23.5 million tonnes moved through the port in 1983.

Thunder Bay, with a population of 120 000, is made up of the cities of Fort William and Port Arthur which were amalgamated on January 1, 1970.

For further information, please contact:
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— by John Jursa
Director of Public Affairs
Toronto Harbour Commission

Helicopter antenna, the white bar across the aircraft's bottom.

Electronics Put Small Nova Scotia Town on The Map

Saulnierville, Nova Scotia, a small town between Digby and Yarmouth, is not well known in Canada. Yet, companies in Britain and the Far East recognize it as a major source of Canadian electronic equipment.

"In Korea, they don't know how small or isolated we are; they just think Canada," explains Hugh Roddis, president of Orion Electronics Limited, a Saulnierville electronics firm that is making inroads into export markets. "In fact, in Korea they think Saulnierville must be somewhere near Montreal."

Orion Electronics manufactures special radio equipment, VHF receivers and transmitters and oil spill markers and trackers.

Easier to Sell Abroad

For Roddis, who has experienced some difficulty selling to Ottawa, it sometimes seems as if it's easier to sell his products abroad than to central Canada. If the entertainment world is any indicator of what happens in electronics, central Canadians will soon pay more attention because Orion has begun to capture international attention and markets.

Roddis is an engineer turned businessman and, he says, the process of transformation is still going on. Exploring foreign markets is something he does himself. That's necessary for a small business, he explains, because someone is needed with technical knowledge who can also make decisions.

Orion's involvement in the export market has been gradual. "We knew all along we'd have to export," says Roddis, "because there's no market here. However, at first, all export sales were handled by the Nova Scotia Research Foundation (NSRF)."

Over time, the company felt that there were too many levels between it and its customers and began to explore markets on its own. NSRF introduced Orion to agents and, with help from the federal Program for Export Market Development (PEMD), the company started to attend trade shows.

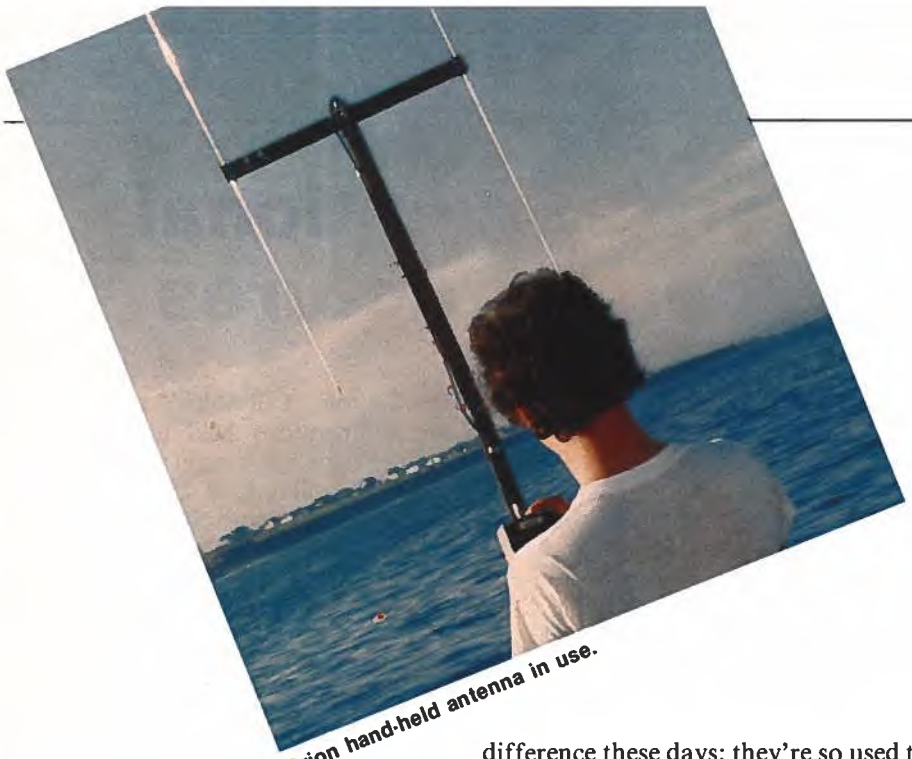
Value of Trade Shows

One of the real values of the trade shows is that they provide the opportunity to meet people and learn about their unique requirements. "It's useful to learn about people's problems; they might lead to ideas," says Roddis for whom trade shows are one more way to stimulate his creative process.

Exporting provides a lot of stimulation. Roddis visited South Korea, Singapore, The Philippines and Malaysia in 1983 and he describes it as "an eye-opener".

"The trip opened my eyes to the competition over there. It's very much where the future lies. The market potential is tremendous but you have to be very competitive. We re-designed our product as a result of that trip."

The trip to Korea resulted partly by chance. The company realized there might be a market there when the Koreans bought some of Orion's tracking equipment. Company officials didn't know why since they hadn't sought out Korean contacts.



Orion hand-held antenna in use.

difference these days; they're so used to dealing with Westeners." However, he was shocked by Singapore. "You expect to be in an underdeveloped country and you're not! I counted 58 freighters in the harbour."

The export trade business is competitive, fast-paced and high pressured. "In the Far East, it seems that everyone is a wheeler-dealer," says Roddis.

He found that he had to keep himself firmly focused on what he intended to achieve. "You can get excited about a lot of things that might not turn out. It's hard to pick and choose the real opportunities and not make promises you can't fulfill."

In that atmosphere, the Canadian Embassy serves as a useful "home base" for weary, uncertain exporters. The embassy staff can provide introductions and give an unbiased view of the country. "Most important, embassy staff are not complete strangers; you can bounce ideas off them."

One of the most difficult things about the export business, according to Roddis, is to find the right agent and to make sure he stays the right agent. "Agents rise and fall. It's something that you have to keep track of. You can't just sign a contract with someone and forget it."

Basic Advice

For business people who are considering trying to enter the export market, Roddis has two basic pieces of advice — know your market and know your competition.

"The competition is very good and you have to make the effort to compete. Canadians sometimes have the feeling that their products are great and that's enough — but you also have to make the effort."

However, Canadians do enjoy one immense advantage in much of the world. They, and many of their products, have people's trust and confidence. Countries need the security of not buying from a "fly-by-night" outfit and will sometimes sacrifice price for reliability.

If Canadians can combine the advantage of a good reputation with more competitive marketing skills, who knows what might be achieved.

— by Valerie Bachynsky
DRIE, Nova Scotia

Ship's antenna — "H" near the top.

On doing some research, the company found that the Korean scientists had been trained in Canada under a Canadian International Development Agency (CIDA) program. Their exposure to the Canadian market proved an excellent way to sell Canadian equipment.

Not Much Difference

In the Far East, one might naturally expect some culture shock and radically different ways of doing business. Yet, according to Roddis, "there isn't much

Orion's oil spill tracking package.

Neither Tents Nor Conventional Buildings — Sprung Structures

When French explorer Jacques Cartier first sailed into the Gulf of St. Lawrence, 450 years ago, the only structures he could find were tents.

If he had returned to the sites of Quebec 1534-1984 celebrations marking the 450th anniversary of his arrival in the New World, he would have discovered another type of structure that is neither a tent nor a conventional building — Sprung instant structures.

Developed and manufactured by Sprung Instant Structures Ltd. of Calgary, Alberta, these unique structures are self-supporting buildings which provide 100 per cent usable area but with no unsightly support poles.

They are constructed from lightweight aluminum arches and PVC-coated polyester fabric panels. Both aluminum arches and fabric panels are "integrally connected" to form structures that comply with most building codes.

Structures for Quebec Festivities

Some 44 of these unique buildings — ideally suited for fairs and exhibitions — were installed at Gaspé, Quebec City, Lévis and Montreal as part of the summer-long program of festivities commemorating Jacques Cartier's historic journey.

The structures ranged from nine to 27 metres (30 to 88.6 feet) in width and up to 87 metres (285 feet) in length. Their bright white, yellow, blue, green and red colours helped create an atmosphere of gaiety and pleasure.

Le Vieux Port de Québec, the city's historical harbour, was the focal point of the Quebec 1534-1984 celebrations. Besides the "Tall Ships" and the sailing competitions held in honour of Cartier's voyage, a main attraction was the H_2O building, a 27 by 87 metre (88.6 by 285 foot) Sprung structure housing various scientific exhibitions centred on water.

Mrs. Claude Benoît, director of exhibitions for the Corporation Québec 1534-1984, said that Calgary-based Sprung Instant Structures Ltd. was the only manufacturer capable of supplying a temporary building of such dimensions.

Tents Too Small

"The most sophisticated tents which were proposed to us were available only in much smaller sizes while offering less interior design flexibility. Moreover, the Sprung structure is totally water-

Bright colours of Sprung instant structures enhance the carnival atmosphere of the Quebec 1534-1984 celebrations.

The huge H_2O building housed scientific exhibits with a water theme.

proof and can withstand winds up to 225 km/hr. (140 mph). No tent could match those features," Mrs. Benoît said.

Sprung instant structures require little or no site preparation and are easy to install. It took two seven-person crews approximately three days to erect the 2 300 m^2 (25 000 sq. ft.) H_2O building.

Besides the H_2O building, there were two other Sprung structures of the same width — one housed a saloon and the other a boat show. Smaller structures were used for various purposes such as boutiques and services as well as exhibits of different natures.

A complimentary backdrop for a sunny patio.

Width is always a critical dimension but length of Sprung instant structures is practically unlimited as additional arches can be added indefinitely. That is the beauty of modular design.

Each structure comes with a minimum of two entrances, one for people and the other for equipment. Sides can also be opened for extra ventilation or access.

Robust Structures

Although they are meant to be temporary, Sprung instant structures are robust and can withstand the harshest environmental conditions from sub-zero Arctic cold to the Middle East desert sun. While the aluminum arches are practically free of wear and tear, the fabric panels are expected to last 10 to 12 years.

In addition to being waterproof, the fabric panels are highly resistant to mildew, insects, inorganic salts, alkalies and weak acids. They allow light to enter the building but contain inhibitors to prevent degeneration from ultraviolet sun rays.

Sprung instant structures have a wide variety of applications. They are today's answer to the need for enclosed space when time and budgets are limiting factors. Esthetically pleasing, they are especially suited for fairs and exhibitions.

In existence since 1887, Sprung Instant Structures Ltd. developed its unique buildings in the late 1970s and, over the past three years, the structures have been successfully marketed in more than 50 countries. New applications and new markets are still being identified and developed under a controlled expansion program.

For further information, contact:
Sprung Instant Structures Ltd.
1001 - 10th Avenue S.W.
Calgary, Alberta
T2R 0B7
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Sprung instant structures offer interior design flexibility.

Alberta Quarter Horses Cut Out New Market in Europe

When it comes to horse trading, Alberta's quarter horse breeders have a reputation in Europe that is second to none. And that means good business!

In just four years, more than half-a-million dollars worth of registered Alberta quarter horses have been sold to equine fans in Germany, Switzerland, France and Belgium.

Best in Canada

"Alberta has some of the best quarter horses in Canada," says Wayne Burwash, president of the Alberta Quarter Horse Breeders Association (AQHBA), the marketing arm for 60 provincial breeders. With between 40 000 and 45 000 registrations, this province contains half of Canada's quarter horses.

"We've taken the bull by the horns, I guess, and started to promote our horses in Europe. So we've captured the Canadian export market," says this practising veterinarian.

Quarter horses are prized and intelligent animals whose build, speed and agility made them ideally suited for working cattle, the task for which they were originally bred. Today, however, while they are still used with cattle, they are growing increasingly important as riding and show horses for which their characteristics are equally well suited.

Relatively New Breed

This relatively new breed was started in the United States and Canada in the 1920s and 1930s and has since turned into a huge industry. The U.S. quarter horse register, opened in 1949, now contains more than two million horses. It's the biggest equine register in the world.

The richest horse race in the world is for quarter horses. It is held at Ruidoso Downs in New Mexico and the purse is $2 million.

With money like that around, it's not surprising that many quarter horse stallions are worth more than $100 000. Some syndicated stallions are worth more than $3 million.

Besides AQHBA, just a few private Ontario breeders are exporting horses from Canada. The Alberta association has also drawn on horses from Saskatchewan and Manitoba.

Impetus to Export

Impetus for exporting horses from Alberta into Europe first came from promoter Wolf Krober who runs the Equitana all-breeds horse show in Essen, West Germany — one of the largest horse shows in the world.

"Mr. Krober came over here and talked to our group about the market potential over there," Mr. Burwash recalls. "My wife and I attended Equitana in 1979 and things just went from there."

The year 1983 was a big one for AQHBA. Close to 40 horses, worth more than $250 000 in total were sold to Europe, including a shipment of 25 to Italy, compared with between three and six horses per year in the previous three years.

Buckle Award

In 1984 AQHBA representatives attended the Euro Cheval Show in July and will award a buckle for the highest-scoring Alberta horse in the forthcoming European Championships.

"We've also sent trainers over to Europe to teach western riding as opposed to English style," says Mr. Burwash. "The more people are interested in riding western, the more will buy our quarter horses.

"Western riding is somewhat of a novelty in Europe at the moment. The cowboy image is highly regarded over there, especially in West Germany.

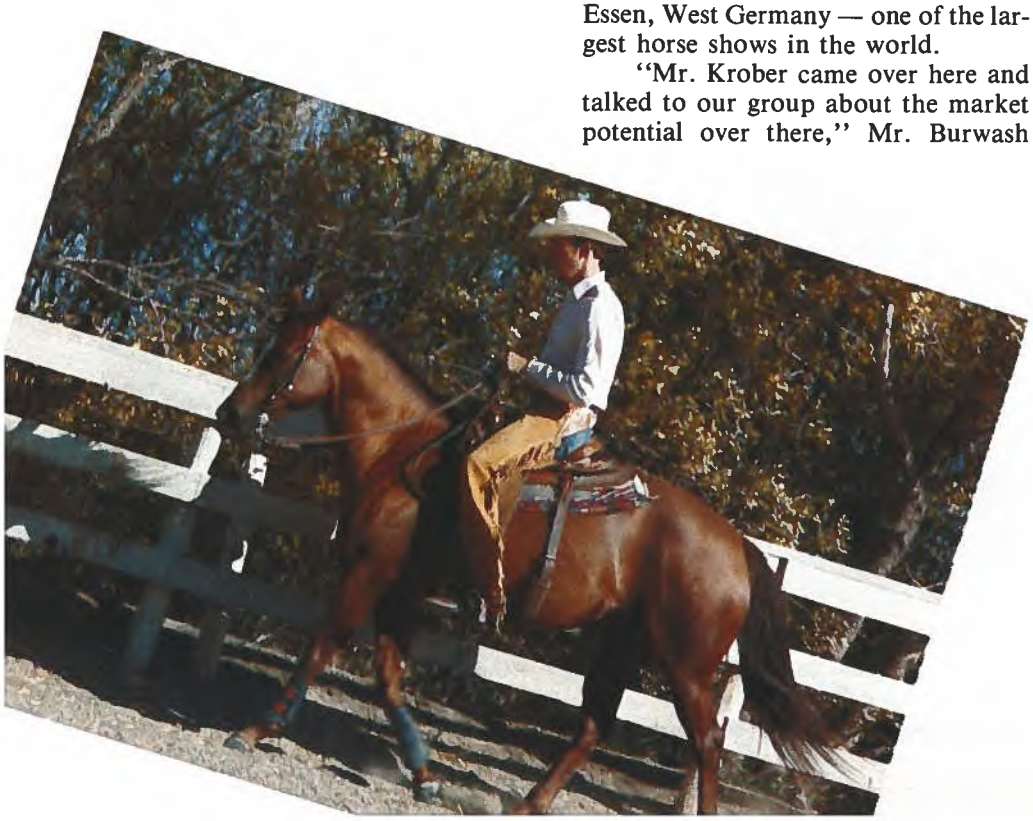
"But with our trainers and horses over there and with our excellent reputation, almost all Europeans equate the quarter horse with Alberta."

"Years of Work"

The AQHBA president expects that it will take "years of work" to make the export market pay off. At the moment, sales are offset by the high costs of promotion. AQHBA receives financial help from both federal and provincial governments towards airfare, promotion and per diem expenses plus a lot of expert advice.

Ideally, the breeders would like to have a full time marketing manager to represent them. "We're essentially a volunteer group, so we can't pursue the market too intensely," says Mr. Burwash.

"But we're confident that our exports will grow and then, one day, our export marketing will be entirely self-sufficient."



— by Stuart Hertzog
Special to *Canada Commerce*

CANADIAN COMPANIES & PRODUCTS

Companies wishing to take advantage of this feature may do so without charge simply by sending sufficient material on product or service for no more than 100 words and a glossy black and white photograph to Canadian Companies & Products, ***Canada Commerce*** (BCOM), Department of Regional Industrial Expansion, Ottawa, Ontario K1A 0H5. As ***Canada Commerce*** is produced in both official languages, please send material in both languages if it is available.

New Product Relieves "Tennis Elbow"
Contrevibe Corporation of Mississauga, Ontario, has developed an effective product for the relief and treatment of "tennis elbow" in *Lastrap*. The unique tennis elbow wrap is designed to neutralize surface vibrations which travel along the arm and inflame the elbow. Lastrap also retains body heat in the arm muscles through a special fluid-dynamic in its patented inner pad.

This combination of heat retention and vibration absorbancy makes lastrap a highly effective medical device for the treatment of this painful and difficult condition. Other products using the company's patented principle of heat and vibration are being developed for both the industrial and sport markets.

Inflammation Relief Claimed
Beta Bioelectronic Inc. of Oakville, Ontario, has introduced a new concept for relieving the pain of inflammation and associated symptoms, using the ion migration theory. The company's *Beta Relievor* treats arthritis, bursitis, tendonitis and sports injuries by removing excess hydrogen ions from around the inflammation. Invented, designed and manufactured in Canada, it may be used in the home or clinic environment. Application is simple. A complete treatment of an inflammed area takes less than five minutes using the light weight, portable unit.

Canadian Firm wins International Gold Medal
Avmor Ltd. of Montreal has won a Gold Medal for Quality and Excellence from the International Quality Control Society "Monde Selection" of Brussels, for its *Nova* hand dryer.

While it has imported and assembled dryers for several years, Avmor President Av Morrow felt a truly quality product could be designed and manufactured in Canada. The award and sales in 18 countries have proved him right. The *Nova* incorporates a number of innovative features such as a protected heating element; automatic resetting circuit breakers; low amperage, brushless capacitator drive motor; metal component of zinc die castings; streamlined one-piece covers; and a range of decorator colours.

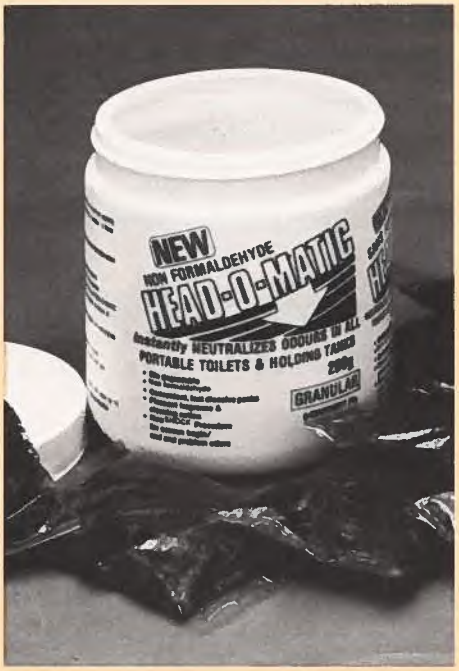
4-Way Emergency Helper
Traction Plus (VX) Inc. of Sainte-Foy, Quebec, has designed and patented its *Solitraction* motorist aid. The unique design allows the durable metal aid to be slipped under a tire in deep snow without shovelling. Its overall length of 91 cm extended gives it extra gripping power while at other times it can be used as a warning sign in case of emergency, a marker for extra long loads carried by truck or trunk, and as a light support to emergency repairs. Traction Plus is a subsidiary of R. B. Stamping Inc., Drummondville, Quebec.

Meter Measures Flow from Outside Pipe
Sentor Industries Inc. is introducing a new line of flow and level control instruments manufactured in Cornwall, Ontario. Based on proven sonar technology, the portable *Doppler Flow Meter* is used to monitor flow rates and to identify flow problems.

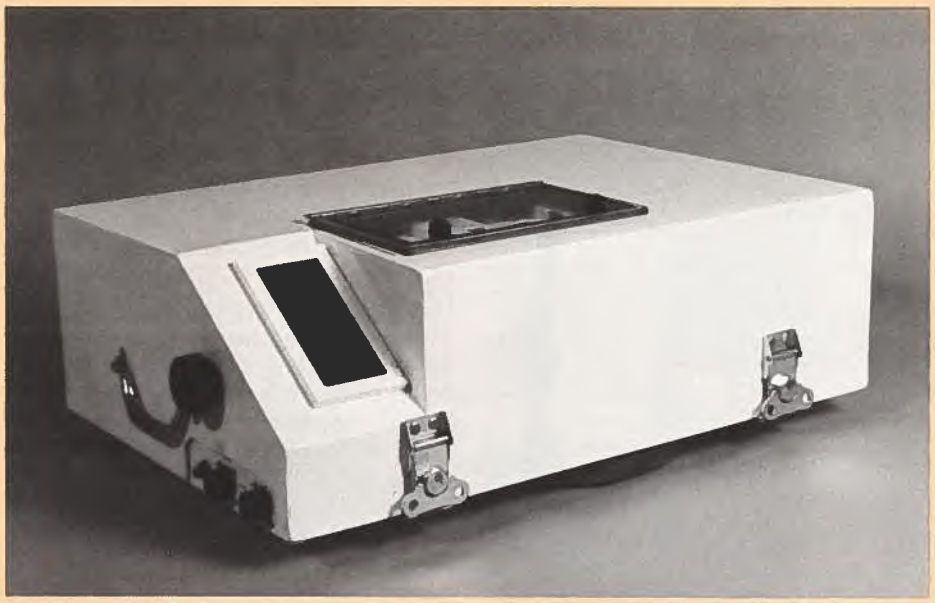
An ultrasonic sensor is held on the outside of a pipe to give immediate flow rate reading or total flow over a period of time. A rechargeable battery pack is included inside the durable leather carrying case and the instrument can be operated at 120 volts AC. This versatile new flow meter weighs just 4 kg, and is designed for fast, easy trouble-shooting and flow monitoring for industries with closed pipe systems.

Add-on Bidet
Modern Home Technologies Inc. of Mississauga, Ontario, has developed and patented a bidet which mounts on the standard North American toilet. *Sofflow* can be installed easily by the average handyman without need of structural changes to the bathroom. It utilizes a unique sculptured seat and lid design in a one piece frame that coordinates with existing bathroom fixtures and incorporates the ability to fine tune the hot and cold water mix to suit personal preferences.

New Building Products Announced
The Snykoloid Company of Canada, based in Surrey, B.C., has just introduced two new building products to complement its line of drywall finishing products. The *Synko* floor levelling compound is a chemically setting material which levels uneven floors and smooths rough surfaces before application of linoleum, carpet or vinyl tile. It can be applied to wood, plywood, brick, concrete and other materials. Synko *Tapefree* is a multipurpose joint compound that forms its own flexible tape for finishing gypsum board joints. Premixed *Tapefree* is smooth, is quickly applied and dries with a minimum of shrinkage.



Holding Tank Deodorant
Alex Milne Associates Ltd. of Mississauga has introduced *Head-O-Matic*, a new non-formaldehyde formula for neutralizing odours in chemical toilets and holding tanks in recreational vehicles and yachts. The instant acting formula is available in water soluable plastic pouches which dissolve within three minutes. In addition to its convenience *Head-O-Matic* is claimed to be safer than formaldehyde-based products.



Brewer Ozone Spectrophotometer
The *Brewer Ozone Spectrophotometer* is a highly sophisticated instrument for scientific and research use in the measurement of atmospheric ozone (O_3) and sulpher dioxide (SO_2) by measuring light intensity in the ultra violet region. This product is manufactured and marketed internationally by SCI-TEC Instruments Inc. of Saskatoon, Saskatchewan.

SCI-TEC Instruments Inc. is dedicated to the design, manufacturing and marketing of advanced technology scientific and industrial instrumentation as well as providing contract research and development capabilities for other companies.

For further information about the companies, products and services listed, please contact:

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A Celebration of the North

Yukon's Economic Future Hangs Largely on Tourism

Mines are silent and deserted. Ubiquitous fireweed sprouts between the rails of the White Pass and Yukon Railway route linking Whitehorse and the Alaskan seaport of Skagway.

It is the summer of 1984 and Yukon is a territory desperately searching for a new economic base.

Since the discovery of gold in the Klondike in 1896, mining has been the lifeblood of Yukon. But the recession of the early 1980s was to change all of that as once-profitable ore bodies were mined out, market prices tumbled and mining companies were forced to halt or suspend operations.

Yukon came face-to-face with the magnitude of its problem in June 1982 when debt-plagued Dome Petroleum halted production at its Cyprus Anvil lead-zinc producer in Faro.

Overnight more than 500 people (out of a territorial labour force of 10 500) were added to the ranks of the unemployed and Yukon had lost the producer of 40 per cent of its gross territorial product.

"The economy had been riding high in 1981," says Colin Heartwell, Director of Business and Economic Development in the Yukon government. "And then it hit a major decline in 1982."

The shock waves from the mining industry shutdown inflicted serious casualties. In the next year, 13 per cent of Yukon's population moved out.

Business bankruptcies, which had averaged about five a year, leaped to a record 25. The real estate market collapsed as departing Yukoners sold their properties at a loss.

The White Pass and Yukon Railway (WP&YR), the vast majority of whose business came from hauling Cyprus Anvil ore, shut down its operations and many more Yukoners were out of work. Gone, too, were the picturesque summer passenger trains that used to haul tourists from Whitehorse to Carcross and Skagway.

"It was sort of like going down a set of stairs and hitting the next landing," Heartwell says. "Now, in 1984, we've sort of levelled out."

Heartwell sees the "levelled out" economy as a leaner, trimmer and more balanced one.

"We saw an immediate weeding out," he says, "which resulted in the companies that stayed in business cutting back and becoming more efficient while the companies that weren't so good lost out."

With the virtual wiping out of the mining industry (employment plummeted from a 1981 peak of nearly 1 800 to a 1984 level of less than 600), the service sector loomed large in Yukon's future.

"Tourism automatically became the number one private industry employer," says Larry Bagnell, Programs Implementation Officer for DRIE in Whitehorse. But, he admits, the switch to a service economy by people who have long taken pride in their rugged, independent image may not be easy.

Heartwell, too, sees tourism looming large in Yukon's future.

"We have a lot of advantages in terms of history, location and wilderness which we could exploit," he says.

Tourists *leave* souvenirs at Watson Lake stopoff along Alaska Highway.

YUKON VITAL STATISTICS

Population — 23 400 (approx. 4 000 of native descent)
Capital — Whitehorse (pop. 14 500)
Total Area — 482 515 km^2 (186 299 sq. mi.)
National Park — Kluane (13 673 km^2)
Floral Emblem — Fireweed
Government — Elected assembly of 16 members. Titular head of government is a commissioner appointed by the federal Minister of Indian Affairs and Northern Development.

Fireweed, fireweed, everywhere.

"However, we lack major attractions in order to hold people here."

Yukon, he notes, already attracts about 400 000 visitors a year, most of them "the rubber-tire traffic that sticks pretty well to the road networks". He believes the time has come for government and industry to switch their efforts from trying to attract more tourists to providing things to do and see that will keep the existing visitors there longer.

"If each of those 400 000 people were to stay an extra day, you'd have an extra $40 million to $50 million."

He feels the private sector should take the lead in the development of unique Yukon attractions, citing the work of the Tooley brothers in Carcross as an example of what can be done. The Tooleys saved their small town's historic heritage and turned it into a highly successful tourist industry.

"As it is," he says, "we have some very fine attractions, but they're mostly provided by government, free of charge.

Whitehorse Recreational Vehicle Park Takes Off

Fifteen years ago, Harry and Jo-Ann Wallis went to Whitehorse city council for permission to build a downtown facility for recreational vehicles (RVs). Council turned them down cold.

"At that time mining was the big thing up here," Wallis remembers. "Tourism wasn't important in the scheme of things then."

So the couple put a hold on their plans and opted to develop a more traditional tent-and-trailer campsite several miles south of town alongside the Alaska Highway.

The "hold" was to last for 14 years while Harry continued his work as building supply manager for a construction company and Jo-Ann worked with the territorial justice department.

Their Sourdough Country Campground continued to thrive as its reputation grew among the clannish tenting and trailering groups.

"Our customers spread the word it was the cleanest place they'd ever seen," Jo-Ann says proudly.

But, by the end of the 1983 season, Harry says, "we realized it was a case of 'expand or die'" and the couple went back to city council with their plans for a first-class, up-scale, downtown park for the RV travellers.

This time, their timing was impeccable. Yukon had seen mine after mine shut down in recent years. With little ore to haul, White Pass and Yukon Route had at least temporarily suspended its railroad service between Whitehorse and the Alaskan port of Skagway. Tourism was the "in" business in Yukon.

The pair got a green light for their plans for a $260 000, 104-site RV park on some prime downtown real estate leased from the WP&YR. Helped by a DRIE grant of $130 000 for land improvements and the purchase of machinery, the first holes for the fence posts were sunk on March 1 of last year.

Six frantic weeks later, all the sewer, water and electrical hook-ups were completed, the building housing shower facilities and a 14-machine laundromat was finished and the Sourdough City RV Park was open for business on May 1.

It was the biggest full-service RV park in Yukon, and it didn't take long for word to spread through the tight-knit RV community.

"We really believe our success is dependent on a happy customer," says Jo-Ann, "and we're trying to be 100 per cent accommodating."

This means keeping the office open from 8 a.m. to midnight each day and having at least one member of the staff on hand at all times. It also means complimentary coffee for the visitors, a booking service for dinner reservations, ticket sales for shows and boat tours and even arranging to have a local tour operator provide a bus service between the park and downtown locations.

"We'll even make dinner reservations and draw up sight-seeing tours for our guests," Jo-Ann says.

For Harry and Jo-Ann it meant a hectic schedule of 18 and 20-hour days during the start-up period ("I lost 30 pounds," Harry grins) — a work load they shouldered willingly.

What is needed are private attractions oriented towards providing a return on their investments."

As Yukon headed into 1985, many question marks remained on the economic horizon.

There was still no decision on when (and, indeed, if) Cyprus Anvil would resume full operations. The fate of the WP&YR was still contingent on the mine's re-opening and a decision on whether the ore would be shipped to Skagway by train or by truck.

Unemployment continued to hover around the 15 per cent mark and, while the out-migration of residents appears to have halted, government officials don't feel the present population of 24 000 will grow to much more than 28 000 by the end of the century.

Uncertainty also clouded the land-claims picture as Yukon natives seemed reluctant to ratify an agreement-in-principle with the federal and territorial governments. The agreement would provide the natives with millions of dollars to invest in the economy and would free up huge blocks of now-frozen federal lands for agriculture and other private development.

"There's no doubt that is perceived by some people as a deterrent," Heartwell says, "and it may just scare away some potential investors."

Although the three levels of government continue to employ more than a third of the labour force ("Take away government and Whitehorse would be a ghost town," says Bagnell), the territorial government did considerable belt-tightening in 1984, cutting down the size of the cabinet and senior bureaucracy and implementing sweeping changes throughout the organization.

Government salaries and wages last year totalled more than $95 million and Bagnell notes that local businesses — and particularly those in Whitehorse —

Backstage at Dawson City's Palace Grand Theatre.

Jo-Ann and Harry Wallis await arrival of landscaper.

"We both like what we do," Jo-Ann confirms. "It's an adventure and it's interesting. Best of all, it's something we can do with our family. It's a lifestyle that Harry and I consciously chose."

Sitting on a sofa in the spacious office-cum-lounge building at the entrance to the park one day last July, the couple told of plans to add two dog-walk areas and a 10-person Jacuzzi to cater to what they are fully convinced is a booming RV market.

"In the first six months of this year (1984)," Harry says, "181 000 RV units have been sold. That compares to 186 000 for all of '83."

RVers are a gregarious lot and, like the gypsies of old, often travel in caravans, usually made up of people from a specific city or state and often led by experienced tour guides.

"It tends to vary from year to year," Harry says. "This year we've seen numerous people from Texas, Arizona and Oregon."

RVers also tend to be good spenders (one vehicle hooked up outside the office is worth $380 000, Harry notes), and the presence of the park has already made itself felt in downtown Whitehorse.

"We know that it really does have an effect on the city as a whole," Harry says. "The third day we were open the Bay store told us their business had increased right away. Woolworth's said that right after we opened they got busier than ever. And, that's been proven because whenever Jo-Ann and I go over there for coffee and sandwiches we see our tourists there, eating."

For Harry and Jo-Ann the hectic race to open the RV park has meant they had to delay 1984 work on their other business — developing a gold mine on their claims 80 km (50 miles) south of Dawson City where they've come upon "some very, very good rocks".

"But, I'm not worried," Harry says. "I'll get back to it next year. After all, those rocks have been there thousands of years and they'll still be there waiting."

— by Ron Johnson
Canada Commerce

rely heavily on spending by public servants. This is borne out by Yukon Gallery owner Bill Braden and Yukon Native Products' Linda Tait, both of whom estimate that two-thirds of their big-ticket sales are to local residents.

Although Yukon's major mining operations have stalled and spending on mineral exploration has slumped, Heartwell notes there are some bright spots in the picture and some hope for new, if less spectacular, future mining operations.

Whitehorse's log cabin high-rise.

"The placer (gold) mining industry remained relatively buoyant in 1981-83 period due to reasonable gold prices," he says. "In 1984, it declined somewhat with the rise of the U.S. dollar linked to a decrease in the price of gold."

He says there is a reasonable possibility of developing two gold mines near Carcross and a pair of silver mines near Watson Lake and Dawson City. Each would employ from 40 to 60 people.

"If you bring four or five projects like that on stream, it can provide quite significant employment. In many cases it's localized employment and 40 jobs in a small community like Watson Lake is quite a big boost."

Also at the advanced planning stage is a project of Amax mining Corp. for a mine in the MacMillan Pass area along the southern border of Yukon and the Northwest Territories.

"They're proposing to develop a modular-style operation," Heartwell says, "that would start with a 250 to 500 ton-per-day mill and then, as demand picks up, maybe increasing the size to 2 000 tons per day. So they'd start out with employment for 50 to 75 people and increase up to a potential of 300 to 400."

Heartwell feels a constraint to large scale developments is the much larger amount of red tape developers have to cut through to launch a Yukon project as compared to one in southern Canada.

"The regulatory regime is extremely clumsy and extremely convoluted," he says. "You've got all sorts of groups and committees, all of whom ask the same questions and are in some way concerned with protecting the environment."

Over the past six years, he notes, the Amax Mining Corp. has spent $24 million in preparing 92 reports "and they haven't even got their first permit yet". For its pipeline from Norman Wells to Zama, Alberta, Interprovincial Pipe Lines spent $13 million to get

Souvenirs of Yukon — Canadian-Made

It would be hard to find a more authentic Yukon souvenir than a piece of Kate and Philip Budd's Grey Mountain Pottery ceramics.

"It's all locally produced by local people using local clay," says Kate working busily amid the clutter of their combined production centre and retail outlet in downtown Whitehorse.

Kate, a former art teacher who often subbed for Ted Harrison (see separate story), feels that "local" quality is the key to the success of their business.

"People just get so damned sick and tired of turning something over and seeing 'Made in Japan' or 'Made in Taiwan'," she says. "We're quite proud of the fact we can stamp 'Made in Canada' on all of ours."

The pair — Philip previously worked as a weather forecaster with the Canadian and New Zealand governments — started up the business in 1978, working out of their suburban Riverdale home.

"It was a poor location," Philip admits, and in 1983 the couple moved into their Main Street shop. Sales promptly went up by 600 per cent, primarily because of walk-in tourist trade. When interviewed early last summer, the Budds figured 1984 sales would double those of 1983 and predicted another 100 per cent increase by 1987.

"We think there's a large potential market for our stuff," Philip says.

Another factor in their success is the couple's ability to produce an amazingly wide range of articles at relatively modest prices.

"Our prices range from $3 to $65 (for a pendulum clock), with most of them at the low end of the scale," Philip says.

Among their most popular items are ceramic picks and shovels (the moulds were made from relics left over from the Klondike gold rush), bear's paw-print ashtrays ($7.50 to $15, depending on size), $15 personalized beer mugs and ceramic belt buckles, moulded from those gigantic brass buckles dear to the hearts of westerners.

So popular have their products become that the Budds spend the "slow" winter months filling bulk orders for shops in such markets as Churchill, Inuvik and Skagway, Alaska.

At the time of the interview, the Budds were busy putting the finishing touches to pieces that had been ordered by mail by customers in Toronto, Los Angeles and Europe.

"And, we've got a parcel out back right now for Singapore," Philip says, noting that they are thinking of putting together a mail order catalogue to take full advantage of this opportunity.

As the orders came rolling in, the Budd's realized they were reaching the limits of their production facilities so they applied for, and received a $5 000 DRIE grant to construct or purchase additional kilns and moulds.

Kate Budd: "Locally produced by local people using local clay."

"Right now," says Philip, "we've only got one large, one medium-sized and one small kiln. What we really need is three large ones. I can build them during the winter for about $700 each. To buy, they cost $2 400."

The expanded production, they predict, will require at least two full-time and one part-time employees.

But, the Budds have no intention of letting success destroy the human, personalized side of the business which allows them to cater to customer whims.

"We even had one guy," Philip recalls, "who found some clay while he was drilling a well at Marsh Lake and sent it in to have a set of coffee cups made up."

For further information on their products, contact:
Kate and Philip Budd
Grey Mountain Pottery
204-A Main Street
Whitehorse, Yukon
U1A 2A9

— by Ron Johnson
Canada Commerce

through the regulatory regime, compared to the $4 million it would have cost down south.

Heartwell feels a somewhat different regulatory problem faces the smaller entrepreneur trying to pick his way through the alphabet soup of the various DRIE, FBDB, DIAND, YTG and CYI agencies and programs.

"The problem here — as across the nation — is there's such a large proliferation of programs," he says. "It's difficult for prospective business people to get a handle on exactly whether they're eligible, what kinds of processes they should undertake to get the assistance, how to get the money and what conditions they have to meet."

Heartwell thinks he has a solution to the problem.

"What I'd like to see is some sort of federal-territorial-native group corporation that would work under contract to implement and distribute funds for all these programs. The business person could go to one shop to receive money as well as business and financial advisory services.

Federal-territorial-native group corporation needed to implement various programs and distribute funds.

"You'd probably streamline the system by a third to a half and deliver more money in a more concrete fashion with fewer staff and greater efficiency."

Nor, in a time of high unemployment and economic uncertainty, is he happy with the performance of the chartered banks in Yukon. Like his counterpart in the N.W.T. (*Canada Commerce*, November 1984), Heartwell believes that centralized decision-making in southern headquarters fails to take note of the special requirements of northern economies.

Because of past errors on the national and international scenes, he feels the banks have decided to get out of the risk-taking business and now are willing only to aid established businesses.

"If someone who is unemployed goes to the bank for help in starting up a business in order to become an employer, he won't get it because the banks aren't in the risk business," Heartwell says. "Even if that person has a fair amount of equity to invest in the project."

He endorses the laws of several European countries which force the banks to invest in the localities where they operate.

— by Ron Johnson
Canada Commerce

Bush planes provide link to remote areas.

A Celebration of the North

Tourists Follow the "Gold Rush" to Dawson City

In 1902, Dawson City — a gutsy, roistering, clapboard-clad home to 20 000 people — was incorporated as the capital of the Yukon Territory. It proudly, and correctly, proclaimed itself the biggest city west of Winnipeg and north of San Francisco.

On a hot summer day in 1984 echoes of that past still lurk in the shadows of empty, decaying saloons, stores and log cabins nestled alongside such glitteringly-restored evocations of the gold rush years as Diamond Tooth Gertie's Gambling Hall and Saloon (Canada's only licensed casino), The Palace Grand Theatre and the mansion-like Commissioner's Residence.

But the clumping of prospectors' boots along the boardwalks has been replaced by the clatter of tourists' sandals and the dust clouds along the unpaved roads are stirred up by monstrous motor homes, tour buses and cars carrying licence plates from across the continent.

Thus, Dawson City accurately reflects the Yukon economy's current swing from a resource-based one to one that is heavily reliant on tourism and heaping infusions of government money. Dawson City just got there earlier than the rest of Yukon.

Today, Dawson City is probably Canada's smallest incorporated city. It has a year-round population of somewhere in the neighborhood of 900 which swells to several thousand each summer as workers pour in to serve that year's crop of visitors.

The tourists — an estimated 55 000 of them each summer — have come to evoke the ghosts of Klondike Kate and Skookum Jim, of the Klondike River and Bonanza Creek, of Jack London and Robert Service.

To ensure they won't be disappointed, private operators and governments (particularly the federal Departments of Regional Industrial Expansion, Indian and Northern Affairs and Parks Canada) have poured millions of dollars into lovingly restoring the buildings and memories of the storied Klondike Gold Rush.

The result is not another "living museum" *à la* Upper Canada Village or Williamsburg, Va. (although Dawson City does offer several museums), but rather a live-in ghost town where the general stores stock frozen fast foods, the saloons can serve up Scotch whiskies and American beer, the wheels spin and the dice clack at Diamond Tooth Gertie's and turn-of-the-century hotels offer California cuisine and air-conditioned rooms.

Accommodation traditionally has been somewhat of a problem in Dawson City. Not unnaturally, investors were reluctant to sink money into hotels or motels in an area where the season lasts

"The wheels spin and the dice clack at Diamond Tooth Gertie's."

All that glitters...

only three or four months, where costs are high and where the supply of trained workers is iffy at best. Experienced tourists brought their accommodation with them.

Gradually, often with the help of government funding, the room shortage is being eased. Existing hotels and motels are being refurbished and expanded and new hostelries are appearing, the latest of them being the Midnight Sun Hotel.

To owner-operator Haine C. Wing, an ebullient 33-year-old Vancouver Chinese, the Midnight Sun is a personal phoenix rising out of the ashes of a restaurant of the same name which he and two brothers ran until it was destroyed by fire in 1983.

Sitting in the hotel's air-conditioned 80-seat lounge amid a mix of genuinely-grizzled oldtimers and camera-toting tourists, Wing recalls the hectic year between the fire ("A year ago this was just a level lot") and the June 1984 opening of the hotel.

It began when his two brothers returned to Vancouver to pursue business careers and Wing and his wife, Nancy, decided to go into the hotel business on their own.

Thumbing his nose at fate, Wing asked the architects to base their designs on those of the site's first occupant, the Hotel Donovan which was burned in the great fire of 1904, and its replacement, the Davenport Hotel which by 1971 had become the Midnight Sun Restaurant.

Memorial Honours Yukon Indians

For centuries, Yukon Indians had lived peacefully on lands at the junction of the Yukon and Klondike Rivers, harvesting the bountiful fish and game of the area.

Their tranquil existence ended forever on August 17, 1896, with the discovery of gold on Bonanza Creek.

Within three years their campground was a boozing, brawling city of 20 000 prospectors, miners and those who came to make the real fortunes — the merchants, saloon keepers and ladies of the demi-monde.

By 1898 Chief Isaac realized his people could not cope with the onslaught and he led them to a spot five miles to the east on the banks of the Yukon where they established the separate settlement of Moosehide.

Sixty years later, Chief Percy Henry, while driving along the Top of the World Highway between Dawson City and Tok, Alaska, dreamed of erecting a building in today's much tamer Dawson City to provide a focal point for the 300 status and non-status Indians of the area.

On June 9 last year, Chief Henry stood by proudly as Chief Isaac's blind, 70-year-old daughter, Pat Lindgren, cut a ribbon to officially open the $550 000 Chief Isaac Memorial Centre on Dawson's Front Street.

The 20 years of dreams, frustrations, planning and banging on government doors for funding had culminated with the opening of the two-storey, 390 square metre (4 200 square foot) building which now houses the band offices, a Yukon Native Products outlet, a travel agency, a soda fountain and a laundromat, all providing badly-needed employment for members of the local native band.

The turning point for Chief Percy's dream came in the spring of 1983 when the band hired Whitehorse architectural consultant Rob Mason as project manager.

Sitting at the centre's boardroom table, Mason recalls the problems he faced.

"They'd been looking at a building three times this size," he says. "It was much, much too big and, as a result, they were unable to get the government funding they needed."

Mason went to work scaling down the plans, coming up with a compromise between "what we felt we'd like to have and what the government wanted us to have".

His plan worked and the band scrambled through the summer and fall to line up $491 000 through nine different territorial and federal government programs, including $162 000 in DRIE Special ARDA funding.

"I didn't know you had to go into all these things," a rueful Chief Henry told the *Yukon Indian News*. "I thought we could just go ahead and build it. That's the way Indians do it."

Work started on November 1, 1983, "using our own money until the grants fell into place", Mason says, and continued without a break through the minus 40° winter days. Altogether the project provided more than 270 person-weeks of work for band members, many of whom otherwise would have had to apply for welfare assistance.

Now fully operational, the centre provides permanent jobs for 10 people in its shops and offices, with others hired part-time during the busy tourist season.

And, because the energy-efficient building is heated by a wood furnace, there are extra jobs for band members cutting and hauling the logs.

"Sure, it costs more," Mason admits, "but it supplies extra employment — and a spin-off benefit for the local bank manager."

At the official opening, Yukon Commissioner Doug Bell had enthusiastically endorsed the project.

"The name of this building," he said, "represents roots. It's about where we and you have come from. It represents the glories of the past and the hopes of the future."

Grinning, he added: "I only hope Percy Henry's next vision takes less than 20 years to fulfill."

— by Ron Johnson
Canada Commerce

Construction began in November with the excavation of a 16-foot-deep, $50 000 hole which was then backfilled with solid rock to prevent building heat from thawing the permafrost which underlies Dawson City.

While the contractors took a winter break ("At 60 below you don't even see a dog on the streets"), Wing futilely tracked down interior designers who would be faithful to his ideas for a turn-of-the-century hotel.

When commercial designers failed to come up to his standards, Wing and his wife took over the job themselves.

"They all wanted pinks and mauves," he scoffs. "It just didn't fit into our "Last Frontier" scheme of things."

Today, soft, dark-colored furnishings predominate in the lounge and dining areas beneath the dark-brown, pressed Parisian-tin ceiling that is an exact duplicate of the one from the Davenport Hotel-Midnight Sun Restaurant building.

The $20 000 ceiling ("Everybody comments on it") had to be ordered from a Missouri manufacturer when it was learned the only Canadian supplier did not have the correct pattern.

Wing is proud that the ceiling and the hotel refrigeration unit are the only items that did not come from Yukon suppliers.

"We used a Whitehorse contractor who did a tremendous job and hired locally whenever possible," Wing says. He estimates that less than $100 000 of the 20-room hotel's $1.25 million cost ($471 000 from the Canada-Yukon Tourism and Small Business Incentive Program) was spent outside Yukon.

Wing estimates that at least half the business of his 80-seat dining room, bar and 130-seat tavern comes from Dawson City residents and local hiring is a priority with him.

Typical is desk clerk Wendy Bilton who moved to Dawson City with her parents 13 years ago. Wing notes that most of his 55-person kitchen and beverage room staffs have been with him at least five years, a remarkable record in the high-turnover hospitality business.

Skilled, reliable, "city style staff" is a scarce commodity in Dawson City, Wing concedes, "but whatever they're lacking, we'll teach them."

An exception is Wing's head chef for the past five years.

"He's from Trader Vic's," Wing notes. "He provides a California flavour way up here."

The Midnight Sun kitchens are locally feted for "food like Mama used to make" says Wing who also operates the food concession at Diamond Tooth Gertie's and has catered the posh Commissioner's Ball.

The Wings spend much of their Vancouver winters researching trends in the hotel and dining fields and, noting a tendency among diners towards smaller, top-quality meals, plan to add dim sung and a sushi bar to the menu.

"We've always thought of ourselves as being the trend-setters in town," Wing says. "We like being first."

Next year's plans also include a sundeck and covered boardwalk around two sides of the hotel — complete with lathe-turned, five metre (16-foot) high posts at $800 each.

Future plans are still somewhat nebulous. However, Wing owns all the property from his hotel corner lot to the old Post Office at the next corner, "and we've got a warehouse full of pictures, paintings, mirrors, furniture and so forth".

For this season the Wings will concentrate on smoothing out last year's start-up problems, developing staff and putting in the 15 to 18-hour days the compressed season demands.

"As my father (he used to run a hotel at Flin Flon, Man.) said: 'Nobody told you it would be easy'," Wing says. "He just didn't tell me how hard it would be some days."

— by Ron Johnson
Canada Commerce

Yukon Tourism Venture Paddles to Success

From his vantage point as manager of a Dawson City travel agency, David Howe, watched the tourism industry boom throughout the 1970s as well-heeled travellers poured into Yukon from around the world.

Expensive group tours were the "in" thing. Howe and his wife, Eva, saw an opportunity and, in 1980, incorporated Rainbow Adventure Tours to offer package trips down the Yukon from Whitehorse to Dawson.

Their timing was — to put it mildly — a bit off. A worldwide recession promptly settled in and big-ticket vacations were an obvious target for family budget-slashing.

"We'd missed the crest of the wave," Howe says wryly.

Realizing Rainbow Tours was basically a seasonal business and that "if we had to rely on group tours we'd starve to death", the Howes decided to shift Rainbow Tours operations to Whitehorse ("After all, the river does flow north. We were doing this thing ass-backwards"). They also launched Whitehorse Travel, a full-service, IATA-recognized travel agency.

Now, they had the clients both going and coming.

Drawing on his extensive tourism marketing background, Howe decided a whole new approach was necessary for Rainbow Tours. Yukon's wilderness and history, he knew, still provided an almost irresistable lure to Europeans and airline excursions made getting there reasonable. What was needed was an affordable package at the Yukon end.

"We decided to back off from group tours," Howe says, "and begin catering to the do-it-yourself holidaymaker, primarily from Europe."

The best answer, they felt, was to offer wilderness canoe trip packages and market them intensively to European tour wholesalers.

"The theme we set out to achieve," says Howe, "was one of 'active' holidays for the family clientele, as opposed to the rugged, dangerous white-water rafting trips. We felt the mass market was interested in the outdoor experience, rather than the exciting experience."

Rainbow Tours offers the clients trips tailored to their canoeing skills.

"We're offering a holiday destination for the average person who has not had a lot of canoeing experience and we have selected rivers and areas that are suitable for this type of clientele," Howe says.

The Howes specialize in packages which include the canoe ($145 per week), complete camping gear ($37 per person, per week) and delivery to and from the selected rivers (prices vary depending on distances). If you send them a shopping list, they'll even pick-up your groceries for you.

"If somebody flies in from Frankfurt or Amsterdam, for instance," Howe says, "we'll meet them at the airport, load them and the equipment into the van and trailer and, within a half hour, they're on the way to the river of their choice."

The English-born Howe has concentrated his promotion efforts to date on the European market, working through trade shows and Canada Travel offices abroad.

"Our most successful areas," Howe says, "have been West Germany, Switzerland, Austria, Sweden and, to a much lesser degree, the United Kingdom.

"The one country we're really working on now is Sweden. There is a very considerable potential there and it's just a question of stimulating that market. So, we're working with the Canadian embassy in Stockholm trying to arrange some presentations there."

Although the Howes have done only limited advertising in Canada, they found out last summer their Canadian business had grown by 25 per cent.

"In view of that, I think we'll start taking a closer look at that market," Howe says. "Actually, it's kind of amusing right now. We're very well known in West Germany, yet there are many people in Whitehorse who have no idea what Rainbow Tours does."

Whatever they're doing, its obviously the right thing. A company that started out in 1984 with a staff of two and four canoes has now grown to a 10-person operation with (partially thanks for a $23 000 DRIE grant) 40 canoes and a storage shed full of camping equipment.

And, while those canoes sit around all winter accumulating snow, the Howes embark on a "tremendous bunch of correspondence" matching clients to suitable trips.

"We want to make sure they know what they're getting into," Howe says, "and for safety reasons we'll make alternative suggestions if necessary. That means some of the files get quite thick before there's a booking.

"They get a lot more than just a canoe rental."

For further information concerning Rainbow Adventure Tours Ltd. and the wide range of outdoor tour packages it offers, contact:

David Howe
Rainbow Adventure Tours
3089 Third Avenue
Whitehorse, Yukon
Y1A 5B3

— by Ron Johnson
Canada Commerce

David Howe dangles the lure of the Yukon before European tourists.

A Celebration of the North

Yukon Parka Sparks Growth of Native Crafts Co-op

Yukon Indian Arts and Crafts Cooperative Ltd. (YIACCL) of Whitehorse, has a track record that would be the envy of any southern corporation.

In its first five years in business, retail sales grew by 40 per cent a year. In 1981-82, with the opening of a new production plant, sales soared by 80 per cent and in 1983-84 grew by another 22 per cent with revenues nudging the $2 million mark.

Along the way, the firm shed its "cottage industry" image, fine-tuned its management practices, introduced quality control measures, expanded and modernized its facilities and launched an aggressive marketing and mail-order program.

"The opportunity has always been there to sell native garments," says General Manager Anton Gonda. "But you must have a professional marketing method and a professional product development system in place.

"Whoever gets there first with this professionalism will do well."

The present company had its genesis in 1976 with the formation of the Yukon Indian Arts and Crafts Society. The society established the Yukon Native Production Centre in Whitehorse's Indian Village and set up Yukon Native Products to operate retail outlets in several communities.

By 1978, the society recognized it had problems. Product quality was inconsistent, the production centre was inadequate to meet demands and the only retail outlet still operating was a cluttered, hole-in-the-wall shop in downtown Whitehorse.

Using $50 000 in federal Special ARDA funding, the society hired consultants to do a feasibility study, then implement the study's recommendations. This led to the division of its operations into three distinct units — administration, retail sales (Yukon Native Products) and production (Yukon Parka).

"At that time," says Administrative Officer Louise Tait, "we only had three people — myself, the manager and a secretary — and about half a dozen women sewing parkas in the old production centre."

The society had opened stores in several centres, but only the one in Whitehorse survived.

"There was a shortage of capital and a shortage of trained management," Gonda told Winnipeg's *Trade and Commerce* magazine. "So, the board of directors decided to place all their emphasis on developing a good base in Whitehorse, and then expanding to the communities."

That "good base" meant expanding both production and retail operations and hiring more than 30 staff. And all of that translated into big money.

So, in 1981 the society incorporated as Yukon Indian Arts Cooperative Ltd. and went looking for the funds to build a new garment factory-retail outlet and to hire management, production and sales staffs.

Funding came from the federal government (more than $1 million shared by Special ARDA and Local Employment Assistance Programs) and the National Indian Arts and Crafts Corporation (nearly $200 000).

The money allowed the firm to move into its present quarters, a spacious, modern building housing its parka and garment factory, a brightly attractive retail shop and the administration offices.

The staff of the production centre swelled to 20 women, the store provided another eight jobs, and three persons were added to the administrative staff. Almost overnight, production of the elegant Yukon Parkas that are the hallmark of YIACCL surged from a few hundred a year to more than 4 000 annually.

With the expansion of the administrative staff, Gonda and Tait were able to spend more of their time developing an aggressive marketing strategy for the company.

Glossy brochures and a mail-order catalogue were produced and advertised in local papers, the Yukon Visitors Association booklet and the northern-oriented *Milepost* and *Alaska* magazines.

As responses began to pour in, Tait took to the road, exhibiting the parkas and other handicrafts at gift shows such as Ottawa's annual Christmas Crafts Show (which alone consistently produces orders for more than 100 of the $350-$400 parkas).

Contacts from these and other retail trade shows, enabled Tait to build up a network of southern distributors and now two-thirds of the production centre's output is sold outside the territory.

Although the elegant, fur-trimmed, three-quarter length Yukon Parka is the backbone of its product line, YIACCL has not forgotten its original mandate to foster a cottage handicrafts industry for natives through Yukon.

In its Whitehorse store, in small, seasonal shops at Dawson City, Haines Junction and Carcross, and through its mail-order service, Yukon Native Products markets a wide range of beaded and moose-hair tufted items such as mukluks, slippers, mitts, jewellery, shoulder bags, vests and jackets.

The quality of all these products is evident. But, it wasn't always thus.

With the opening of the new stores, more attention had to be given to quality control.

"When the society first started out, they pretty well had to buy whatever was produced," Tait says. "That's why the Whitehorse store was there.

"Then, we hired a retail management advisor who was in charge of putting the new store into operation. At the same time we changed our mind about just purchasing everything, even if it wasn't up to the quality we were looking for.

"At first they got pretty excited and told us, 'This is our co-op and nobody's going to tell us what to do.' It took a while, but then they got used to it and started bringing us really nice things.

"They realized that if it wasn't good enough, we weren't going to buy, and they'd be stuck with it."

With the production of parkas nearing 5 000 a year (which Gonda feels is probably the maximum that can be sold in Canada), a hunt is on for new lines. A test lot of Yukon Mitts, designed to match the parkas, sold out almost immediately, and Gonda feels there's a market for up to 5 000 pairs a year.

The production centre is moving into summer garments with the introduction of the canvas Chilkoot Hiker's Jacket, and Tait has a hunch the next best-seller may be a line of beaded, white leather women's dresses which first went on sale last summer.

"We don't have a shortage of ideas," Gonda says, noting that YIACCL is setting up a research and development section to produce new items "in larger quantities at a good price".

And parallel with the development of new products is the search for new markets.

Alaska, with a much larger population and a similar climate to Yukon, seems a natural target. Gonda is even considering opening an outlet in one of Alaska's larger centres, a market he believes could absorb 1 000 to 2 000 parkas a year.

He may already have an unwitting publicity campaign at work for him in the state. Last summer, a group of Alaskan natives, in Whitehorse for a meeting with their Yukon counterparts, dropped into the store for a look-see.

Twenty of them placed their orders and went home as walking advertisements for Yukon Parkas.

For further information, catalogues or prices, contact:
Yukon Native Products
4230-4th Avenue
Whitehorse, Yukon
Y1A 1K1

— by Ron Johnson
Canada Commerce

Diane Nicol models $7 600 mink coat at YNP shop.

A Celebration of the North

Tourism Venture Saves Town's Heritage

Maybe he was overloaded, or maybe he was just fed up with the bird's incessant chatter as he lugged it over the Chilkoot Trail. Whatever the reason, one summer day in 1898 an anonymous gold seeker is said to have left his parrot with the owner of the Caribou Hotel at Caribou Crossing, Yukon.

Over the years, Caribou Crossing changed its name to Carcross, the old timers passed on and the once thriving community became a dusty little way-stop on the White Pass and Yukon Route's (WP&YR) railway and steamship lines.

But until its death in the mid-1970s, the parrot lorded it over the lobby of the hotel, berating the patrons and swilling all the booze it could get its beak into until a particularly nasty hangover one morning induced it to take the pledge.

An hour's drive south of Whitehorse, today's Carcross is a tiny, perfect anachronism — a lingering echo of the frantic years at the turn of the century when thousands of people poured through the White and Chilkoot Passes into Carcross en route to the Klondike gold fields.

The times were heady then and the future looked bright and endless as WP&YR crews pushed a narrow-gauge rail line south from Whitehorse and north from Skagway, Alaska, linking up at Carcross in 1900.

A railway station was built across the tracks from the hotel, and a huge warehouse and wharf were erected alongside the river to handle freight and passengers from the WP&YR sternwheelers plying the local waters.

Today, as WP&YR ponders its future, the railway coaches no longer rattle along the main street tracks. The last of the sternwheelers, *S.S. Tutshi*, was hauled from the water in 1957 and now sits high and dry — and lovingly refurbished — on a lot beside the depot.

The fate of the trains (one bemused visitor dubbed them "the world's biggest toy trains") is still in doubt. Not so, however, the future of the depot and warehouse, or that of Matthew Arnold's General Store (estab. 1911) next door to the hotel.

In the south, the threatened loss of such historical treasures might have attracted the concern of local governments or heritage groups. More likely they would have been sacrificed for high-rises or parking lots.

In Yukon, where the spirit of individual entrepreneurism runs strong, a trio of brothers — Stan, Gerald and Pat Tooley — and their families came riding to the rescue.

The first step came when Stan, who had worked in Whitehorse for 15 years with NorthwesTel, secured a lease from WP&YR for the depot, warehouse and wharf and began planning their restoration and renovation.

His brother, Gerald, urban regional planner for Renfrew County, Ontario, was the next onto the bandwagon.

"I was talking to him (Stan) one day," Gerald recalls, "and I happened to mention that I might be interested in a tourism investment. So, he invited me to come up and look at what he was into."

Gerald took Stan up on the invitation and arrived in Whitehorse on Dec. 21, 1983, to be greeted by minus 35° temperatures. He liked what he saw, moved to Carcross and joined Stan in their new company, Cabin Fever Ltd.

WP&YR station and sternwheeler *Tutshi* evoke memories of the Klondike gold rush.

Pat, an Oshawa business systems analyst, bought the venerable (and still operating) general store from the Watson family and joined his brothers in Carcross.

"I think we boosted the school population a full 10 per cent," Gerald jokes.

Aided by a $41 000 grant from the Canada-Yukon tourism agreement, the partners spent nearly $200 000 converting the warehouse into a luncheon theatre, restoring the station as a mini-museum with a gift stand and coffee shop and repainting the general store to its original colours.

Using Atlas Tours as their marketing agent, the three set up a program geared around the tight schedules of tour bus operators — particularly those operators offering Alaska Highway tours via Whitehorse and those catering to the cruise ships docking at Skagway.

The tour operators wanted more than just another rest stop, and the Tooley brothers were happy to oblige.

In the converted warehouse, Stan and a staff of up to eight people gear up to serve three lunches a day at 11 a.m., noon and 1 p.m. The menu consists of fresh beef stew served in small, cast-iron skillets, bannock biscuits and apple pie. The entertainment is provided by singers and musicians from Whitehorse's nightly *Frantic Follies* revue and bar service is available.

The show is timed to last no longer than 45 minutes and the staff is trained to clear and reset the tables in eight minutes for the next batch of up to 200 hungry tourists.

In the train depot (Gerald's responsibility), the tourists "ooh" and "ahh" over the stuffed animals of Yukon, including a huge moose, and sip their coffees as they browse through the gift shop, watch native women working on handicrafts or peek over the shoulder of Vancouver artist Oma Rush as she paints landscapes on gold-sluicing pans.

Gerald is delighted to provide the native women with free space to work on, display and sell their handicrafts. In the case of Oma Rush, who spends all of each summer in Carcross, he buys her entire output, tacks on a small "commission" and puts the pans on sale in his gift shop.

On the other side of the tracks (and street) Pat and his wife are busy behind the counter of the general store, with its glistening wood-and-glass display cases and fully operational antique cash register and scales.

"...the world's biggest toy trains."

Like those stores of one's youth, this one, as sole supplier to a town of 250, offers a plethora of groceries, dry goods and hardware items — plus a stock of souvenirs, books and gift items for visitors.

And, the tour buses come rolling in, bringing more than 50 000 visitors in each of the two years Cabin Fever Ltd. has been in business.

"That first year (1983) we once had 42 buses here at once," Gerald remembers. "That was a horrendous number of people all at one time. They were lined up all the way back to the hotel to get into the store."

By last season's May 1 opening (they close down in late September), the brothers and the tour operators were better organized and tours were timed so that there were never more than 12 buses at any one time.

And, all of this without any really serious attempt at marketing.

"Most tour companies still don't know what's here," Gerald says. "So, in 1984, we've had their public relations and planning people coming through in order to organize tours for 1985."

With the development phase behind them, the brothers are now looking at promoting their project further abroad, probably starting off with campaigns in Vancouver and Edmonton.

"What we can offer them here," says Gerald, "is a real flavor of Canada, of the north, of Yukon."

Town residents — many living in vintage-1898 log homes complete with huge TV antennae — are very conscious of the benefits of this tourism boom.

"There's a saying around town," Gerald says, "that when you walk into Carcross, you walk back into history."

In addition to providing seasonal employment for up to 15 people, the brothers also hope to expand the town's handicrafts industry.

"We'd like to have a lot more crafts people in the depot," Gerald says. "People doing carving, people doing jewellery, painting, making handicrafts — what have you."

Northern artists such as Jim Robb and Ted Harrison also find the depot an excellent outlet. Robb's limited edition black-and-white prints of Robert Service's Dawson City cabin were a 1984 best-seller, and Gerald complains he can't keep up with the demand for Harrison's books and prints.

Harrison, who taught in Carcross for several years before moving to Whitehorse, maintains a summer home at nearby Tagish and is a frequent visitor to the depot shop, autographing his books with a "Best wishes, Ted Harrison."

Gerald still has hopes the railway may resume operations, bringing in passengers from Skagway and Whitehorse in its turn-of-the-century coaches hitched to modern diesel locomotives.

"The ideal type of trip," he says, "would be to take the train up from Skagway, stop at Carcross and then go on to Whitehorse by bus. That way, you'd see the best of both worlds in a very short time."

He strolls along the station platform, pauses in front of the dry-docked WP&YR steam locomotive *The DUCHESS*, and looks across the street to the Caribou Hotel.

"You know," he muses, "people still ask about that parrot."

— by Ron Johnson
Canada Commerce

A Celebration of the North

Portrait of the Artist as an Entrepreneur

When Carcross schoolteacher-artist Ted Harrison held his first one-man show in Whitehorse in 1974, it sold only three paintings — to a Toronto tourist.

Last year's exhibit at the Yukon Art Gallery was a somewhat different story. Buyers began lining up 13 hours before the doors opened and, while gallery owners Bill and Valery Braden passed out numbered cards, Harrison and his wife, Nicky, served coffee to the patient patrons.

The exhibit was sold out within an hour.

For a bemused Ted Harrison it was becoming a familiar story. A recent Calgary show had sold out in 30 seconds. In Edmonton buyers lined up in the street for seven hours to clean out the Horizon Gallery's stock of his originals.

"You don't have to do anything to sell a Harrison," said Horizon owner Janice Kelly. "Just have them. As a dealer, I just sit here and hope I don't get run over in the rush."

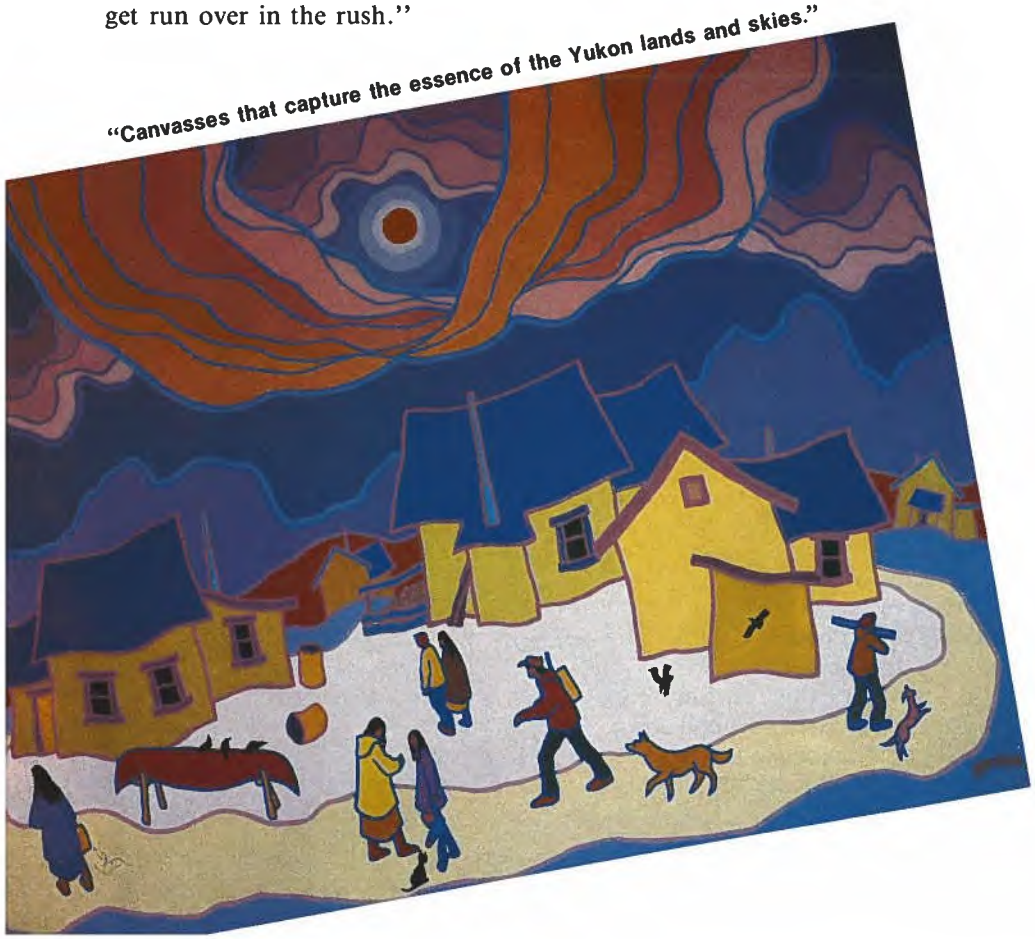
In the decade between the two Whitehorse shows, the roly-poly artist has gone from obscurity to international fame. Paintings that might have fetched a few hundred dollars at the first show now carry price tags with an extra zero on the end.

"Sitting up here," the English-born Harrison says, "I don't realize how well known my work has become."

His bold, distinctive Yukon canvasses ("The whole painting should have a real bouncy feeling to it") now hang in countless corporate and private collections in Canada, the U.S. (Bob Hope's wife once flew to Calgary solely to snap up a Harrison original), England, Malaya, Australia, New Zealand, South Africa, Japan, Denmark and Germany.

He has ventured into the worlds of prose and poetry with three books — *Northland Alphabet, Children of the Yukon* and *The Last Horizon* — all of which have received international awards. He has produced two sets of limited-edition prints which were sell-outs at $300 to $400 per print.

"Canvasses that capture the essence of the Yukon lands and skies."



Relaxing in the bright, airy studio-living room of his comfortable Porter Creek home on the outskirts of Whitehorse, he remembers his first brush with the lure of Yukon: sitting in the "grimy Durham (England) mining village of Wingate" reading Jack London's *White Fang* and *Call of the Wild*.

It was to be 30 years before his wanderings finally led him to his "Shangri-la": Carcross, Yukon.

He left art school in 1945 for three years service with the British Army's Intelligence Corps, then returned to school to pick up an Art Teachers' Diploma.

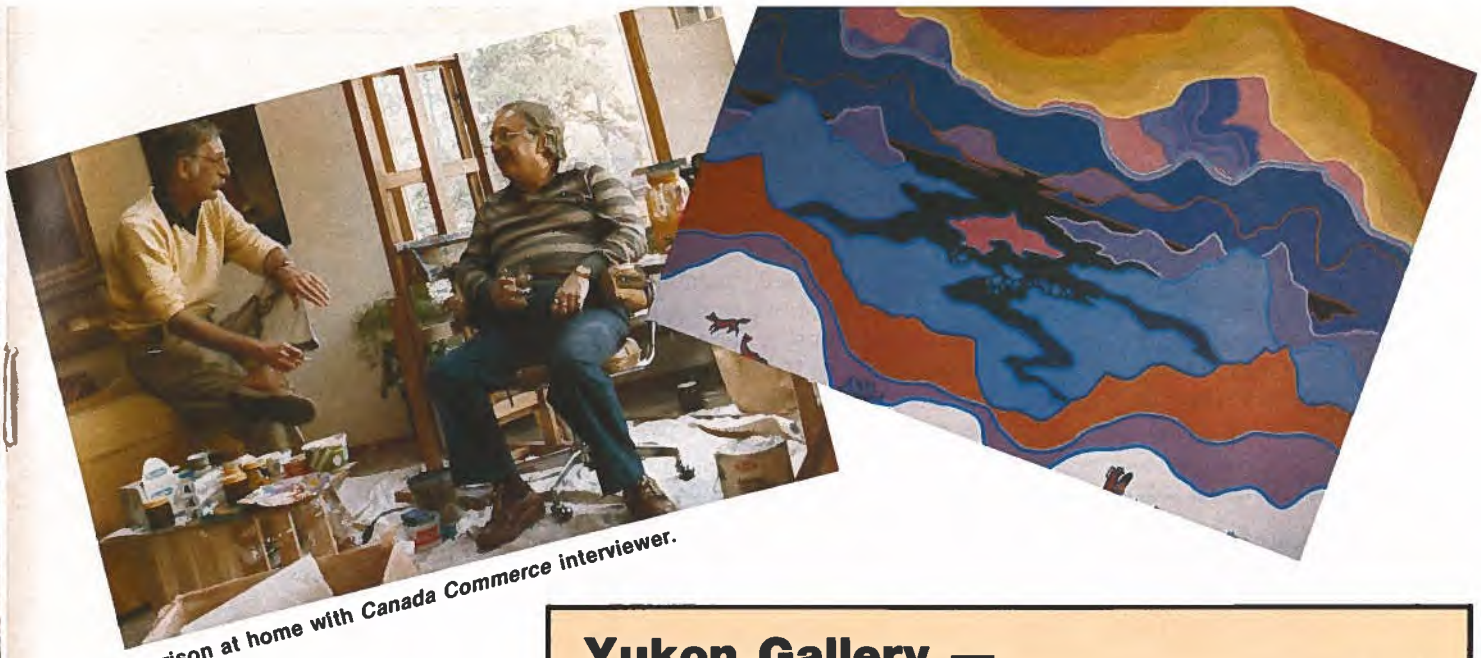
After teaching in English schools for several years, Harrison set off in 1957 for a decade of teaching in Malaya (where he met and married the Scottish-born Nicky), in New Zealand (where their son — now a U.B.C. student — was born), back in his childhood school in Wingate and, finally in Centennial Year, to Canada.

He and Nicky spent a year teaching on a Cree reservation in northern Alberta, and then were offered the only two teaching jobs in the tiny, picturesque village of Carcross, 65 kilometres (40 miles) south of Whitehorse.

When the telephoned offer was received, Ted had only one question: "Are there any mountains there?" He was assured there were plenty of mountains, so the pair piled into their car and headed up the Alaska Highway in the summer of 1968.

It was those mountains that would create the indelible change in the way he was to translate his world to his public.

After a lifetime of painting in the traditional representational style, he found his technique could not cope with the sweeping vastness and dazzling colours of the mountain country surrounding him.



Harrison at home with Canada Commerce interviewer.

"I first went up into those hills in late August," he says, "and I found they were dictating what colours I'd use. It was a battle of wills between me and nature. Nature won out."

He may have lost the battle but he won the war. His new style produces canvasses of rich, vivid colours that capture the essence of the Yukon lands and skies as perhaps no other artist has done.

"I simplified and threw out all my knowledge of perspective and figure drawing," he says, "and painted as if I'd never had an art lesson in my life. I had to reduce it to simple terms.

"It's all in knowing what to leave out. In my mind, the north is simple and strong."

His paintings often do appear simple, but any comparison with Grandma Moses ends right there. Harrison's faceless people evoke humanity; his blue bears and omnipresent ravens reflect his whimsicality; his skewed, ramshackle buildings tell of the fading glory of the Klondike days; his Yukon skies sweep across the canvasses; and throughout everything is his soft, warm humour and a sense of sheer happiness.

And, it's a style that is uniquely Ted Harrison.

"I've had people try to copy my style, but they fall down on the colour and they fall down on the figures," he says. "It takes years of figure drawing to be able to draw a figure simply that still looks alive, that isn't stilted."

It was a style that made early viewers edgy and led some to call his paintings "naïve".

Ted bristles at that description.

Yukon Gallery — A Northern Success

If Yukon is suffering through a recession, you'd never prove it by Bill and Valery Braden.

The young couple own Yukon Gallery, a spacious, modern art gallery occupying a prime, ground-floor location in the downtown Whitehorse Sheffield Hotel. They have watched annual sales spurt dramatically from a 1977, first-year $50 000 to near the half-million dollar mark last year.

"It does seem a bit odd," Braden admits. "A lot of things around here seem to be going to pot and we're having our best year ever."

And it has little to do with Yukon's burgeoning tourism industry.

"By far the bulk of our business is local," Braden says. "Tourists do help, but they tend to want smaller items that they can carry with them. Really, they're just the icing on the cake."

While the gallery may put the cake on the Bradens' table, it is their picture framing operation a few blocks away that provides the bread and butter. There, in a 150 square metre (1 600-square-foot) shop, three employees work full time, giving customers a two-week turn-around on their orders.

It was Braden's skills as a photographer that led him into the gallery business.

Born in Rosthern, Saskatchewan, he moved to Yellowknife, Northwest Territories, with his family at the age of 10. After finishing high school there, Braden spent two years as a reporter-photographer with the *Edmonton Journal* (the last time he has lived "outside") and the *Yellowknifer*, before joining the Department of Indian Affairs and Northern Development (DIAND) as a communications officer.

Along the way he had discovered he could pick up some extra pocket money by framing and selling some of his excellent photographs of the north and in 1976, after DIAND had moved him to Whitehorse, Braden found the demand for his moonlighting skills as a framer were increasing steadily.

A year later Braden married high school sweetheart Valery Schroeder and the two decided to take the plunge into the commercial business world.

Harrison and Braden discuss canvasses for Edmonton exhibit.

"They cannot be termed naïve paintings," he says. "The composition is there; the perspective is there — just in a different way.

"I guess I'm not accepted by, shall I say, the Art Establishment because my work can't be categorized. It's not abstract and it's not representational. They can't categorize it, so they don't accept it."

Toronto art critic Kay Kritzwiser, in her introduction to *The Last Horizon*, agrees, writing: "Artlessness in art tends to make us nervous."

A self-confessed "painting addict" ("If I go away for two weeks, I get withdrawal symptoms"), Harrison works at his easel eight to 10 hours a day producing about 75 canvasses a year — and still has a two-year backlog of requests.

But this success was still to come when, in 1973, the Harrison family reluctantly left Carcross ("When we first saw it, I told Nicky 'We've found the Holy Grail' ") to allow Ted to assume better-paying positions in the Whitehorse school system.

By 1979, the gentle, humorous, unaffected Harrison, whose canvasses so warmly reflect his adopted homeland and himself, felt the tide of acceptance gradually swinging in his favour and, in 1981, he gave up teaching to devote all of his time to his paintings.

In the ensuing years, Harrison has become somewhat of a cult figure with his own set of sophisticated "groupies" who join the line-ups for the opening of each show.

Harrison and his works have been the subject of a National Film Board documentary, a thrice-repeated segment of CTV's W-5 show and a half-hour program on CBC-TV's Northern Service.

Still, Harrison seems almost reluctant to take advantage of his growing repute.

"We really had to push to get him to agree to an across-the-board increase of 20 per cent for his works," says Yukon Gallery's Bill Braden. "If it wasn't for Nicky he'd probably give everything away. She's the business person in the family."

There is no doubt Harrison paints Yukon scenes for the sheer, exuberant joy of doing so. As he writes in the preface to his *The Last Horizon*:

"The Yukon is to me what Arles and Tahiti were to Van Gogh and Gauguin. It is the last horizon of my experience . . . its influence will never be erased or forgotten wherever I may live."

— by Ron Johnson
Canada Commerce

They located space in the basement of Mac's Fireweed — a Main Street bookstore-cum-gift shop — and, in addition to the framing service, began offering for sale a small collection of works by local artists (including Ted Harrison, now a close family friend), prints, lithographs, art books and artists' supplies.

For three years, Val tended the store by day with Bill, who by now had left DIAND to head up Outcrop Yukon Ltd. (*Canada Commerce*, November 1984), coming in nights to handle the burgeoning framing business.

By 1980 Yukon Gallery was a solidly established and flourishing business, and Bill left Outcrop to devote full-time attention to the shop.

A year later, the couple realized the growing pains the shop was feeling came from the cramped basement quarters that provided insufficient room to properly display the works of their growing stable of artists and craftspersons.

The answer was to pack up their paintings and move a block away to their present quarters, an elegant, salon-like, 150 square metre (1 600-square-foot) shop in the Sheffield Hotel complex.

"It's a great location," Braden enthuses. "Not only do we have show windows along the street but also along the hotel hallway directly across from the convention room where they stage the Frantic Follies all summer."

The Bradens are avid spokespersons for Yukon's artists and their lovely Porter Creek home is filled with their paintings and crafts, including an extensive collection of Ted Harrison's work.

"The north," Braden says, "may have a small population, but it has a disproportionate number of keenly talented artists. And there is a high degree of interest and awareness in the arts across the north.

"Our success comes from bringing together these two elements of supply and demand."

One of the Whitehorse artists the Bradens represent is Jim Robb who has spent more than 20 years roaming Yukon, sketching and photographing old buildings, historic sites and the dwindling ranks of sourdough pioneers.

Last year, with Braden's assistance, Robb put together a collection of photos, sketches and articles into an oversized, magazine-format publication, *The Colourful Five Per Cent*, which chronicles the tales of such exotic old-timers as Black Mike, Chicago Charley, Buzzsaw Jimmy and Wigwam Harry.

A first edition of 10 000 copies went on sale in the late fall, and by Christmas 4 000 copies of the $8.95 publication had been sold.

"I think," Braden smiles, "we may have another winner."

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