



Inco's oldest pensioner approaching 102nd Christmas. See page 8 for story.

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We're fighting tough times with teamwork

The effects of a growing sense of teamwork are beginning to be seen at Inco's plants, mines and offices, and the results so far have been impressive.

From an examination of the entire ore flow process to studying more effective ways to conserve energy, teams of Inco employees are coming up with ingenious solutions that, taken together, could mean savings for Inco and a way to fight back against continuing weak nickel prices.

Viateur Major, a scooptram operator at Little Stobie, is one of those who is fighting back in his own way. He saves on the electric bill by sneaking around the motion sensors to avoid triggering the lights. (See story in August, 1992 Triangle, page 4).

Viateur's determination is catching on all over Inco.

A co-operative energy conservation effort at Little Stobie Mine has already slashed annual energy costs by a projected \$136,000 and identified potential savings that could cut the mine's \$1.4 million energy bill in half. The Frood-Stobie Complex is looking at areas of opportunities for improvement that run through a wide range of activities including All Mines Training, scooptram production, sandfilling, supply handling, mobile equipment maintenance, energy conservation and hoisting ore. Already, the complex has seen significant successes in improving ore movement at the load-out and improved supply handling.

At the Levack Complex, about a dozen teams consisting of almost 100 people are looking at everything from compressed air consumption to improving the muck flow and correcting problems areas in the muck circuit. A team at Levack is looking at ways to reduce maintenance inspection frequency while maintaining the same level of safety and reliability of equipment. Another team is looking at ways to improve safety to reduce the human and finan-

cial costs associated with it. Also at the mine, a team is looking at ways to improve the delivery system from the Levack Warehouse to the end-user. At McCreedy West, teams are investigating such things as the elimination of scrap material in the McCreedy West ore and reducing oversize muck to reduce secondary blasting, improving muck flow and productivity, lowering equipment maintenance costs and lowering secondary blasting costs.

"There's much more open discussion today," said one Levack team member about the improvements at the complex, "and now people are listening."

Smelter teams have been active as well, with a number of projects already completed and many more in the works. A nickel converter focus group has identified priority issues to improve safety and efficiency. Three new teams were created to address the issues. A Skim Gun team identified \$60,000 a year in savings from clay gun modifications to eliminate clay drying in the nozzle, while a Casting Building Dust team has eliminated dust problems in the Casting building by adding dust suppressant to refractory and making procedures and equipment changes. A sampling service team improved service by modifying procedures and improving communications between the lab and operations. Nearing completion is the work of the Gaspé Puncher Bar Consumption team. Consumption of the equipment has already been reduced by more than 50 per cent through machine and procedural changes.

Team projects in progress at the Smelter include an Investigation Reports process improvement team, a Mills Reliability team to investigate ways of reducing downtime, a Roasters Heat-Up Burners team to eliminate a safety hazard during manual lighting, an SO₃ Emissions Team to prevent spills, a Cooling Tower Reagent team to mini-

mize reagent use and coordinate cooling water needs, Hot Metal Transfer and Car Stack

teams to improve the management of blister copper transfer and to improve "stack

chipping," a Converter Communications team to examine methods and systems for

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Making a Merry Christmas

It began five years ago at Christmas when Plate Shop machine operator Edgar Burton first set up two boxes at Inco sites to collect canned goods for the needy. Through Edgar's hard work and the volunteer help and support of many others at Inco, the project has grown from a modest \$400 in canned goods collected the first year to a target of \$20,000 this year in the 30 boxes placed at mines, plants and offices. "Inco people always come through," said Edgar.

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Employees' questions answered by Sopko

A recent Question and Answer informational video produced by Inco and circulated to Inco Limited's worldwide operations has proven to be one of the most successful informational programs anywhere. More than 6,000 Inco employees worldwide sent in questionnaire returns after watching the video.

In the next few issues of the Triangle, we will run some of the more interesting questions and the answers by Inco Ltd. Chairman and Chief Executive Office Michael Sopko. We have removed the names and workplace locations to ensure confidentiality.

Q: I believe that since Sudbury is Inco's biggest producer that the annual stock holders meeting should be held here some time the very near future. I would believe that you would get some more down to the facts input into the information you want to put on videos in the future.

A: Your question about the location of our annual meeting is a very good one and one that has been discussed, in fact, by our Board of Directors.

Many of Inco's shareholders live in the Toronto area and so the Board has not recommended a change in location for our annual meeting. In fact, the shareholders who live in the Toronto area own just over two-thirds of the outstanding voting shares of the Company. Shareholders who live in the Sudbury area own about three-tenths of one per cent.

As you point out, a meeting in Sudbury would give the Directors the chance to obtain more information on the Sudbury operations. We do, in fact, rotate the location of the Board of Directors meetings held throughout the year. We also rotate our Management Committee meetings. In 1992 this group will meet at our plant in Huntington, West Virginia; at the New York office; in Thompson and Sudbury; and at our lab in Mississauga.

We have received very good questions from hundreds of employees worldwide. The program is successful beyond our expectations and we have received a good deal of direction on what information should be in future video productions. I appreciate your participation.

Q: The stock program changed a lot of employees attitudes toward the company after some hard times in the past. A payroll stock program or savings plan would also be a great benefit. People would feel as if they were part of the company.

A: I agree that employee ownership of company shares

can act as an incentive to improve quality and sharpen our dedication to reduce costs. I believe our current awards program ties the awards incentive very well with company performance.

You comment about the need for incentives to increase stock ownership. The best incentive I can think of is the Share Purchase Plan which is available to all employees who currently own shares. The plan enables employee shareholders to purchase additional Common Shares at regular intervals directly from the Company without payment of brokerage commissions or service charges.

So, while we do not have a payroll deduction plan in place to buy Inco shares directly, there certainly is a very good plan in place now.

Q: The video communication is a step in the right direction. It was encouraging to see and hear employees from the other Divisions voicing the same concerns that I may have. It brings a more personal tone to the company of Inco. Perhaps the videos can become more informal as the newness wears off. I suggest face to face with corporate executives and employees. It's a good start, I hope it doesn't get lost in the shuffle.

I am curious to know about the Russian nickel sitting outside the Casting building in the Copper Cliff Smelter. Are we going to buy or use Russian products as well as our own, or in the place of our own. Isn't it rather expensive to get the product from Russia and bring it here or is there another side to the picture that we the little folk don't know about? Before I just to conclusions I'll take up your offer of a replay and wait for your response.

A: I am glad you feel our Q & A video approach is the appropriate one. One never knows how effective this kind of communication might be unless there is feedback and that is why we circulated the questionnaire with the video. More than 6,000 employees worldwide responded.

Your question about our purchase of product from Russia is a good one. We recently bought 2,000 tonnes of Russian matte for a process test. We were prompted to make the purchase because we are selling more nickel than we can produce. We try to satisfy our customers needs by buying nickel on the London Metal Exchange and delivering it to our customers on a break-even basis.

It is now looking as though we can make a profit by purchasing Russian matte and processing it in Sudbury to finished product despite the fact that Russia is miles away. If the approach works, we should be able to reduce our purchases of nickel on the London Metal Exchange.

We have not signed any contracts to buy more matte at this time and we have yet to decide what our next step will be.

Q: Why is Inco pursuing a \$330 million investment in Australia when Canadian divisions have had capital expenditures for mine development significantly cut and pressure to reduce costs is paramount? Does this mean that Inco is looking at leaving Canada in the long term?

A: We received a considerable amount of press as a result of our negotiations to purchase a 72 per cent interest in the Queensland Nickel Joint Venture in Australia. You might have also read in the newspapers that we withdrew from those negotiations in July.

We were interested in the refinery because its location in Australia would enable us to better serve the growing Asian markets.

While we serve the Japanese markets from P.T. International Nickel Indonesia, there is growing demand over the long term in other parts of Asia. In some areas of China, for example, demand is already growing at twice the world rate. As that country and others develop, even more demand pressure could develop.

It is strategically important that Inco be well positioned in Asia to serve these emerging nations as we strive to maintain our share of the world nickel market. Acquisition of the Australian operation would have enabled us to reduce our nickel purchases on the London Metal Exchange and, at the same time, maintain our market share.

Thus while our Canadian operations continue to be our "core" producers we must be prepared to grow with the market if we are to maintain market share. Further capacity expansions in Canada are being negatively impacted by ore quality considerations and production costs and environmental restraints. Only after due consideration is given to these issues, will a location be agreed to for further nickel production capacity.

I assure you that Canadian production will be important to Inco for the foreseeable future, but we must be prepared to serve markets in other parts of the world we cannot serve directly from our home base. Canada is the origin of our operations and, in fact, we have been operating here for nearly 100 years.

Q: Nickel reserves in Cuba? Are they or will they pose a potential risk to Ontario operations or to Inco as a whole?

A: The Cuban nickel industry is probably more substantial than most realize.

They produced 33,000 tonnes of nickel in various products during 1991. Their maximum one-year production in the past five years was 46,000 tonnes. They do have plans to produce 50,000 tonnes this year but they have experienced difficulties in reaching their planned production levels in the past.

The Cubans compete with us in producing nickel used for stainless steel manufacturing, mainly in the European marketplace.

Q: Why are your profits in U.S. currency and not in Canadian currency. This nickel belongs to Canadians?

A: Because much of Inco's product is produced here in Canada doesn't necessarily mean that our financial results should be in Canadian dollars. In fact, we operate in 20 countries worldwide.

Inco, and many other international firms, report their financial results in United States currency. Metals, such as nickel or copper or gold, are all priced on the world markets in U.S. dollars. So it makes sense to report our results in U.S. currency as well.

Q: It's just great that you want to hear my idea. Since 1970, I have suggested to various Inco management representatives that Inco should be very strongly encouraging the automotive industry to use stainless steel in car bodies, frames, as much as possible. I believe the impact would be much greater than nickel in coins, or even environmental projects.

A: You ask about the use of nickel-containing stainless steel in the auto industry. I am pleased to say that our cause has been advanced considerably in recent years. Detroit continues to be motivated by the need to improve performance, durability and fuel economy. Stainless steel and other nickel-containing alloys seem to be the answer.

Nickel-containing stainless steel performs best in the 'hot' areas of a vehicle engine where other alloys would fail due to temperature stress and corrosion. Many other auto parts that previously used chromed brass tubing, for example, are now being made of stainless.

Stainless steel producers are lobbying the auto makers. What we can do is continue to produce a high quality nickel product at a competitive price for the stainless steel producers.

Q: Will Inco be alone (among nickel producers) in its capital expenditures for its "Green Program" or will the other nickel producers slowly be forced into cleaning up their act? Is it feasible that some nickel producers be forced to shut down because they will not have the capital to

complete such a major undertaking?

A: I don't think Inco will be alone in its 'green program' approach to doing business. In this age of information, environmental rules have become very portable. In countries like Brazil, for example, the environmental rules are almost identical, word for word, to the Canadian regulations. So, I think we can assume that virtually all mining and smelting operations worldwide will continue to be under scrutiny in relation to the environment.

It is possible that an operation could be shut down because a company doesn't have the capital to meet government environmental regulations, but it is unlikely. Governments like to keep companies running and people employed.

The current sulphur abatement project in Sudbury will cost about \$600 million by the time it is finished in late 1993.

Process improvements and efficiencies will save an estimated \$90 million per year, so the payback on this project is modestly attractive.

A company cannot handle very many \$600 million projects in its history. The SOAP project is the biggest of its kind and I cannot imagine another project of this magnitude in the near future.

Q: While the provincial government is recognizing the high cost of office space in the Toronto area and moving staff, why does Inco insist on expensive office space and support staff and possibly duplicate positions to functions performed in various operating divisions? In other words, why not move the corporate offices to Sudbury?

A: Your suggestion that we move our head office from Toronto to Sudbury has been put forth many times. Inco's head office is in Toronto because many of the headquarters functions require it to be located in a major commercial/financial centre.

Although our largest mining and production facilities are located in the Sudbury area, many corporate activities are not directly related to mining and production. For example, most of Inco's nickel is sold outside Canada and the marketing function would be seriously impaired if it were not located in major commercial centres.

Similarly, functions such as Treasury and Government Affairs, among others, require a presence in major financial and government centres. Cities like Toronto and New York are recognized as international commercial and financial centres and that is why multi-national corporations, like Inco Limited, must locate there.

Inco volunteers help with Careers 2000

When Inco electrician Reg Laurin was going to school, white collar careers were in vogue.

"The entire school seemed to be geared toward the 20 per cent of students who would go on to university, people who wanted to be doctors and lawyers," said Reg. "I believe school should provide the student with as many options as possible, not funnel you toward one kind of career."

That's why Reg and other Inco hourly and staff employees have volunteered to help set up Careers 2000, an exposition sponsored by business, industry, labor, education and government to introduce students, their parents and the general public to a wide variety of career opportunities.

The mandate of the four-day exposition, to be held next May at Bell Grove Arena, is to promote the wise choice of career options in order to respond to future marketplace needs.

At a press conference held recently, Grade 10 Ecole Secondaire Catholique Champlain student Yvan Castonguay was honored for his winning design for the Careers 2000 exposition logo. Yvan's design will be featured on all promotional literature, illustrating the essence of the exposition's mandate.

Decades of public perception of the trades as dirty, uninteresting, unprestigious and underpaid has left the general workforce with an abundance of white collar aspirants who cannot find jobs and, at the same time, many well-paid, challenging and highly-skilled technical trades jobs begging for takers.

The scarcity of skilled tradespeople is one reason that the coalition of business, industry, labor, government and education officials is actively promoting the trades with such endeavors as the local careers exposition.

"The statistics are grim," says Inco's Frank Moss, chairperson of the event. "Youth unemployment is reaching crisis proportions. Unemployment is at more than 19 per cent for 15 to 24-year-olds, some youth in their mid-20s have yet to find their first job and company restructuring to increase competitiveness has

resulted in job losses in all sectors. Canada's massive debt means there is limited money to spend on job training programs, the unemployment figures continue to escalate, having part-time and multiple jobs is becoming a permanent situation for some and changing careers three or four times is a definite trend in today's society."

Most of the existing skilled tradespeople scoff at the public attitude toward blue collar work. With today's ever-advancing high technology that affects just about every trade from electrician to mechanic, technical careers not only demand a high degree of education, skill and commitment, but they are better paid, more interesting and more challenging than many white collar jobs.

The exposition is targeting students, parents and guidance counsellors of Grades eight through 11, although Grades 12 and 13 and Cambrian College and Laurentian University students and parents are also invited to attend. Between 3,000 and 4,000 students per day — most bused in by Sudbury, Espanola, Manitoulin, North Shore and Sturgeon Falls boards of education — are expected to attend.

A fundraising committee has been established to raise the estimated \$40,000 cost of the exposition, although expenditures will only be approved once donations have been acquired. Newspaper, radio and television advertisements will announce the event along with corporate newsletters, publications and student councils at all area schools.

A long list of Inco employees have already volunteered to help with the exposition, including electricians Reg Laurin, Roger Gagnon, Cleo Roy and Norm Therrien. Training supervisor Frank Moss, electrical supervisor Al Frank, instrument man Dennis Lavoie, maintenance superintendent Tom Bayford and Pat Gallagher of Employee Relations have volunteered as well.

Most of the Inco involvement will include wiring of the arena for all the displays and individual exhibits, maintenance of the equipment dur-



Reg Laurin and Roger Gagnon will use their skills to help at the Careers 2000 exhibit

ing the exhibition and dismantling after the event is over.

While Inco employees are providing hundreds of hours of volunteer time, Inco's contribution so far includes the loan of many pieces of equipment and materials, from transformers to cable, that will be used to set up the exhibition.

Inco's participation in the

exhibition has at least one fringe benefit as well, according to organizers. Long a proponent of the "team approach" for its in-house operations, Inco sees the exhibition's cooperative approach as a working model of teamwork on a community-wide scale.

Organizers will monitor the effectiveness of the exhibition with an Ontario Institute for

Studies and Education audit that will measure such things as subsequent drop-out rates, enrolment in post-secondary and technical disciplines as well as enrolment in non-traditional careers.

Organizers were encouraged when enrolment in technical disciplines for the region increased by three per cent after a similar exhibition last year.

New ways of doing things promise substantial savings

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communication between the nickel converters and furnaces, an Environmental Dusting to find ways to reduce dust in the converter workroom and a Tuyere Maintenance team working on reducing punching machine repairs and wasteful practices in tuyere drilling and machine maintenance.

The Mills Reliability team is investigating a variety of improvements to the design, maintenance and operating practices at the mills.

Copper Refinery teams

have also been active, working on projects ranging from the elimination of inefficiencies in the anode preparation process to producing a consistent quality anode which meets or exceeds the expectations of the customer. Objectives include the reduction of variations, rejects and scrap and increasing employee involvement and ownership.

Another team is examining the Silver Refinery's systems and controls with a view to minimizing hazard potential of the process and equipment malfunction, design or

human error.

Typical of the kind of cooperative spirit is a new material handling system at Clarabelle Mill.

The comment "let George do it!" is heard more and more at the Clarabelle Mill these days.

The "George" they are referring to is George Talbot, the warehousing storeman who runs the new materials depot at Clarabelle Mill. This depot, created through the joint efforts of Purchasing and Warehousing, Clarabelle Mill and Continuous Improvement

Material Management personnel, is designed to handle material receiving, critical spare storage, yard storage and return of repairable or wrong material to the warehouse.

"This is a big change from my previous job," George comments, "instead of shelving and issuing material, I receive material and immediately forward it to its owner." Other tasks George performs include helping plant personnel by returning spare material to the warehouse for credit and assessing material re-order

points and re-order quantities. At the mill, Ernie Rocheleau and Marvin Polehoykie work closely with George to assist everyone in the mill reduce costs by getting materials to the job site more efficiently and also by returning shadow inventory to stock. Over the past two months there has been almost \$130,000 of spare parts identified and returned for credit. These items are then held in secure, climate-controlled warehouses and re-entered into the divisional warehousing system for all plants to have access to.

MAKING *Change*

Computers, robotics, high-tech machinery and technology, major retraining and retooling: Solving today's problems is often seen only in million dollar expenditures.

You'd expect that nowhere would this be more true than at Inco's ultra-modern Coleman Mine where tomorrow's mining technology is being used today.

Yet when a team of Coleman problem solvers put their heads together to solve a nagging problem that was taking machinery out of operation almost daily, the solution was as inexpensive as it was ingenious.

Just a bit of plumbing.

The problem involved electric scooptrams that operated at Coleman. The huge machines trail up to 800 feet of heavy electric power cable behind them as they operate. As the scooptrams move up to the drifts and turn into new headings, the heavy cable rubs and sometimes snags on the rock.

Too often the cable snagging and rubbing would cause a break and the machinery would sit idle while electricians were called in to do the repairs or replace the cable.

"It happened on just about every shift," said general operations foreman Lawrence Dagenais. "At best, every second shift. We'd have machinery out of production for as long as 24 hours while the cables were being repaired. The only way a scooptram operator would know if there was a problem was when the machine suddenly cut out. It was frustrating."

Operators Ed DeHehaan, Dan Guillemette, Dan Pellerin and Murray Cotman were asked to study the problem. They tried a number of remedies, including rubber mats placed over the jutting rock surfaces where the drift changed direction. But the method proved too time consuming. A take-up reel on the machines was tried, but that didn't work either.

Suspicious that they may be approaching the problem with "tunnel vision," the operators decided to bring electrician Rod Burns on board. Bob, they figured, had a vested interest in solving the problem. He was one of the people who spent a lot of time doing the repairs.

"The frustrating thing about these repairs was that often you didn't know where the break was," said Rod. "It was inside the covering and finding the location of the break took a lot of time. It might only take an hour to actually do the repair, but sometimes it took four hours to find the location of the break. Because the cable is dragged along the ground it was often muddy and dirty. First you had to wipe it clean and then feel it foot by foot to



Electrician Rod Burns with electrical cable: 95 per cent reduction in repair.

Fewer frayed ends at Coleman

find the location of the break."

The problem was even more frustrating, he said, because he knew that a single scooptram out of commission could bring the entire operation of the mine to a halt. "Depending on where it was located, it could block other equipment."

The constant damage also meant the entire cable had to be replaced too often. "At \$8,000 each, we had to use new ones every month or so,

six weeks at the most. That amounts to quite an annual expenditure."

Today, about 95 per cent of the equipment failures due to cable problems have been eliminated by a simple idea that involves some short pieces of pipe.

Using existing wall bolts, a protective pipe "elbow" is installed enclosing the jutting rock where the drift changes direction. Instead of rubbing on the rock, the cable now

slides along the steel pipe.

"Since we began installing the pipe frames early this year, we've had only one incident of cable damage and that one wasn't due to cable rubbing against rock," said Rod.

Although Rod came up with the general idea, he credits the team approach to problem-solving with the final solution. "It was the team effort that saved the day," he said. "Everybody had their input."

Heavy duty equipment me-

chanic Ken Jokela, another member of the problem-solving team, agreed. "Some things you can't see on the drawing board. You've got to go to the people on the job," he said. "Problems solved this way show our people that they have a lot to contribute, that they can have a very big impact on operations. Approaching the people on the job about problem-solving is a good idea and this project shows that the new direction works."

MAKING *Change*

Coleman drills down deeper

You've probably been there before. You're using a drill to bore through a piece of metal plate and the darn thing is just getting hotter and hotter while the hole isn't going any deeper.

Do you change the bit? Apply more pressure? Cuss a few times?

Change the metal to solid rock, the drill to a \$600,000 piece of high-tech mining equipment and you'll get the general idea about what's led a team of Coleman miners to find solutions to a problem that's been frustrating them for some time.

"We weren't getting the footage that we should from the Datasolo," said general foreman Lawrence Dagenais. "We wanted to get better performance from the computerized drill. We're an ultra-modern mine and everything is tightly timed out here. Even the smallest improvements we make can make a big difference. At the same time, the smallest of snags can throw a monkey wrench into the works. An ultra-modern mine like this demands highly-skilled, educated and motivated employees. We've got the people who can solve the problems."

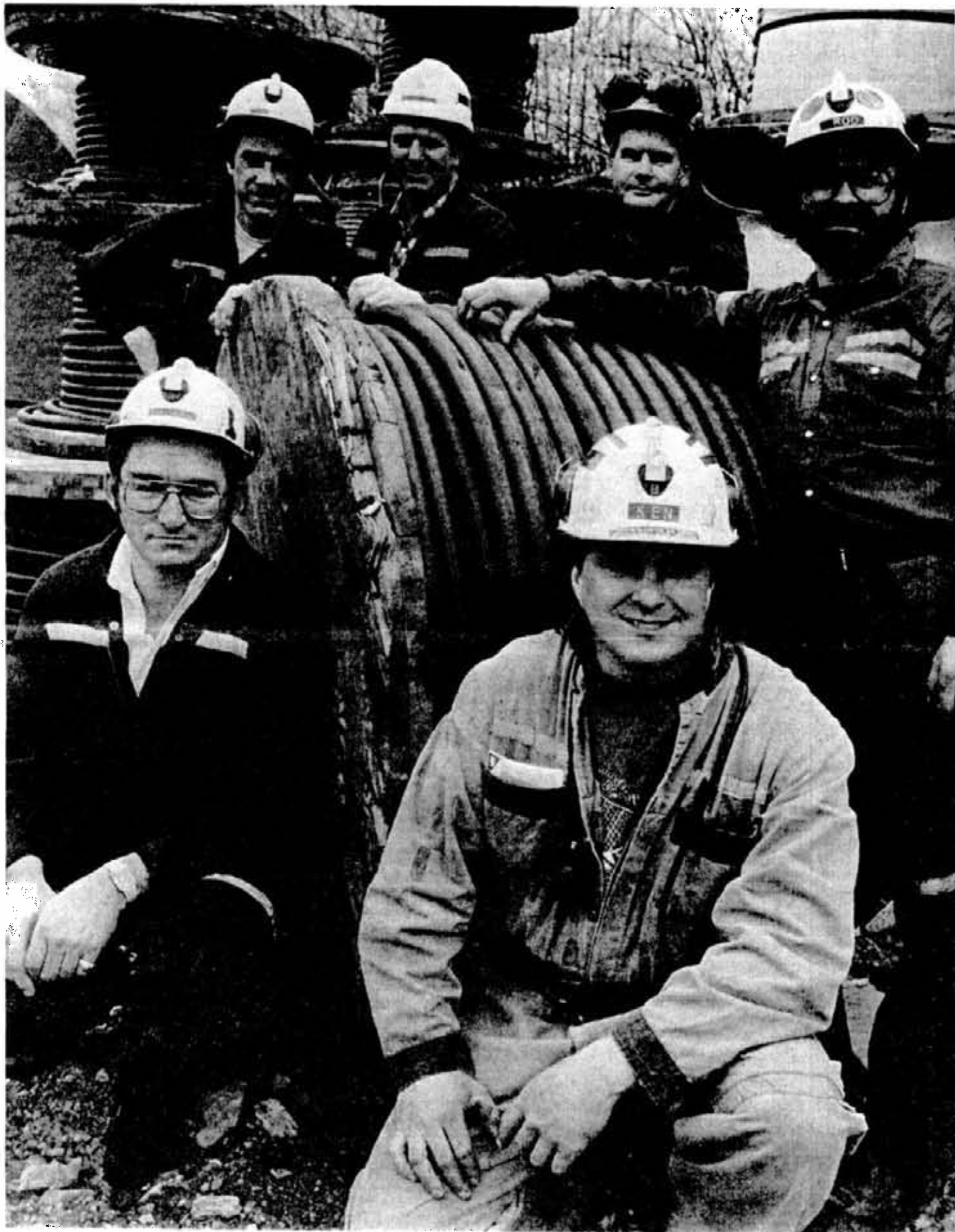
A team of four drillers, a planner and the production foreman was set up to take a look at the problem, checking everything from operation and handling of the equipment, procedures and engineering of the workplace to equipment modification.

Today, with six months of brainstorming behind them, team members are expecting substantial improvements in the machine's performance when the project is completed.

It wasn't long into the analysis that drillers John Dorion, Auriel Brazeau, Roy Amyotte and Reg Devost and mine planner Danielle Tardif came up with at least part of the problem.

For Roy, it was a new experience. "Asking the people on the job for their input is something new. I've been mining for 25 years now," he said, "and it wasn't always that way. Before you were told how it was to be done and you did it that way. It was dictated. I feel better about my job this way, that I was asked to contribute and that my input is valued."

The trick was not only to find the things that contributed to the problem, but prioritize them into those things that could be done relatively quickly with a minimum of expense—things that could be done right away while work



Coleman problem solvers show that teamwork pays off. From left, (kneeling) are datasolo operator Reg Devost and heavy duty equipment mechanic Ken Jokela and (rear) datasolo operator John Dorion, driller/blaster Roy Amyotte, datasolo operator Auriel Brazeau and electrician Rod Burns.

on the more complex problems that may take longer and cost a lot of money were under way.

It was discovered that much of the problem was due to an excess of cuttings . . . the ground-up drilled material that piles up around the opening like wood chips around a hole drilled in a piece of wood.

Although the drill is automatic, periodic checks by an operator are required, particularly with the build-up of

cuttings. Any reduction in the amount of cuttings build-up would help free up the operator to do other things.

One significant method of helping to eliminate the problem was a study in simplicity and effectiveness: increase the grade of the sill . . . slant the ground a little more so the cuttings can be washed away more effectively.

At the same time, water volume was increased and drilling patterns were adjusted

to help the flushing.

"It was an example of a solution that costs virtually nothing. Just a change in the way we do things made a big difference," said Roy.

Other recommendations included using hydraulic jacks at the front of the machine to keep it above the cuttings and a minor redesign of the machine's stabilizer that would keep it from pulling ground support screening off when the machine is removed.

The effort, according to some of those involved, has convinced a lot of people that the quality improvement philosophy doesn't have to mean massive expenditures, new gadgets and equipment and major changes in procedures.

"We're convinced that the many smaller improvements that we can make on a continuing basis will have an accumulated effect to produce a major advance in our operations," said Lawrence.

MAKING *Change*

New technology usually means new ways of doing things. Sometimes new technology helps you do old things better, or in Levack's case, provides the tools to discover where existing procedures are going wrong.

But it was the teamwork shown by representatives of every field at Levack Mine which improved the ore recovery procedure to 70 per cent from 59 per cent.

And they're not through yet, say team members.

The acquisition of a highly accurate laser measuring device by Levack Mine confirms a problem that was long suspected but never proven.

Miners here use a method of opening stopes . . . advancing into the ore face and removing ore . . . by fanning out with a series of drilled holes, loading the holes with explosives and blasting to loosen the ore.

While the method worked reasonably well, there were always suspicions that all the ore hadn't broken to the end of the holes. It's like a spent tube of toothpaste. There's some toothpaste left, but where is it and how do you squeeze it out?

"The problem of measuring accurately before was basically a safety consideration," said mine engineer Dan Labine. "We couldn't send people in there after a blast to survey the results. All we had were suspicions."

A laser device providing a highly accurate distance reading by measuring a reflected laser beam was obtained and used in the stope to confirm the suspicions.

"We found that the blasting wasn't as effective as we'd like," said Dan. "The ore wasn't breaking up all the way to the end of the holes."

In fact, the measurements revealed that only about 59 per cent of what was drilled was blasted loose by the explosive.

A team of just about everybody involved in the process, from mine engineers and geologists to explosives experts and drillers, was immediately set up to work on the problem.

Using the new problem-solving procedures and techniques made available through Inco's quality improvement philosophy, the team identified the extent of the problem. Poor ore recovery, high powder consumption and less-than maximum productivity all meant increased mining costs at Levack. The group studied the entire stope-opening procedure. Everything from materials and methods to the training and effectiveness of the people working on the process was examined.

"Having everybody involved in this process is the way to go," said team mem-



Getting more ore out of Levack Mine is being handled in a multi-disciplinary, team approach. Studying the problem are, (seated) driller Barry Donnelly and mine engineer Dan Labine; (standing) planner Clarence Vowels, technician Mike LeBlanc and geologists Doug Goodale and Gerry Brazeau. Absent are general foreman Steve Wood and explosives representative Wayne Nyysola.

New method gets all the ore that's there to get

ber Clarence Vowels, a mine planner at Levack. "Before, the guy with all the authority would have simply made a decision about how to solve the problem. It may have been the right one . . . but on the other hand . . . I'm convinced that without the input of everybody involved in the process we would have never come up with this kind of an improvement. I don't think it could have been done without the people who are actually on the job, working with the equipment. They know the problem better than anyone and they know it first hand. Our people come up with some good suggestions."

"Some of the men probably figured at first that this consultation thing was just window dressing, but it became pretty clear early on in the process that management was listening."



Clarence Vowels and Dan Labine examine drawings of stope-opening procedures. In the foreground is the laser measuring device that allowed Levack miners to identify a suspected problem.

On the team, along with Dan and Clarence, were driller Barry Donnelly, then-mine general foreman Steve Wood, geologist Doug Goodale, Mike LeBlanc of Mines Research and explosives supplier Wayne Nyysola.

Team members met about every two weeks. From the start, new remedies were attempted. "We tried different explosives, different timings on the explosives and other adjustments to fine-tune our procedure," said Dan.

It wasn't until a new method of simulating natural faults

in the ore was tried that team members began seeing significant improvements.

"We tried slot raising, using drill holes to create our own fault plane that would serve as a natural fault where the ore was to break from. That's worked best so far. Instead of getting at the ore using a natural fault, we create an opening — a slot raise — and use that as the edge of the blasting area. "We're satisfied with the improvements so far, but that's not the end of it. Improvement is an ongoing process. I'm convinced that, with the help of our people, we can do even better."

The next step in the problem-solving procedure?

"Computer simulations," said Dan. "We've had good results with computer simulations before on other problems and I think it can help us here as well."

Inco sexual harassment policy protects dignity of workers

The opening paragraph of a covering letter for Inco's sexual harassment policy, sent recently to all employees by Ontario Division president Jim Ashcroft, stated something so obvious that it's often overlooked.

"Without a work environment to nourish our dignity and self esteem, few among us could achieve our full potential to meet the challenges of a competitive world. This atmosphere can only flourish when we all share mutual respect, cooperation and understanding."

Few people would dispute the fact that being valued as a human being as well as a skilled technician, tradesperson, secretary, miner or manager is as important a part of the work environment as earning a steady paycheque. Some of the growing number of women working today in skilled trades, management and other areas once considered exclusively male domains are concerned that the attitudes of some of their male co-workers are lagging behind the social changes that have taken place at Inco and in society at large.

Interviews with a cross-section of female Inco employees revealed that while negative and demeaning attitudes toward women in the workplace exist here, they are rare. "Few guys will blatantly come on to you," said one Inco veteran. "I think that problem behaviors here are mostly unconscious. What was okay yesterday has suddenly changed and some men are having a difficult time adjusting to the changing rules and roles. Frankly, it's confusing for a lot of women, too."

The following are some opinions and reflections on the issue of sexual harassment at Inco from some of the approximately 230 female employees in the Ontario Division. At their request, we've left out names to ensure anonymity.

Ms. A: "Of course I've run across it (sexual harassment) over the years. It's degrading and embarrassing. It's a put-down on your worth as a human being. It makes you feel quite low. You have a feeling that someone is trying to establish an unjustified power over you."

"It's changed, though. Twenty years ago it was a lot worse. It was often from your boss. The suggestion, intended or not, was that getting along on the job took more than doing your job."

She sees a striking difference between men in a group and men individually. "Most of these guys aren't nasty. Alone, they seem polite and understanding. It's different when they're in a pack. The herd mentality seems to take over. That's when you get the catcalls."

She said that men sometimes use the excuse that women "ask for it" when they

dress in a way that men consider "sexy."

"I wouldn't dress in a mini-skirt or low cut top if I was planning a trip to the dry at one of the mines," she said, "but sometimes you don't know where you'll end up. Besides, you shouldn't have to censure the way you dress."

flirting and harassment," she said, "and I adjust my reaction accordingly. You can kid around or tease me if we've established some kind of mutual respect. And a guy has to be sensitive enough to understand that, even if we know and respect each other, to know when to turn it off."

the line."

"That's the best way, the only fair way. Stand up for yourself and respond as forcefully as the offender is offensive."

Ms. B: "I think it's a crock. When women dress the way some of them do these days, leaving less and less to the

I've been at Inco I can't remember ever running into what I would consider sexual harassment. I would add, though, that the pictures on some of the walls I find offensive, but I'm not sure that's considered sexual harassment. Most of these pictures are in out of the way places where women don't often go, but the nature of my job takes me there. I sure would appreciate it if they were taken down."

Ms. D: "The thing guys have to understand is that a woman often has the difficult choice between lodging an official complaint and creating tension at the workplace that could ruin a good job."

She talks from experience. What she assumed was friendly office bantering from one of her supervisors turned into offensive suggestions and even one incident of physical contact.

"Everybody wants to fit in and be liked where they work, so the joking that goes on just seems to fit in with a relaxed and easy-going atmosphere."

But when the comments began to get too sexual, suggestive and personal, she tried to laugh it off. "I figured he'd get the hint that he'd gone too far. I tried to make it clear that I wasn't interested, but I didn't want to create any bad feelings. Besides, I had to continue to work with the guy and I was trying to be as diplomatic as possible, without creating a scene."

It got worse, she said, culminating in direct physical contact. "He touched me where he shouldn't have and it wasn't a matter of brushing up against me. At that point, I made it abundantly clear that I was offended."

He's backed off, she said, and has reverted to the suggestive comments and bantering. "Ordinarily I could handle that, but knowing what I know now, it bothers me."

"I guess in hindsight, I should've been more forceful when I first noticed that the joking became a little too personal," she said. "I think women have to accept some of the responsibility for these kinds of situations. Men sometimes aren't clear where flirting ends and harassment begins. It's up to women to draw the line."

She said sexual harassment means different things to different people, men and women. "One woman draws the line differently than another woman. Sometimes the same woman will draw the line differently with different people or on different days. How can you expect the guy to know?"

She feels confident that she can handle the situation on her own. "If things get worse, I can go to somebody else in the department, but I doubt if I would ever lodge a formal complaint. This guy could lose his job and I don't think what he's done is worth that."



A 12-member committee worked together to develop Inco's sexual harassment policy. From left are Pat Gallagher of Employee Relations, Denis Dallaire of Local 6600, Eric Fenton of Employee Relations, Bob Lacelle of the Levack Complex; (seated) Mary Ann Elbl of Plant Protection, Joanne Landry of the Frood-Stobie Complex, Shirley Erkila of the Nickel Refinery and Sue Tessier of the Smelter. Absent when the picture was taken were Wilma Zahavich of Training, Betty Wickie of the Copper Cliff Mill, Ruth Lunn of Plant Protection and Denis Abrahams of North Mine.

Inco's Sexual Harassment Policy

Every employee of Inco Ltd. has a fundamental right to a workplace free from sexual harassment or the fear of sexual harassment.

Every reasonable effort will be made to ensure that all employees, contracted individuals or visitors are not subjected to sexual harassment.

Sexual harassment is any unwelcome course of conduct, comment, gesture or conduct of a sexual nature engaged in by an individual in the workplace. Sexual harassment may occur as a single incident or series of incidents, innuendoes or threats which diminish the dignity of and respect for the harassed person, endanger his/her continued employment or negatively affect work performance.

Inco Limited will take appropriate corrective action, up to and including termination, against any person under its direction who subjects any individual to sexual harassment.

A copy of the procedure for handling sexual harassment complaints is available from your supervisor or sexual harassment complaint officer.

Sexual harassment includes, but is not limited to:

- Any verbal abuse or threats
- Unwelcome remarks, jokes, innuendoes or taunting about a person's body
- Displaying of pornographic or other offensive pictures
- Practical jokes which cause embarrassment or awkwardness
- Unwelcome invitations or requests whether indirect or explicit
- Graffiti
- Leering or other gestures
- Unnecessary physical contact such as touching, patting, pinching
- Physical or sexual assault.

If that's the way a woman wants to dress, she should be able to without getting harassed."

She doesn't agree with the feminist hardliners, admitting that some men are confused by the changing male-female relationships or lack the empathic ability to understand how a woman could be offended by what they consider only joking or teasing. "I think I know the difference between

She said lack of sensitivity is no excuse. "Maybe guys can't experience how a woman feels, but most men have a more understanding attitude toward their mothers and daughters. The guy who posts nudes on his wall should ask himself how he would feel if one of them were his daughter."

She's learned to respond immediately and forcefully to anyone she feels is "crossing

imagination, I think it's the guys who are being harassed. It used to be that sexual harassment was when the boss took advantage of his position. In this case, women are definitely at a disadvantage. But these days, all a guy has to do is look at a woman or crack an off-color joke and he's in trouble. It can make the job miserable, for both men and women."

Ms. C: "In all the years



Inco's oldest pensioner Mary Whalen with a certificate bestowed on her by co-workers that made her Mining Engineeress in the School of Experience.

Over a century of Yuletides for Inco's oldest pensioner

Mary Whalen still remembers her first Christmas at Inco, even if it has been 63 years.

"It was very busy back then, very busy," recalls Mary, who at 102, holds the distinction of being the most senior of Inco's thousands of pensioners.

"There wasn't too much socializing at the office, we were just so busy," she says of the early days.

"Christmas was for the family."

Back in 1929, Mary was a stenographer in the Mines Engineering department.

"I started working for Inco on Oct. 7, 1929," she says. "Three weeks later, on the 29th, the financial crash hit around the world.

"I tell you, I was so thankful to be home, to have a job in my own country."

Mary's memory of events from decades past remains remarkably vivid. Whenever she talks about her first days at Inco, she still finds a degree of irony in the way things turned out.

"It was a miracle that I ended up in Sudbury and with Inco," she says.

In early 1929, Mary was working for the International Red Cross in Los Angeles. She enjoyed the work but she didn't care much for the life-

style in Hollywood.

"One night, I just decided I was going to leave. It was the middle of the night and there was a party in the apartment above mine and it woke me up.

"I decided I wanted to go work in Geneva, Switzerland, that's where the head office of the Red Cross is.

"I had my certificate for stenographic work and I had also taken a course in social work and since I could speak English and French I thought I wouldn't have any trouble getting a position there."

Mary left Los Angeles in June, 1929 and headed for Sudbury which had been her hometown since childhood.

"I didn't get home until September because I visited so many friends and relatives in the States on my way back," she chuckles.

When Mary finally did get back to Sudbury, her cousin Fauscina Kelly was not too enthused to hear about her plans to live overseas.

"She wanted me to stay, at least for a year," Mary says, recalling how she and Fauscina had been like sisters since childhood.

Born at Carleton Place, near Ottawa, Mary was 10 when her mother died and

she was sent to Sudbury to live with the family of her uncle William Kelly.

So in the fall of 1929, Mary was coaxed by her cousin into putting her travel plans on hold temporarily.

"Two days after I got home Fauscina called me and told me there was an opening at Inco, that she had seen an advertisement in the Sudbury Star.

"She said she would bring me there if I would apply. It turned out that I had a very favorable interview and there were two openings, one in Purchasing and one in the Mines Engineering department.

"I chose the one in Mines Engineering because I thought it would be more interesting.

"I ended up not only working for that one year, like I had planned, but until I took my pension in 1950."

In the seven years she worked in the Mines Engineering department, during which time she recalls taking the train to and from work and enjoying the atmosphere in her male-dominated office.

"The fellows loved to tease me," she says. "But I used to do some teasing of my own, too."

In July, 1936, when Mary transferred to another job, her

co-workers honored her with a framed certificate, bestowing on her the title of Mining Engineeress in the School of Experience.

The certificate recognized her for "having completed a prescribed course in mining, geology, hieroglyphic translations, cussing and other sciences and indignities common to the mining profession."

During the war years, Mary took a position with the works auditor, where her duties included responsibility for Inco employees' donations to the war effort.

"I did any work they would give me," she says. "There was always lots to do."

Outside of work, Mary was an avid tennis player and a committed volunteer for many causes.

She has been a longtime member of the Catholic Women's League and the Third Order of St. Francis, and for years she helped immigrants find jobs and settle into Sudbury.

For several years she has awarded bursaries to students at the Sudbury area's Catholic high schools. Mary's contributions to her community have not gone unnoticed. Among other things, she has received an honorary doctorate from Laurentian Univer-

sity and last June she received the Senior Achievement Award from the Province of Ontario, in recognition of "outstanding contribution to the citizens of Ontario."

But when the province sent an invitation to attend the awards ceremony in Toronto, at the government's expense, Mary politely refused.

"I thought they had better places to spend their money than to spend it on me for a trip to Toronto," she says. "I just told them to have someone drop it off here."

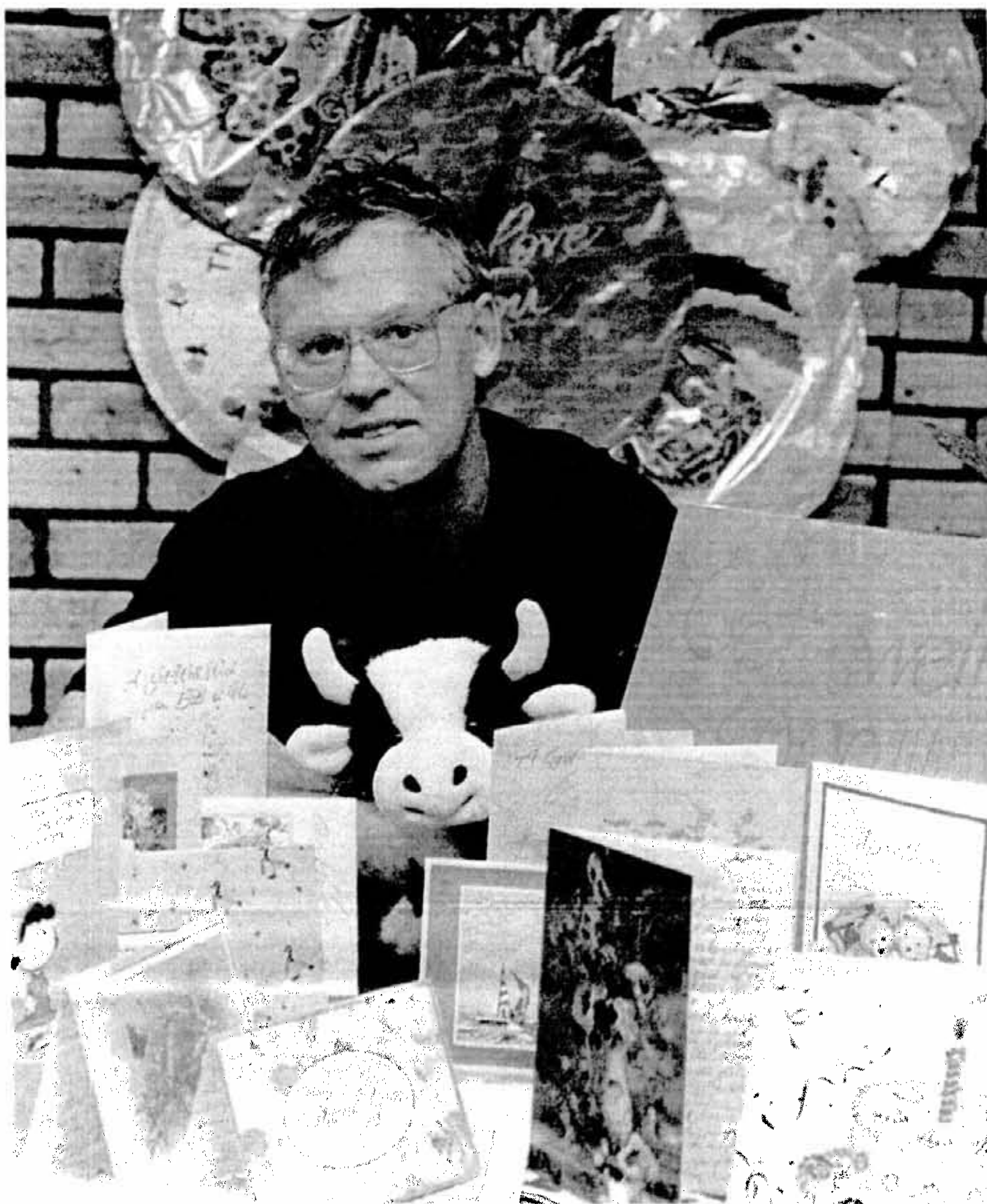
For the last several years, home for Mary has been Pioneer Manor in Sudbury, where she is admired by staff and fellow residents alike.

Mary has been single her entire life, although she says, "I did find the right fellow, once."

"I was engaged, it would have been a few years before I worked at Inco," she recalls. "But my fiance died from pneumonia, less than two weeks before our wedding."

Family always has been important to Mary and for that reason, she says, she is looking forward to Christmas.

"I'm going to be spending Christmas with relatives, with my family," she says. "Christmas has always been a time for family for me."



Bill Ferris poses with a few of the cards, gifts and get-well messages he has received since he was brutally assaulted in a bizarre incident last June.

Bill's out of the shadows for Christmas

When Bill Ferris regained consciousness in a Sudbury hospital last July, he awoke to a different world.

A look in the mirror showed the same 41-year-old man who had worked at Inco for more than a dozen years. But Bill soon found he was a shadow of his former self.

"I couldn't walk, I couldn't even take a step," he says. "I had lost my balance completely. I had lost my fine motor control and I could barely speak."

While Bill remembers his days of recuperation in hospital, he still has no recollection of the events that landed him there.

A programming analyst at Inco's main office, Bill was driving back to his Lively home last June 20 after leaving a party at a co-worker's home in Azilda around midnight.

"That's the last I remember about what happened," Bill says, adding his recollection of subsequent events is based largely on what he has learned from a police investigation.

"I was driving down a side road and there was somebody driving a quad (all-terrain vehicle). He was in my lane and I tried to stop. I pulled to the right and I guess there was a collision and the guy fell off" (the ATV)."

At that point, Bill believes, he probably got out of his car to check on the ATV driver. Bill was assaulted and left unconscious at the side of the road.

He suffered a fractured skull, a serious eye injury, three broken teeth and several other less serious injuries.

About a month later, a Chelmsford man was arrested in Regina, Sask., and charged with attempted murder in con-

nection with the assault. A pre-trial hearing is set for January.

In hospital, Bill awoke from a semi-comatose state about two weeks after the assault. "They had no idea if I would wake up or if I did what my mind would be like," he says. "They also expected me to lose sight in my left eye, but it's back to normal now."

A vigorous rehabilitation program has seen Bill make tremendous strides in his recovery from the injuries. He was released from hospital Oct. 1. "I have had to relearn things," he says, his speech, like his body movement, still slower and less deliberate than usual. "I've been through a lot of therapy, it's been a lot of hard work."

These days I'm doing a lot of reading out loud, and I walk a lot."

Bill expects his progress to

continue and he hopes to be back at work by January at the latest. He hasn't let himself get discouraged or depressed by his ordeal, and he attributes that to the support he has received from family, friends, co-workers, Inco and hospital staff.

"My family, my friends and my co-workers have done a lot for me. A lot of people from work visited me in hospital and they've been around a lot."

"And the company has taken care of the financial things for me."

In addition to the many visits, there have been several lunches and dinners with co-workers from various departments Bill has worked in over the years.

"My boss, Mel Chomiak, also has given me a lot of support," Bill says. "He even mowed my lawn for me."

Along with his return to work, Bill is also looking forward to Christmas, which he says will be extra-special this year.

"I always assumed that things would work out, even from the beginning, that I would come back from this," he says. "But it will be special to be with family for Christmas."

In the meantime, he is keeping the same positive frame of mind that he has had, remarkably, throughout the last few months.

"There's a lot for me to do and a lot to look forward to. I don't think about the past a lot, I don't think there's anything to be gained by that. I just think about what has to be done now."

"As long as the recovery is full, I don't think I've suffered any loss, because you have to go through things in your life."

A lot to be thankful for this Christmas

Whether he's strolling through a shopping mall or waiting in line to pay his bills at the bank, Mike Viau has turned more than a few heads in the last couple of months.

"I've run into some friends and some guys from work and they sure have been surprised to see me," Mike says.

"Their eyes get this big."

In fact, aside from himself and his wife Sandra, Mike has surprised just about everyone with the way he has battled back from a near-fatal accident last winter at the Copper Cliff Smelter.

On Feb. 6, during a late-night shift in the Smelter's casting building, Mike fell into a mould of molten nickel.

"I still remember screaming, I still remember the pain," says Mike, 46, a Valley East resident and a casting circuit operator with 27 years at Inco.

Within seconds after falling, Mike was able to pull himself out of the three-foot-deep mould, helped by the fact that the density of the metal forced his body upward.

"One of the guys came over with a blanket to put out the fire," he says. "My clothes and my boots were burning."

Mike went into shock almost immediately, but he recalls other co-workers rushing to his aid and assuring him "that everything would be okay."

Doctors, however, were not so optimistic after Mike was rushed by ambulance to Sudbury General Hospital. Although Mike credits the emergency treatment he received with saving his life, that first night doctors gave him a one per cent chance at survival.

Mike had received first, second and third-degree burns from the waist down and to his hands. He also had minor burns to his face.

After the Sudbury General staff did what they could, Mike was flown that same night to Toronto's Wellesley Hospital, which specializes in treating burn victims.

By the following day, when his injuries could be more thoroughly evaluated, Mike's chances were upgraded to 40 to 50 per cent.

But from the time he arrived at hospital, Mike was totally unaware of the seriousness of his condition.

"They had to keep him so drugged up because of the pain," says Mike's wife Sandra. "He couldn't have survived the pain."

Mike's drug-induced state of unconsciousness lasted for two-and-a-half months. During that time he was connected to various forms of life support systems, a memory that still makes Sandra shudder.

"He was on more machines than you could imagine," she says. "It was unbelievable."

The first of numerous skin grafts began as soon as Mike arrived at Wellesley. Both Sandra and Mike's brother offered to donate tissue, but were told that only Mike's skin could



Mike and Sandra Viau: A special Christmas this year.

be used for the grafts.

Mike's life remained in jeopardy for those first two-and-a-half months in Toronto. In addition to the massive burns, he also had to overcome the threat that scar tissue in his bronchial tubes would block the tubes and suffocate him.

"We lived with that for two-and-a-half months, not knowing if he would make it," says Sandra. At times, she says, "it was unbearable."

It was support from family, friends, co-workers and the company that helped her through those darkest hours, Sandra says. And the support didn't stop when Mike's recovery seemed assured, she adds.

"I don't think we could survive without the kind of car-

ing and support that we get from people," Sandra says. "I know I couldn't have managed without it."

"Officials from the company were always there for me, at every turn, and we're still finding that."

"The company has kept a low profile on this and I respect their modesty, but they have to be given credit."

The fact that the support hasn't waned has meant a lot to Mike, whose painful recovery is far from over. He expects to receive numerous skin grafts for at least another two years.

"It has felt good to have support like that," he says. "I can't say how much I've appreciated it."

In particular, he cites the support from co-workers, their

cards, flowers, gifts, phone calls and hospital visits.

Remarkably, in spite of his brush with death and the injuries and pain he still must contend with, Mike remains the same easygoing fellow his co-workers have known for years.

"You have to go with the flow," he says.

"I've always had a positive attitude towards life, that's how I've handled this thing. I've taken it one day at a time, that's how I've coped."

As he ponders his future, Mike looks forward to rejoining his bowling team as early as next year, and someday returning to work.

"I've thought that I might like to try an office job if I can, maybe something to do with safety."

In any event, he plans to stay in touch with his co-workers at the Smelter.

"I went to see them the other day," says Mike, who is driving his pickup truck again.

"They were glad to see me and I sure was glad to see them. They asked me when I was coming back. I said, 'Keep the coffee on.'"

But for now, Mike and Sandra, who celebrated Mike's birthday as well as their wedding anniversary in hospital earlier this year, are looking ahead to a special Christmas, at home.

"We'll be celebrating my husband being alive," says Sandra. "We recently bought the house we've always wanted, on the lake, so we've already got our Christmas gifts."

S.H.E. says...

Safety, Health
and Environment

Santa visits Inco

by Carolyn Hunt

*'Twas the night before Christmas and up at the Smelter,
There was action afoot while we were snug in our shelter.*

*The workers were home, all having a ball,
Except for those few that got stuck with "on-call".
The security guard, who can't miss a day,
Was alone in the gatehouse, looking for a sleigh.*

*When out in the night, he heard someone shout "WOW!"
"Was it this big last year, or has it grown somehow!"
A light appeared from out of the black, it looked like St. Nick,
Headed straight for the stack!*

*Away from his desk, the guard flew like a flash,
And up to the Smelter he made a mad dash.*

*The sleigh circled 'round, Santa's face was aghast,
Yet he jumped down the chimney and set to his task.*

*The security guard paled as Santa took flight,
"It's a long way down, I hope he's all right!"*

*Santa, unscathed, emerged from the flue,
Brushed off the soot and said "How do you do!"
"I don't recognize this place, so much has changed,
Ev'ry time I come back and it's all rearranged!"*

*"I've heard of your project, the one you call "SOAP,"
It's obviously work of enormous scope!
Inco has captured the heart of my elves,
They could not have done better, had they done it themselves!"*

*"The air is much cleaner as we fly through the night,
And Rudolph's nose glows brighter than bright!"*

*"We've noticed green trees poking out of the snow,
From high in the sky, we see a lot you know!
Your recycling program has had a great start,
All those colorful bins, they really look smart."*

*Santa looked at the guard, and heaved a great sigh,
"I sure wish I'd been here to see Chuck and Dil!"*

*"My goodness," he said, "look at the time!
I'd better get going, I've got a long climb."
Then up through the stack with a leap and a bound,
Santa called to the reindeer who were circling around.*

*He jumped in the sleigh and flew away fast,
The guard stood in shock at what had just passed.*

*Santa exclaimed as he flew out of sight,
"That's the biggest darn chimney I've climbed down tonight!"*

Food for Thought

A salty hazard

By Nancy Guppy

High blood pressure weakens your arteries and places you at greater risk for heart and kidney disease, and stroke. While high blood pressure is the greatest risk for heart disease it is also the most easily controlled.

The only way to tell if you have high blood pressure is to have it checked by a nurse or physician. Treatment includes changing your diet so you reach or maintain a healthy weight, cutting back on salt, using alcohol in moderation and exercising regularly. In some cases, medication to lower blood pressure is prescribed.

If you have high blood pressure, or you want to prevent it, there are some basic changes you can make to the way you eat. The Canadian Guidelines for Healthy Eating are designed to maintain health and prevent high blood pressure, heart disease, diabetes and some cancers.

They include enjoying a variety of foods; emphasize cereals, breads, grain products, vegetables and fruits; choose low-fat dairy products, lean meats and foods prepared with little or no fat; achieve and maintain a healthy body weight by enjoying regular physical activities and healthy eating; limit salt, alcohol and caffeine.

The guidelines feature foods that are minimally processed and low in both fat and salt. By eating a variety of

foods you will get many nutrients including calcium and magnesium that play a role in maintaining blood pressure.

As well as cutting back on salt, being at a healthy weight will help to keep blood pressure normal.

Moderation in alcohol use is advised because it tends to raise blood pressure. In terms of overall health you should drink two or fewer drinks a day. Alcohol also adds extra calories and few nutrients which makes it easier to gain weight.

Salt is the main culprit
Passing up the salt

The terms "salt" or "sodium" are often used interchangeably but they are not the same. Table salt is made of sodium chloride which is about 40 per cent sodium.

There is a possibility that only some sensitive people react to high salt intakes. But there is no way to tell who will react in advance so it is recommended that we all cut back on the amount we eat as a preventive effort.

In most industrialized societies the average daily intake of sodium ranges from 3,500 to 4,600 milligrams. These levels greatly exceed needs and can be safely reduced to 1,800 to 2,300 milligrams a day.

Key steps in reducing the amount of salt include reducing salt for cooking, avoiding use at the table and choosing commercial foods that are low in sodium.

Beauty, brains, personality . . .
and a proud Inco dad

Jill Cameron left for the Miss World University pageant with a suitcase full of pins and trinkets from Inco.

She returned with three titles.

Jill, 24, was crowned the top fashion model, Miss Congeniality and received the Arirang Award for Friendship and Peace at the Korean pageant.

Her proud father Ted, who works at Inco Exploration and Technical Services, said he was surprised at how well his daughter did. "She didn't go over with the intentions of winning and came back with three awards. That was just the icing on the cake."

Jill even admitted that she was going to have a good time and enjoy the learning experience. "It doesn't matter if I come home last because I've already won," she said before leaving for her trip.

It was Ted who found out that his daughter had been accepted to represent Canada in the pageant. He broke the good news to Jill over the telephone in August while she was working in Alberta as an x-ray technician. "It had taken so long to hear back from Korea that the cutoff date had already gone by in June and I thought that I hadn't won," said Jill. "It was a big surprise."

Upon returning to Sudbury, Jill had a lot of work to do in preparation for her trip. "It was really hectic. We had a lot of running around to do in a short period of time."

Besides practicing her dance routine for the talent portion of the pageant and reading up on current world events, she was busy packing her bags.

In addition to taking several outfits for the pageant,

Jill packed a number of gifts that she was expected to exchange with other delegates. Some of the gifts included Trillium pins and scooptram refrigerator magnets donated by Inco.

Like other delegates, Jill was chosen based on her scholastic ability which she more than proved. In 1987 she was an Inco scholarship winner and upon graduation from the University of Calgary she was awarded the Governor General's Gold Medal for her top marks.

The Miss World University pageant is not a typical beauty contest, promoting world peace as its major purpose.

The delegates were judged on their performance at a mock United Nations assembly debate as well as their modelling.

The winner, Miss Iceland, became a peace ambassador



Jill Cameron and her proud father Ted Cameron of Garson Mine with a typically Canadian doll.

and will meet dignitaries from around the world.

Ted said he encouraged his daughter throughout the years in her dancing and modelling. "I remember Jill as a small girl hiding behind my legs. Now she has developed self-confidence and I'm really proud of her. I think this was the chance of a lifetime."

The pageant provided an opportunity for Jill to make friends from all over the world. She counts among her close friends girls from Germany, Finland, Switzerland and other places around the world.

Back home now, working as a director of dance and modelling at the Gauvreau School of Performing Arts Company, Jill looks back at the experience as something she wouldn't have missed for the world. "I have a lot of good memories to look back upon," she said.

in touch

First Christmas as pensioners . . . a merry feeling

Whether they have been puttering around the house or in fact building a house, Inco's latest retirees are certainly keeping themselves busy.

Most of the approximately 1,200 people who took advantage of last year's early retirement offer are adjusting to 'life-after-Inco' quite well.

Most retirees, like **Helen McParland** of Copper Cliff, say they have more time to do their hobbies now. "I've been keeping busy working with my needlepoint," said Helen, who worked for 30 years at Inco. "Now," said the former secretary to the president, "it always seems that there is something to do around the house or cottage."

Edward Graham says it has been easy for him to adjust to retired life. After working in maintenance for 32 years, the Sudbury man is finding a lot to do with his time. This summer he spent time at his summer cottage which he has owned for the past six years. Now, with the long winter days, he'll try to get out curling and swimming at least once a week. "I don't have too many spare moments."

Hockey has kept **Frank Zanatta** active. The Copper Cliff resident said he likes to get out on the ice and play hockey five times a week with some of his buddies from Inco. When he is not playing, Zanatta likes to follow the National Hockey League and is a big fan of the Toronto Maple Leafs.

Recently in a draw, he said, he won a hockey stick that was signed by Maurice Richard, the former Montreal Canadiens great. Zanatta joked that he was going to put the stick up for auction.

He said he doesn't have any regrets about retiring from his job in Matte Processing. "I was going to go another two years but I couldn't pass up the offer given to us," said Zanatta, who worked at Inco for more than 36 years.

Carl Jorgenson can't wait for the snow to fall so he can go skiing this winter. Some of



Robert Freeman built his dream retirement home this past summer.



Frank Zanatta keeps fit by playing hockey five times a week.



Carl Jorgenson can't wait to hit the slopes this winter.

in touch

his favorite spots include hills in Sault Ste. Marie, Michigan and around Sudbury. Jorgenson enjoys both downhill and cross-country skiing.

After working in Information Services, Jorgenson retired with more than 38 years of service. Retired life seems to be agreeing with him "I've been keeping out of trouble," he said with a laugh.

Marcel Reginbald has just gone to the dogs since his retirement. The Val Caron man has been helping his wife show their two Bichon Frise and four golden retrievers on the dog show circuit. "We've been busy showing the dogs in Sudbury, Sault Ste. Marie and Barrie," he said. Their two Bichons and one golden retriever are champion dogs.

Reginbald, an Inco employee for 22 years who worked as a process laborer, said it has been a lot of fun being retired.

For some, retirement offers a chance to travel and see the sights or visit friends and family. **Albert Bodson** of Sudbury said he has enjoyed travelling this past year. Since retiring as a heavy equipment operator at Inco, where he worked for 37 years, he has taken some time to go to Quebec to visit with some relatives from Val Dor.

Though Bodson sometimes finds it difficult to do all of the things he likes to do because of a bad back, he said there is a lot to keep him occupied. This autumn he went hunting on Manitoulin Island and bagged a 150-pound deer.

Ronald Shell has been out running the roads as well. "I've done a bit of travelling," he said. "This summer I went fishing in Chapleau and I try to travel to Toronto and Ottawa to see my family."

The former Creighton Mine drift driller who worked more than 34 years with Inco has big plans for his future. "There are a couple of things I have in mind," he said. "They include going to Baffin Island and going canoeing in rivers up North." Shell has been canoeing locally.

Some people like **Wayne Foreman** can't stop working even though they're retired. The Val Caron resident has been working part-time as a Pinkerton guard since November. He said that he has no trouble keeping busy during the summer months with fishing and golfing. "There is lots of activity then but sometimes during the winter I find the days long," Foreman said, but those times don't last.

After working a total of 34 years for Inco, including 20 years at Frood Mine where he did a variety of jobs, he is

adapting to his new lifestyle.

Morris Hucal's last day of working at Inco, after 36 years with the company, was a special one. The general foreman of maintenance at the Copper Cliff Smelter left in a white limousine. He has since started his own limousine service in Sudbury. "It keeps me pretty busy on weekends with all of the weddings."

The businessman also started growing garlic. "In May we planted 8,000 garlic cloves and by August we should have 40,000 and after that we should be in the market," he said.

But Hucal isn't all work and no play. This autumn he and a party of 14 went deer hunting on Manitoulin Island and bagged 10 deer.

With a son in Hamilton, Hucal travels down south quite a bit to visit and last winter he spent some time in Florida.

Puttering around the house has kept **Ronald Hewitt** busy this summer. He bought his retirement home in Little Current and has spent most of his summer commuting back and forth from Sudbury while he renovated the two story building. "Everything seemed to fall into place after I retired," he said. "I had been planning to buy a house and because I retired I was able to have the time to work on it."

When Hewitt isn't working on his home, he said he tries to get away sailing and curling.

Retirement hasn't seemed to affect him yet. "If there is a big change it hasn't hit me yet," he said. Hewitt worked 30 years at Inco in Purchasing and Warehousing.

Louis Van Dyk has been working around his house in Chelmsford putting new vinyl siding up. "My wife calls us the 'honeydo' construction, that is honeydo this, honeydo that," he said with a laugh.

After working 34 years for Inco in Levack, Van Dyk hasn't wasted any time catching up on his work at home while retired. When not working there he said he likes to garden during the summertime.

And then there is **Robert Freeman**, who built his retirement dream home this summer in Naughton. "I've been planning to build it for a couple of years now and with the retirement I could do it." He started building the house with only a bit of outside help in April and moved in this October. Now that the main work is complete,

Freeman said he will be adding the finishing touches to an attached garage, landscaping and building an indoor sauna.

Freeman worked for more than 32 years at Inco as a mine geologist at South Mine. "I have no complaints so far," he said, when asked if he was enjoying his retirement. Though Freeman has been a busy man he has been able to take a trip down south and whenever he can he tries to keep in touch with his friends from Inco.

For some, being retired allows them to volunteer their time towards local charities. **Marty McAllister** is planning an eight-week trip to Peru this February to work with a mining company there. A member of the Canadian Executive Service Organization that helps underdeveloped countries, he said he is looking forward to the challenge. A language barrier might be the only problem that the Chelmsford man said he is concerned about.

McAllister, who worked at Inco for more than 33 years, still keeps his ties with the company by writing a column for the Inco Triangle in his spare time.

Mary Wotowich has divided her time between her family and a number of local charitable organizations since she retired. "I certainly haven't been bored," she said. Two of the charities she helps out are the Sudbury Special Olympics, where she is treasurer, and the Association for Community Living, where she is a board member.

Wotowich has been enjoying her retirement so far. During two stints at Inco she worked in a variety of departments including the employment office, as a receptionist at the Copper Cliff hospital and as a refinery clerk.

Another community philanthropist is **Robert Browne** who has been working hard in his Sudbury community. He is the chairman of the capital campaign for the Sudbury General Hospital. So far, the community and the region have raised more than \$5 million toward the goal of \$9.4 million. "The funds will be going towards the emergency trauma unit," he said.

In addition to this, Browne is also a member of the advisory board for the Ontario Hospital Association and works with a number of other organizations.

Browne worked for more than 34 years at Inco and left his post as vice-president of Milling, Smelting and Refining. Retirement agrees with him 100 per cent. "It is true, I don't know how I made time to go to work before," he said.

This past year he travelled to the United Kingdom and last winter went to Florida.

"Back to the Pal"

Against all odds

by Sandra Benham

Have you ever wondered where Blue J's come from? No, I'm not talking about the bluejay, our brightly-colored feathered friend who's probably right now dining at your backyard birdfeeder. Nor am I talking about the Toronto Blue Jays who mostly come from the United States or Dominican Republic and who made baseball fans out of all of us this past year. What I am talking about are the bright blue foam "J's" that fans waved at the World Series. These were the vision of Dr. Bruce Conard, Director, Process Research, J. Roy Gordon Research Lab.

Let's start from the beginning. Sixteen years ago Bruce was one of 10 prize winners who came up with the name "Blue Jays" for Toronto's entry into the American League. He recognized it as a nice name with multiple versions to choose from — Blue Jays, Blue J's, B.J.'s, etc. He even visualized a bright blue-colored letter "J" symbolizing the name.

The idea was so basic to him that he figured someone else would pick up on it, so he didn't pursue it. Ten years went by and still nothing appeared to have been done, so Bruce went to his good friend (and former librarian at JRGL) Frank Gagne. Frank thought it was a good idea so they talked about finances and what would be needed to get this idea off the ground. They created a partnership in 1988, registered it in Ontario as "Insights Unlimited" — since the blue "J" had been an "insight" — and with a couple of thousand dollars registered the trademark and the industrial design. They then talked to the Blue Jays who didn't really like the idea as there appeared to be no perceived value in this item. Bruce had thought they could have a "J" Day where the first 20,000 fans would receive a "J" which could be used at future games. (They can also be used as cushions or cut up into sponges for washing your car.)

Hopefully it could be sponsored by a company such as bags and hats quite often are. He felt that in a good year the fans would be fanatic but was told he didn't understand baseball. (Just to set the record straight, Bruce is an avid baseball fan. He's played ball and he's lived in the U.S. so he knows what baseball fever can be like.) Over the space of four years he went to several companies for sponsorship but all said "no". Unfortunately, money was needed to make the mold, make the foam and advertise.

Maybe they could distribute it on their own? They talked to various companies that had outlets with the hopes of selling the "J's" that way, but the logistics of transportation alone would have been a big headache.

Another three years passed and it was costing money just to keep the name registered. Bruce and Frank were not willing to put much more money into this venture. In July 1992 they sat down with another friend, Scott Bartle, who would eventually become a third partner and manager. He thought it was a fantastic idea but there definitely were problems with getting it to fly.

Scott, however, was a member of the Parkdale Rotary Club which was trying to raise funds to create the Redwood Shelter — a 30-bed shelter in Parkdale for abused women and children. They had a large budget and felt this would make an excellent fundraiser with the Rotary Club able to do the distributing. There was still no capital and you needed vendors' permits to sell anything at the Skydome. Finally, Bruce and partners were able to get a license to sell at four sites on the grounds around the Dome — but not inside.

September 14, 1992 was a blue letter day — they sold their first "J's"! They had already spent a lot of their own money to manufacture the first run of 20,000. The selling price was only \$3.00 each or 2/\$5.00, and as \$1.00 from each sale was going to the Redwood Shelter, with the balance needed for production costs, warehousing, transportation and taxes, there was not a lot left over to repay the partners. In fact, they were in the hole. Despite this, they still gave away 3,000 in one game as a marketing ploy.

They must have hit a nerve because they were shut down by C.N. Real Estate at the request of the Blue Jays after selling only 12,000. The Rotary Club wasn't too pleased as it looked like lost revenue for them. And there were still several thousand unsold blue "J's" sitting around in boxes.

Thanksgiving weekend. Cindy Key, wife of pitcher Jimmy Key, asked for a box of "J's" to be sent to the wives' lounge. She liked the cause and wanted to take some to Oakland. (You may have noticed a small group of the wives holding "J's" at the last game in Oakland.) This bit of good luck plus some pressure from the Redwood Shelter Board of Directors finally got Bruce and the boys into the Dome.

Two of the balls used during the 1992 World Series were recently raffled off with the proceeds going to the United Way. The lucky winners were Gary Bradley, Analytical Services (JRGL) and Rita Benedetto, of Inco Exploration and Technical Services (Toronto).

Sandra Benham, a former employee in the Purchasing department in Copper Cliff, now works as assistant Purchasing agent at the J. Roy Gordon Research Laboratory.



HERITAGE T H R E A D S

by Marty McAllister

It was the year electric street cars first ran in Montreal, Ottawa and Toronto, to serve urban populations that had more than tripled in the 25 years since Confederation. The migration from the farm to the city had begun. So had the warnings of the depression that would run from 1893 to 1897.

The so-called "Gay Nineties" really weren't, as the Gilded Age began to show its tarnish. The glaring disparity between the poor of Hell's Kitchen in New York and the successful families like the Vanderbilts had grown increasingly untenable — a contrast that would be heightened during the 1893 World Exposition in Chicago. How could a society that had accomplished so much leave so many with so little? Such were the questions being asked in these lands of milk and honey.

Likewise at Home

We were not immune. On the contrary, as Stephen Leacock wrote of the period, "Canada as an export country imports its hard times."

The overriding challenge of the day was economic. But Sir John A.'s magic had passed with him in 1891, and such issues as the Manitoba School question tugged at old biases and threw the Dominion into disarray. The crossing back from co-operation to polarization threatened Confederation itself and undermined the country's ability to deal with hard times.

Do you sometimes get a feeling of *deja vu*? Ontario had a new Mining Act which was administered by a new Bureau which was run by a new Director, Archibald Blue. The mining people around Sudbury were unimpressed, not the least of whom was James Stobie, who regularly debated with Mr. Blue in the pages of *The Sudbury Journal* on the subject of the mining royalty. The nickel capital and Queen's Park just couldn't seem to get along.

Don't you just hate re-runs?

An Earlier Shutdown

While Stobie and Blue debated as if it really mattered, Sudbury was importing its own bad news. The nickel price was rattling around 50 cents a pound. Costs were higher than that. Out at the Canadian Copper Company, General Manager John D. Evans received a telegram on November 12 from the Cleveland head office, advising him to "prepare to shut down all smelting and mining operations."

November 14, the furnaces were cooled.

November 16, the Stobie and Evans closed.

December 15, instructions were issued to stop all work.

His homework thus done, J.D. devoted his efforts to preparing Canadian Copper's planned exhibit for the Chicago Exposition before heading off to Trenton for Christmas with Walter and Maud and Mrs. Evans.

1892

The Sudbury Mood

But Sudbury was upbeat in spite of it all. And why not? Santa Claus had arrived and "taken up his headquarters at the Hudson's Bay Company."

It was a buyer's market — if the buyer had any money. But depressions are like that.

The irrepressible Aeneas McCharles hadn't yet moved to town from Whitefish and was offering "... several good nickel claims for sale, cheap."

Another ad promised 109 acres of good mineral land beyond the Evans Mine, which was about at today's Copper Cliff South Mine. I hope no one paid a lot for it, because there's still nothing there but highway and railroad track.

W. Holditch, whose Health Protecting Pills were good for just about everything, sold a new lease on life for a mere 35 cents. For \$1, the whole family could be on the road to vigor and regularity.

There were bargains south of the border, too.

Virginia was being extolled as a place with short, mild winters: "Land good! Prices cheap! Taxes low!"

In central Michigan, 12,000 acres of farmland could be had for from \$2 to \$5 per acre.

Sudburians were optimistic enough to at least talk about doing their seasonal shopping, but one observed: "Christmas is coming much faster than is the money to meet the obligations which custom imposes upon those whose hearts are bigger than their purses." They could see gents' gloves at the Bay for from 50 cents to \$4, or read ads for an Elgin or Waltham pocket watch (ladies' or gents', mind you) by mail order from Toronto for a mere \$12.95 — or they could buy a dozen nice Christmas cards for 10 cents.

"... and to all a Good Night."

The Sudbury Literary Institute was newly formed, and, in that spirit, the *Journal* included a clipping from the New York Press: "There is a good old custom which, it is to be feared, has fallen into neglect, and, if so, certainly deserves to be revived. It is that of reading aloud in the family or other social circle. Cold print lacks the charm of the living human voice."

But, for those families where reading aloud was still practised, Dickens' Christmas Carol was the Yule season's favorite — although it was only one year shy of its 50th birthday. There was a timeless magic to the tale's triumph of compassion and kindness. Even now, a century later, we seem to agree with Scrooge's nephew Fred that Christmas is "... the only time I know of, in the long calendar of the year, when men and women seem by one consent to open their shut-up hearts freely, and to think of people below them as if they really were fellow-passengers to the grave, and not another race of creatures bound on other journeys."

If we could but read that each morning, all year 'round!

Merry Christmas, dear friends, and a very Happy New Year.



INCOME ideas

by Richard Birch

GST credit is like money in the bank

For lower and average income employees, the GST (Goods and Services Tax) isn't all bad news.

Depending on your income, you could harvest as much as \$290 in tax credits. These credits are paid to you, whether or not you owe any tax.

It looks as though the credits will be \$190 for adults and each

child. Originally, the adult credit was set at \$275, but since the GST has been imposed at seven per cent instead of nine per cent the credit is reduced correspondingly.

Single adults, including single parents, are entitled to a \$100 bonus, if they are not

dependent on another person. This bonus is phased in at the rate of two per cent of income in excess of about \$6,200 to the \$100 maximum at income of about \$11,200.

Married persons are each entitled to the basic \$190 credit and they may claim \$100 for each dependent child.

Single parents are permitted to claim the basic adult credit of \$190 for one child and the \$100 credit for other children.

Credit reduced if income too high

But not all employees will get the full credit. Your refundable credit will be reduced

at the rate of \$5 for every \$100 your income exceeds a threshold amount.

Thus a family of five — husband, wife and three dependent children — will be entitled to a credit of \$680 (\$190 + \$190 + \$100 + \$100 + \$100) if their family income is less than \$25,000. If family income is, say, \$31,000, the total credit is reduced by five per cent of \$31,000 minus \$25,000 (\$6,000) which equals \$300. Their credit, then, will be \$380 (\$680 minus \$300).

A single parent with two children will be entitled to a total credit of \$580 (\$190 + \$100 bonus + \$100 for first child + \$100 for other child). If his or her income is, say,

\$28,000, the credit will be reduced by five per cent of \$28,000 minus \$25,000, which equals \$150. So his or her credit will be \$430 (\$580 minus \$150).

Advance payment of credits

The credits are paid quarterly beginning in December. A form should have been included which you can use to apply for advance payment of the credits.

Eligibility for payment is based on your income as reported in your tax returns and your family status at the end of the year before.

If you haven't filled out

this form, look for it in your tax return and send it off to Revenue Canada. If you can't find it, call your local tax office. Or your post office might still have copies of the previous year's tax return available.

Of course, if you don't apply for advance payment of the credit, you will still get it when you eventually file your tax return.

But why wait for the cash when you can begin receiving it as early as December this year? Better that money goes into your bank account than lying in the government's coffers.

Who will put it to better use?

Mythical Missourian a miner at Stobie

Gerard Girardeau: Stobie's lucky to have him.

In Missouri, on the banks of the Mississippi, they're probably still talking about the day



Gerard Girardeau

the Inco miner descended like an ancient prophecy, the visit commanding front page coverage in the *Southeast Missourian*. There, his name is emblazoned on police cars, local businesses, municipal buildings and post offices, T-shirts, baseball caps, pins and refrigerator magnets.

Although a modest man, the Stobie trammer has already begun to take on mythical proportions. According to the *Missourian*, he works more than 2,500 feet underground in "Sudberry," Ontario.

A mythical place, if there ever was one.

Gerard is quick to tell you he's just an ordinary guy with an undeniable affinity with the sleepy Missourian community: they both bear the same name.

"I spotted the town of Cape



Girardeau on the map years ago and I always wanted to go there," said Gerard. "During the shutdown we made plans to visit my wife's daughter in North Carolina and I figured it was the perfect time to make a side trip to Cape Girardeau."

The Girardeau's visit caused jaws to drop and raised eyebrows just about everywhere they identified themselves. When Gerard was asked to produce his credit cards and other personal ID, curious attendants at the local chamber of commerce visitors' centre passed them around the office like some rare unearthed artifact. One store owner was so amazed she called the media and a story and photograph of the Girardeau's visit ended up on the front page on July 1, Gerard and Mary Ann's wedding anniversary.

While Gerard's last name has an understandable link to locals of the 40,000-strong community, his first name holds significance as well.

One of the town's major annual events is a festival that takes advantage of Cape Girardeau's Mississippi heritage and the town's mascot for "Riverfest '92" is named for a fictional character having a good time at the festival.

Name of the mascot?

Gerard.

The Inco miner loaded up with as much of the memorabilia bearing his name as he could haul away, including T-shirts that say: "Riverfest '92; Rollin' on the River with Gerard."

Next summer, the Girardeaus plan to return to Cape Girardeau with two of Gerard's four sisters.

Port Colborne's plates rate

From physical activity promotions to stress management and smoking cessation courses, Port Colborne Refinery employees are enthusiastically participating work-place wellness programs.

The latest refinery healthy living project was an examination of the lunchbox.

Regional Public Health nurse Nicole Cyr proudly presented refinery representatives with what is hoped to be the first of many "Rate Your Plate" awards. The certificate was given in recognition of Inco's health promotion initiatives and enthusiastic support of the "Rate Your Plate" program, one of the many programs offered to employees as part and parcel of the workplace wellness program by the Regional Health Unit.

Inco occupational health nurse Sheila Orlando reported that over 250 of the 350 Port



Port Colborne Refinery Research and Development department employees Paul Rubocki, Osno Laine, Jim Mann and John Capobianco flank public health nurse Nicole Cyr as she outlines dietary information during the Rate Your Plate project.

Colborne employees have participated in the program, aimed at reducing dietary fat.

She said the project was well received, informative, easily grasped and practical for daily

use. She also said that the wellness program was a catalyst in extending their chole-

sterol testing program to include all employees on a voluntary basis.

Yesterdays todays



Suggestion's Birthday

9 Years Ago

Introduced in 1943 to boost desperately needed production during the Second World War, the Employees' Suggestion Plan marked its 40th anniversary in 1983.

Originally, the maximum award was \$1,000 and the minimum \$5, but things progressed lucratively for employees since that time. In 1968, the maximum award was raised to \$5,000 and in 1978 to \$10,000.

Over the years the plan has paid out \$1,200,000 to winners. Payments in 1981 were \$206,705 and in 1982 (a strike year) \$55,170. In seven months of 1983 the plan paid out \$154,065 in awards.

In the first three years of the 1980s the maximum award winners were: Gary Downey, Ray Morin, Bob Huzij and Emil Langlois.

Said Wint Newman, president of Ontario Division at the time: "... Now more than ever, at a time when the ultra-competitive nature of the nickel industry has dictated that survival will rest on production, we need the insights of employees in increasing efficiency and safety."

25 Years Ago

"A new \$4-million laboratory devoted to research in extractive metallurgy and equipped with the most advanced instruments and techniques has been opened by International Nickel in the Sheridan Park research community, 17 miles west of Toronto," said the 1967 Inco Triangle.

The laboratory, the J. Roy Gordon Research Laboratory, was officially opened by Henry S. Wingate, Chairman and Chief Executive Officer, Hon. John Robarts, Premier of Ontario and Mitchell Sharp, federal Minister of Finance.

Although operating as an integrated unit, the staff was divided into four main groups: geology, extractive metallurgy, product development and support services.

"The main function of the laboratory," said the article, "will be to develop fundamental information that will lead to new and improved production and process methods as well as new primary forms of nickel and associated elements." Other research that would be carried out in the laboratory would be on exploration techniques, basic studies into the origins of various ores and their mineral constituents and studies on how to improve the casting of ferrous alloys containing nickel.

40 Years Ago

"O Dry Those Tears," the headline chided — "Wolves Aren't So Bad." Hockey was on everybody's mind in Sudbury in 1952 and although the Triangle had predicted a "banner year" for the Sudbury Wolves of the Northern Ontario Hockey Association a month before, saying they looked "like a million", the team was losing more games than it was winning by December.

For the fans it was a catastrophe, but the Triangle was still maintaining an optimistic point of view. "What should be done by one and all," it said, "is dry those tears, put on a brave smile and wait for the turn of the tide. "Big things were going to happen yet," it predicted. On paper the team was solid and five Sudbury Wolves players were among the league's top scorers: Gord Heale and Andy Milne were one and two, with Nick Tomiuk, Tatter McClellan and Mauno Kauppi not far behind. All the team needed was a bit of help on defence, which was on the way, said the Triangle.

The members of the 1952 team in December were: Tatter McClellan, Yacker Flynn, Mauno Kauppi, Andy Milne, Gordie Heale, Nick Tomiuk, Marty Burton, Johnny Mestan, 'Red' McCarthy and 'Red' Barrett at forward. In goal was 'Andy' Anderson and the defence was made up of Len Speck, Joe McIntosh, George DeFelice, Tug Parri and, soon to be arriving, Rolly McLennahan.

(Due to the strike that began in July of 1982, the 10 years ago section of this column has been moved ahead to nine years ago.)

More this year than in recent memory, the Christmas season serves to remind us that it is faith in ourselves, families and friends that makes our lives full and rewarding. We've all been preoccupied with the many challenges that now confront us, but I am convinced that the traditional determination of the Inco family won't allow us to simply wish for a Merry Christmas and a Happy New Year, we'll make and secure our future together.

May the special warmth of the season stay with us not only for all of next year but for the rest of our lives. From all of us at the Ashcroft family, we join you in your resolve and wish you all the best the season has to offer.

— Jim Ashcroft

NOTICE

Inco Energy Awareness Mascot Contest entrants

Because of the continuing response to our energy mascot-naming contest announced in the October Triangle, the deadline for submissions has been extended. The winner will be announced in a future Triangle.

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