

Has Nickel Refinery clerk Shirley Erkiila taken on a new job as a sports announcer? See Page 3.

# INCO Triangle

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## Motorized Mascot

The promotion of energy conservation has been a major thrust in Inco's cost cutting and efficiency program that, with the support and enthusiasm of employees, has seen major advances made. The most recent promotional effort consists of 160 decals of Inco energy mascot Less Watt. Seen here with one of the decals mounted on an Inco van is Energy Team member Jim Rafuse.

## Campaign launched to 'Keep Mining in Canada'

The Canadian mining industry is stepping up a national campaign to "Keep Mining in Canada."

For the first time in its history, the mining industry, a world-wide leader and predominantly Canadian-owned, was united in expressing its concerns about mining's uncertain future in Canada and tabled a Ten Point Plan of action to be undertaken by both industry and government.

The campaign has been prompted by the alarming departure of mining investment from Canada to Latin America and other parts of the world whose governments are more aggressively pursuing new mining ventures. From 1981-91, investment in the Canadian

mining sector fell by 50 per cent. "Canada is now perceived by mining investors as an increasingly difficult place to do business," said Louis Gignac, chairman of the Mining Association of Canada and CEO of Cambior, a young multi-national gold producer. "Non-profit taxes and other charges increase, environmental assessment and approvals processes are onerous and unpredictable, the regulatory framework is complicated, and land access is decreasing for exploration and development. This puts our industry and the communities that depend upon us on a very dangerous path."

This trend of declining investment also has serious implications for the Canadian

economy as a whole. Mining is a mainstay of employment and industrial activity in over 150 communities with a total population of about one million. Approximately 100,000 people are employed directly in the mining industry with another 300,000 in mining-related jobs.

"Mining companies are increasingly being forced to look elsewhere for new opportunities," said Alex Balogh, president and CEO of Noranda Minerals Inc. "We're a Canadian-owned company that's been involved in mining in Canada for nearly 70 years and we intend to keep doing business here. But there needs to be significant changes to this country's economic and regulatory framework to en-

courage mining exploration and development. We know we're needed in Canada, but we're not sure we're wanted."

The industry is already working hard to ensure its own future, stated George Miller,

*continued on page 2*

## No decision yet on next move: Sopko

No decision has been made on shutdowns, short work weeks or layoffs. Inco will do its share to reduce bulging nickel stockpiles but will not carry the rest of the nickel mining industry.

Those were the answers delivered by Inco chairman Mike Sopko to repeated queries by the media at a Copper Cliff Club press briefing.

"If we reach a point where we feel we have to take action," Mike said earlier at the briefing, "we'll be sitting down with the union and exploring available alternatives."

There is no date set for the decision, he said, and no "magic price" at which Inco is set to take action.

"What is the company's

*continued on page 13*



## Support the United Way



# 10-point plan outlines government, industry actions

**continued from page 1**  
 president of The Mining Association of Canada. "We're reducing costs, further improving our environmental and safety performance and increasing competitiveness through technological innovation and upgrading of worker skills. Government has studied these declining trends for too long. Now we urgently need action to attract mining investment

back to Canada. That's why we're putting forward a Ten Point Plan with specific actions."

The mining industry's Ten Point Plan proposes five industry actions along with five government actions which will help ensure mining's future. Industry actions focus on environmental, safety, technological and multi-stakeholder initiatives, together with the creation of the

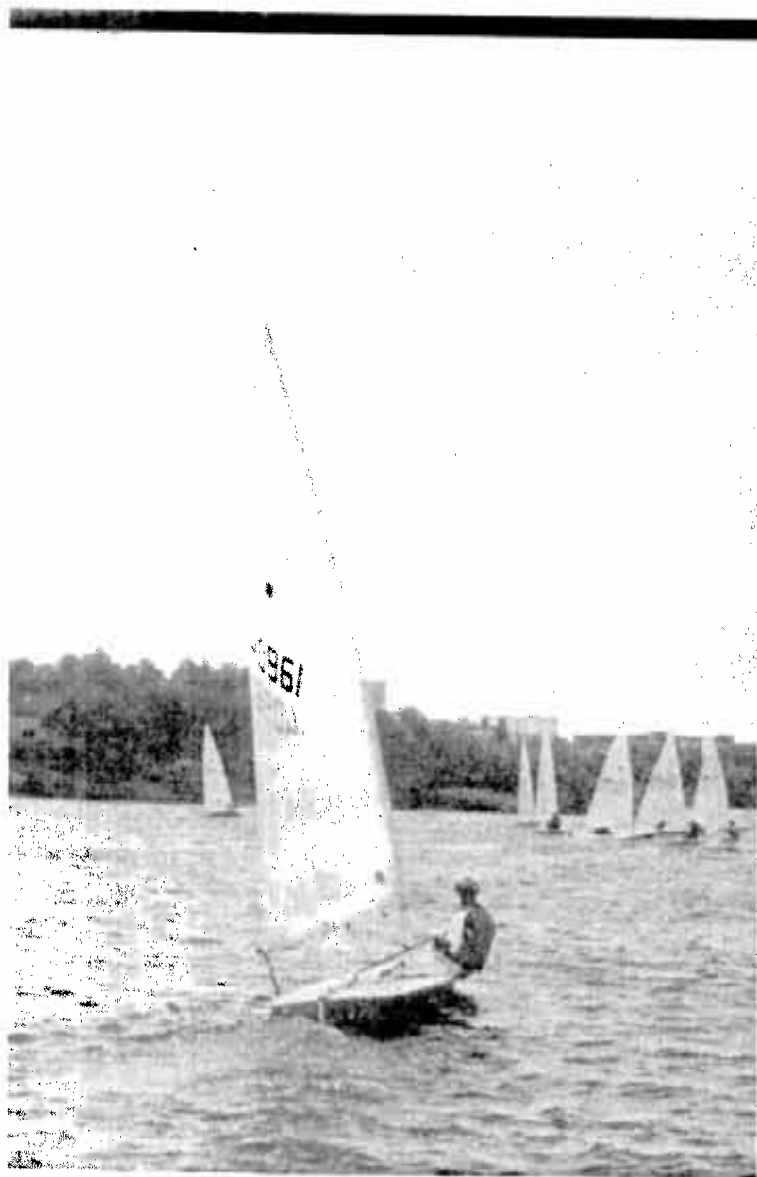
Canadian Mineral Industry Federation to better co-ordinate industry action. In turn, the industry is calling on the government to establish balanced processes for land use planning, to streamline environmental assessments, permitting and regulation, to respect mineral property rights, to change reclamation tax laws and to help build Northern Canada's economic self-reliance.

"Our Ten Point Plan balances economic needs with protection of the environment in decisions about exploration, reclamation, approving new mines, land use, taxes and mineral tenure," added Miller.

"Through the Keep Mining in Canada campaign, we plan to tell Canadians about how important it is to ensure mining has a future in Canada, especially during this federal

election where so much attention is focused on economic renewal and employment," said Maureen Jensen, an ambassador for the "Keep Mining in Canada" campaign and president of Noble Peak Resources Ltd. in Mississauga.

"Mining has been a driving force in the economic development of this country and we believe it has a key role to play in Canada's future."



**Mark Phipps, son of Inco Exploration and Technical Services senior geologist Don Phipps, was among those who competed in the Inco Regatta.**

## Inco Regatta unfurls winning style

**T**his year's annual Inco Regatta was filled with high energy and excitement for everyone involved. The two-day event centered around the Sudbury Yacht Club on Ramsey Lake in Sudbury.

Even as competitors of all ages and skill levels manoeuvred their boats, crowds gathered in and around Ramsey Lake to watch.

Many Inco employees and their families took part in the regatta and some ranked as top contenders.

When the starting horn sounded and the appropriate flags were raised, one division after another raced for the starting line and jockeyed for position, trying to gain the lead.

Weather conditions were favorable for the most part. Saturday's high winds made conditions a little more difficult and made the course more challenging to navigate. The winds also caused a few mi-

nor mishaps including a few blow-overs, especially for the sailboards.

Constant patrolling by safety boats at the edge of the course reassured racers that help was available at a moment's notice.

Sunday's beautiful blue skies combined with the multi-colored sails to make the scene look like a tapestry. But in the racers' eyes it was a battleground.

Participating in this year's regatta was Mines Technical Services' Brian Thompson. He and son Drew took first place in the Y-Flyer division. Indrek Aavisto of the Comptroller's Department, took third position in the Laser Fleet division. His daughter Tiina also finished third in the Mob-1 division. John LeMay of Central Maintenance and Utilities, accompanied by wife Susan and Ray Hortness, took first place honors in the Mob-2 Category.



**Roman Bont of Switzerland readies for the next stretch of his around-the-world scooter trip to raise money for cancer research. The scooter is foot-powered.**

## Swiss trucker scooters around the world for cancer research

**S**ure, money is tight at Inco these days, but sometimes it's hard to turn down a plea for help from someone as gutsy as Roman Bont.

The big-hearted, 46-year-old Swisstruck driver recently pumped his way into the Sudbury-area segment of his round-the-world, muscle-powered scooter trek to raise money for cancer research.

"I'm very happy to get the support of your company," Roman said. "Your company was the first one so far who helped out. I'll certainly remember Inco

and the people here when I get back home to Switzerland and present a slide show of my travels." The scooter, something like a sophisticated surfboard with handlebars, is a common means of travel for European youngsters. Forward motion is accomplished by resting one foot on the rolling platform while the other one pushes the scooter along.

The Canadian portion of the campaign will take over three months. Ahead of him is Japan, Korea, Australia, New Zealand and England before returning home to Switzerland

around Christmas. Because he didn't want to carry a lot of cash on the trip, he asked people to donate money to their local branch of the Canadian Cancer Society. It's his second trip in four years to raise money for cancer research. He embarked in a mini-truck on a worldwide quest to convince the rich, famous and powerful to sign the truck's trailer so he could auction it off. Bearing signatures by people such as former U.S. president George Bush and former Nova Scotia premier Roger Bacon, it'll be auctioned off next year.





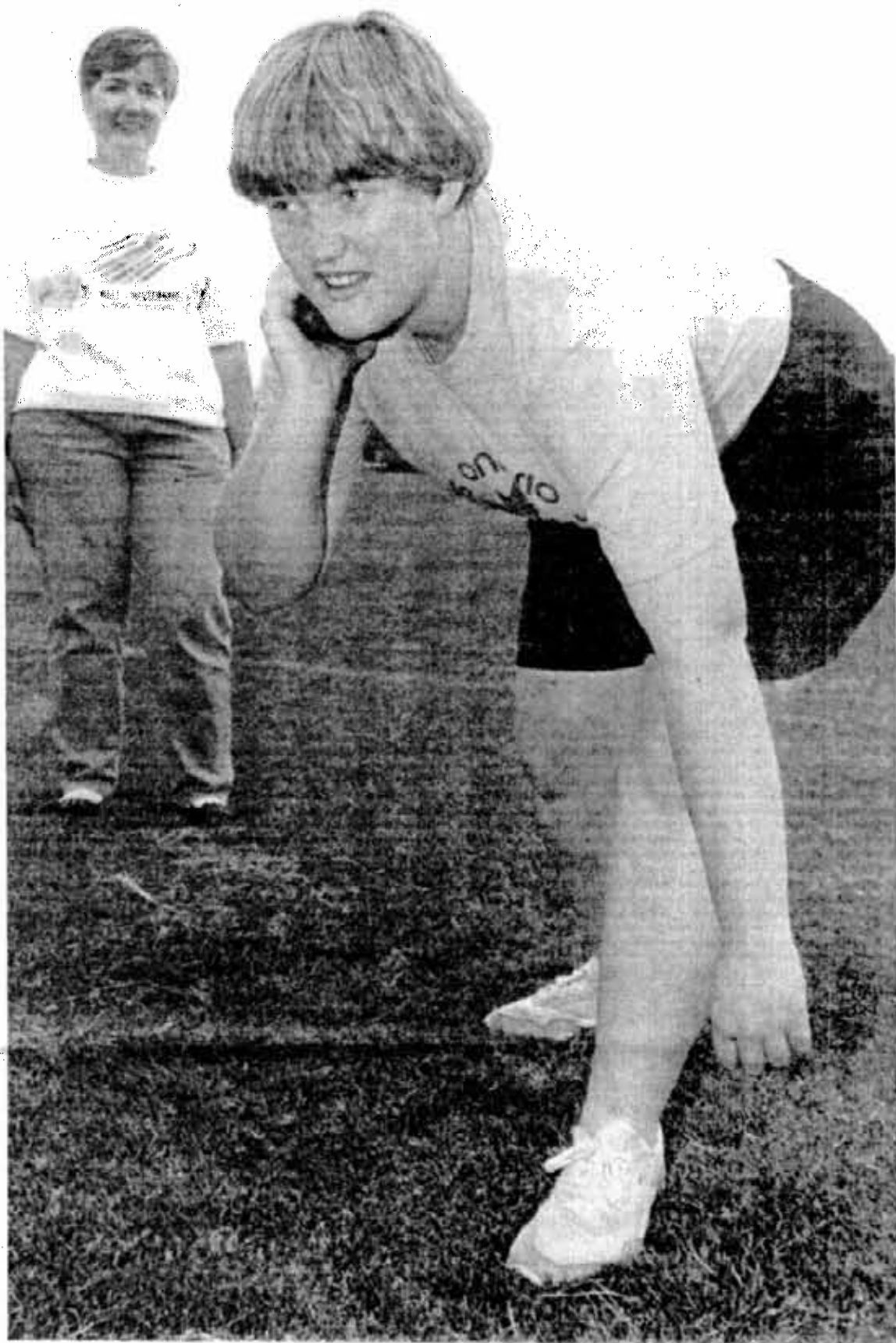
Mary Woitowich and son Ed before the Games.



Inco president Jim Ashcroft presents athlete Jason Roy with a gold medal as his dad, Ron, applauds in the background.



Inco employees and retirees cheer at the sidelines. From left to right are, Mary Woitowich, Shirley Erkila, Ron Roy, Jim Mills and Gord Nichol.



Carol practices her throw in the shot-put as mom, Nickel Refinery Safety Training clerk Shirley Erkila, looks on.

## Employee offspring among Special Olympic athletes

Everyone came away from the Ontario Special Olympic Summer Games a winner. Both Inco, as a gold sponsor, and the athletes for their winning spirit.

More than 600 athletes and 200 coaches from across Ontario participated in the event held August 26 to 28 in Sudbury. Track and field events were held at Laurentian University, soccer at Lily Creek Field and baseball at the Terry Fox Complex.

The local contingent consisted of a dozen athletes, including five who have parents working or retired from Inco. In total, Sudbury and area athletes captured 22 gold medals, 13 silver and eight bronze.

Winning medals was not the goal for the athletes, who were thrilled just being able to participate. Screams of joy at the finish line, "I made it!" could be heard and shouts of

"I hit the ball," were the story of the day moreso than the medal presentations.

Gord Nichol was watching his 21-year-old daughter Jennifer from the front row during the Games. The electric hydraulic driller missed seeing her qualify at the Regional Games in North Bay but he certainly saw her compete in Sudbury.

"This is Jennifer's first year competing in the Olympics," said Gord, who has been with Inco over 27 years. "She just loves sports and does well at them." In all, she captured five medals, including gold in shot-put and 4X by 400 metre relay, a silver in the 100 and 400m and bronze in the 200m.

Gord first heard about the Special Olympics from co-worker Ron Roy at Stobie Mine. Roy's son Jason has been competing for the past three years.

"When he first started out we told him if he did his best that was all we expected," said

the mechanic. Since then Jason, 18, has brought home two gold, a silver and a bronze medal from the National Games held in Ottawa two years ago. This year, he won silver in running long jump and 200m.

Ron plans to start devoting more of his time to helping the Sudbury chapter with its fundraising and recruiting new volunteers to work with the athletes. "I've been recruiting and pushing for people at work to get involved," Ron tells his colleagues that the Special Olympics are super athletes who will win their hearts over because they give 200 per cent.

Retired scooptram operator Jim Mills said he always enjoys watching his son, Jim, 28, practice and compete. "I try to take him out every morning to train," said Mills. "I keep track of his times while he's running."

That training paid off as

Jim won four gold medals in running long jump, shot-put, 4X 400 metre relay and 4X 100 metre relay. He took bronze in the 5,000 metres and 1,500 metres.

The pair can often be seen at dawn as Jimmy works out at Queen's Athletic Field. Jim Sr. said his son is always trying to do his best and likes being involved in sports.

The Special Olympics are about more than just competing, agrees pensioner Mary Woitowich. Her son, Ed, 26, has been involved in both winter and summer games for the past 14 years. "It gives him something to do and he has a chance to meet others."

Mary, who retired after 26 years of service in 1991 as an analyst at the Copper Refinery, has taken an active interest in Ed's involvement.

"A lot of people think that the Special Olympics are for elite athletes but they aren't. Everybody competes at their

own level to the best of their ability." Ed finished a strong fifth in the men's pentathlon.

The Sudbury chapter is a closely-knit community in itself. It was through Mary that Shirley Erkila got her own daughter, Carol, involved. Since starting four years ago, the 19-year-old has competed at every level up to the World Games where she won two gold medals. She also holds the Canadian powerlifting record for her class.

Shirley, a process clerk at the Copper Cliff Nickel Refinery, said Inco's support is important. "The Special Olympics need corporate sponsors like Inco to help them fund the cost of the Games."

Though the athletes may be developmentally handicapped, Shirley said that each of them does their best to live up to the Special Olympics motto: "Let me win, but if I cannot win, let me be brave in the attempt."

# MAKING *Change*

## Inco construction crew gets deep into rewiring



The Inco Creighton cable crew.

Imagine trying to feed a limp strand of spaghetti down a long straw and you'll get a good grasp on just how difficult it was for Inco Construction to complete a recent Creighton Mine project, never mind on time, on budget and with no mishaps.

"If ever a project demanded perfect planning, timing, coordination and cooperation, this was it," said Inco Construction superintendent Ron Rafuse about the task of threading 7,000 feet of four-inch cable through a six by eight-foot shaft cluttered with pipes, ducts and other wiring from the bottom of Canada's deepest mine to surface.

"We failsafed the entire procedure and worked out every detail, not only with our people but with the folks at Creighton," said Ron. "We certainly couldn't afford even the smallest of mistakes. If we hit a snag or anything went wrong with the cable in the shaft, we could easily put the shaft out of commission for weeks or months."

Timing also required careful planning. The job had to be done when the cage wasn't required for production at the mine so the project demanded a lot of midnight and weekend work.

"This entire endeavour is an indication of how the teamwork approach is working at Inco. We worked closely together with the Creighton shaft crews, engineering people and supervisory staff. It went without a hitch."

The cable pull counts as the most recent of some 50,000 feet of cable construction crews have successfully threaded through mine shafts in the past five years.

But the Creighton project, primarily to feed power to future Creighton Deep operations, was the most challenging.

Weighing about 15 pounds a foot and capable of han-

dling 13,800 volts, the cable came in 14 reels weighing as much as nine tons. The job of "stripping" (peeling back the layers of armour and insulation on the end of the cable) took three men an entire shift.

Each of the reels had just enough cable to feed cable from one level to the next. To facilitate the task, construction designed and manufactured special hydraulic lifting jacks to handle the tremendous weight of the cable as it was taken off the reels through a pulley.

At each of 10 levels, the reel was placed at the level below and a wire rope was lowered and attached to the end of the cable. The wire rope was then hoisted with cable attached. A rope winder-tensioner was used for the first time in such a project, the only machine capable of handling the pull with a single set-up. Filled with air ducts, piping, water lines and other cables, some areas of the shaft resembled a boiler room, yet the job of threading the cable through went without a hitch.

"The hardest part was getting the cable out of the shaft. It couldn't be bent within a 36 inch radius and special cable pulleys had to be used to do the bending. Any kinking of the cable would ruin it," said Ron.

Begun in late February, the task was completed in under two months - one day under schedule.

Senior Electrical planner Barry Vaudry is convinced it was preparation and attention to detail that made the project successful.

"Before we even started, months of preparation work was spent with just about everyone who would be involved. We inspected every inch of where the cable was to go to check out probable trouble spots. We rode the top of the cage very slowly to inspect the shaft."



Barry Vaudry shows a section of the 7,000 feet of four-inch cable installed at Creighton.

## Employees feel improvement efforts are positive: survey

Employees' assessments of the effectiveness of the Total Quality and Continuous Improvement Programs are positive, a recent survey Inco employees has found.

The Decima Research Employee Satisfaction Survey, administered to a random sampling of Inco employees has found a solid majority rate the program as being at least somewhat effective thus far, while a minority report that it has not been effective.

It is notable, a Decima report points out, that both positive and negative evaluations

are relatively soft, with only one-in-10 and one-in-20 employees, respectively, assessing the program as "very effective" and "not at all effective."

The survey also shows that 55 per cent of employees feel the programs are "somewhat likely" to succeed and 23 per cent see them as "very likely to succeed." Only three per cent see no value in the programs.

The survey shows that most people are convinced that the company's talk of change is real. Almost 65 per cent of employees dis-

agree that management's talk is only lip service.

Twenty-five per cent of employees think that encouraging people to work harder is given too much emphasis in the TQI and Continuous Improvement programs, while 43 per cent think that the company applies the right amount of emphasis. About 30 per cent of employees feel that harder work is given too little emphasis.

The survey has an estimated error margin of between two and three per cent.

(For more information on the overall survey, see page 10 in this issue.)



# MAKING Change

## Team formed to help improve channels of communication at Inco

When the topic of Improvement is discussed in the Ontario Division, the word communication is often referred to as something that needs improving. But because communication is not a tangible object or process, just how to improve it often boggles the mind. For the last six months a group of individuals has been looking at ways to improve communication, that is the two-way flow of information.

The group is called the Communications team. The team members represent a wide area of the Sudbury district. Claude Gravelle and Gerry Rancourt from Continuous Improvement, John Duggan of Local 6500 training, Div Shops machinist Jim Angove, South Mine's Rick Lebourque, Quality and Training manager Stewart Tait, Quality advisor Sean Romenco, Public Affairs manager Jerry Rogers and Central Maintenance Continuous Improvement coordinator Steve Deighton. Their mission is . . . "to establish a consistent two-



**A Communications Team has been set up to improve communications at Inco. From left are; (rear) Stewart Tait, Claude Gravelle, Steve Deighton, Jerry Rogers, Rick LeBourque; (front) Jim Angove and Sean Romenco. Not present when the picture was taken are John Duggan, Don Campbell and Gerry Rancourt.**

way information flow to help Inco people better understand the transformation of the new way we want to do work."

The team feels a direct link to training is needed in the

years to come with regards to an improvement in communication. Also, the progress of the TQI and CIT efforts needs to be communicated and the team is looking at different ways to

get the message across. Setting up conferences with all of the TQI coordinators on a monthly basis is something that the team feels will allow all of the plants and mines to communi-

cate freely on a personal level. The direction of the team is one of positive progress. Any ideas or suggestions for the team would be greatly appreciated and can be given at 682-6170.

# MAKING Change

## Div Shops employee team helps eliminate waste

When the topic of quality transformation is discussed, chances are the name Dr. Edward Deming crops up. His 14 transformation points greatly helped the Japanese become a world leader in quality and productivity. When he plotted point number 9, the effort of the Traction Motor Pinion Team would surely be a classic example. The ninth point reads, "break down barriers between departments. People in research, design, sales and production must work as a team, to foresee problems of production and in use that may be encountered with the product or service." This team did exactly that.

The Transportation Department's Loco Shop was having problems with the keyless pinions that drive their 85 and 100-ton locomotives. The keyless pinion would slip on the shaft causing shaft damage and necessary removal of the traction motor from the locomotive. Through an investigation by Divisional Shops' Machine Shop, it was found that the outside tapered fit on the 85 & 100 ton locomotives armature shaft did not match with the vendors inside tapered fit on the pinions.

The team consists of Div Shop's machinist Denis St.Aubin and planner Richard Coupal, draftsman Con Ryan, engineer Terry Polkinghorne, and from the Loco Shop foreman Roger Rousselle and electrician Len Mulligan.

Steps were taken to ensure that this waste would be eliminated. The Machine Shop made new drawings for the shafts and pinions. New job procedures will be written for installation and removal of key type pinions for both the 85 and 100-ton locos. Sets of standard measuring gauges will be purchased by both the vendor of the keyed pinions and Div Shops, makers of the loco shaft. The bore size and shaft size for both the 85 and 100-ton loco shaft and pinion are the same, requiring one gauge only, making this standard. There were four warehouse stock codes for the loco pinions keyless and keyed types. Now there will be only two stock codes.

The plugging effect of the electric motor is the main reason for going to the key type pinion and shaft. Plugging is the ability of the electric motor to go from a forward motion to a reverse motion without braking. The group

has reworked a total of 25 traction motors in the past three years because of keyless pinions turning on the shaft. This will be reduced because of the new keyed design. That's teamwork . . . The team in the Divisional Shops Blacksmith Shop felt that they could produce more of their main product, punch bars for the Smelter. The idea for the potential production came about through using a brainstorming session, then prioritizing the ideas through Delphi analysis. The team consists of blacksmith Gates Robillard, machine operators Doug Miller, Peter Panas, Bob Rivard and Joe Udovic.

The shop set-up had one furnace for heating and one heading machine for forming the hot steel bars into a punch bar. The shop produces three different types of punch bars. The head of the bar is formed by the heading machine using dies. In order to change the type of head on a bar the dies would have to be changed. This takes several hours to do. The team knew of a heading machine that was in storage. With a two heading machine system the customer could be always satisfied because of the shop's ability to produce two orders at once. The refurbished heading machine has been installed, along with changes to the furnace to allow greater access and less operator heat. This increases production, worker satisfaction, and quality. It decreases the down time to change the dies. The team, along with shop supervisor Gord McMandless, has done a great job in making the punch bar production more efficient and worker friendly . . .

**Closing the Loop . . .** Continuous Improvement members that have gone out to spread the message . . . Ted Joiner has left the Materials Management Team and gone back to Information Systems... Gerry Rancourt has also left the Repairables Team and is back in Mines Research... Randy Hoop is now working in Creighton since leaving the Ore Flow Team... Joining the ranks of the Continuous Improvement effort are Norm Jones and Jack Simons who both will be working on the Coleman Team. To all who have left thanks for a job well done and to the new faces, welcome aboard! . . .

# Sons, daughters of employees earn Inco scholarships

**A**cademic excellence may be the most obvious achievement of the 20 Inco Reserved Scholarship winners this year, but the figures alone don't reveal what makes these students winners.

A thorough study is made not only of the complete academic record, but also the characterization of the applicant as supplied by the high school and the personal information supplied by the applicant.

An independent (Inco takes no part in the selection process) scholarship selection committee of educators is interested in the qualities which may indicate success at university and those strengths and weaknesses which differentiate an applicant from his or her peers.

While achievement and ability are a primary basis for awarding scholarships, other attributes are also considered. They may include capability for sustained work at studies, a coherent approach to problem solving, stability of character, reaction to setbacks and criticism, breadth of interests, relationships with peer groups and with teaching staff, leadership abilities and even unusual obstacles that the student may have had to overcome.

The application procedure includes a personal essay, in handwriting, that should include a description of the appli-

cant's chief interests, extracurricular activities, community achievements, accomplishments and even performance at past paid jobs. The independent scholarship selection committee met on Tuesday, August 3 and selected 20 winners from 69 eligible applications.

Fifteen scholarships were awarded to children of Northern Ontario employees, three to children of Manitoba Division employees and two to children of other employees, i.e., southern Ontario, the rest of Canada and ex-patriates. The distribution is based on the number of employees in each area.

The full scholarships are valued at \$2,500 annually and are renewable for a possible further three years.

Three Finalist Award winners were also selected, one from southern Ontario and two from Sudbury. The Finalist Awards are valued at \$1,000 and are awarded for the first year of university only. They are intended to reward an applicant who has achieved a level of academic excellence which merits a full scholarship, but who is excluded from winning because the standard of applications is very high, which was the case again this year.

Special delivery letters were sent to all applicants on August 4.

## Inco Reserved Scholarship Competition for Children of Canadian Employees and Pensioners 1994 Awards

Up to twenty 4-year university admission scholarships will be awarded in the 1994 competition. The awards are valued at \$10,000 each (\$2,500 annually). Up to five \$1,000 finalist scholarships may also be awarded.

### ELIGIBILITY

Children of full-time Canadian employees, pensioners, expatriates from Canadian locations and of deceased employees are eligible to enter the competition. Candidates must have a strong academic record and be enrolled in a secondary school program of studies required for university admission. Award winners are expected to enter university in 1994.

### SELECTION

An independent committee of high school principals will select award winners on the basis of the complete academic record, SAT scores and information supplied by the applicant and the high school. Award winners will be announced in mid-August, 1994.

### APPLICATION

Application forms will be available from September 1, 1993 at local schools, your place of work, and at:  
Office of the Administrator  
Inco Limited Scholarship Program  
Box 44, Royal Trust Tower  
Toronto-Dominion Centre  
Toronto, Ontario M5K 1N4  
(416) 361-7844  
THE APPLICATION DEADLINE IS APRIL 8, 1994

### SAT TEST DEADLINE

APPLICANTS MUST REGISTER FOR AND WRITE THE SCHOLASTIC APTITUDE TEST ADMINISTERED BY UNIVERSITIES AND SCHOOLS ACROSS CANADA. PLEASE NOTE REGISTRATION DEADLINES AND TEST DATES. TEST DATES IN OTHER COUNTRIES MAY VARY.

#### REGISTRATION DEADLINES

September 27, 1993  
October 25, 1993  
December 13, 1993

#### TEST DATES

November 6, 1993  
December 4, 1993  
January 22, 1994

SAT Test material is available at the applicant's school

## 1993 Inco scholarship winners . . .



Winning an Inco scholarship was music to Jennifer Amson's ears. After years of practicing her alto sax she will be taking music performance at Laurentian University this September. Amson said her parents Barbara and James, a project smelter/plant engineer were happy she won.



Lorin Banks has a head for numbers which he will need for first year engineering at Laurentian University. Proud parents Pierrette and Robert, Little Stobie Mine senior geologist, said the scholarships are a good deal for both kids and parents.





An interest in science has lead **Patricia Bell** to take Guelph University's microbiology co-op program. She hopes to work in medical research on AIDS and diseases caused by bacteria. Her parents, Joan and Christopher, a mine engineer, were happy she received the scholarship.



**Heather Cummings** said she did cartwheels after being chosen for a scholarship. Ultimately, she hopes to become a surgeon and will begin her biochemistry studies at her father Wayne's alma mater, Queen's University. The geologist and his wife, Klazina, were also thrilled.



**Stephen Ertlinger** hopes to tie his interests in electronics and music together while taking electrical engineering at Queen's University. A weight was lifted off his shoulders when he learned that he won. His parents, Tonka and Frank, a combustion serviceman shared his excitement.



An interest in computers and designing hardware has lead **Mark Fritz** to McMaster University for its computer engineering and management program. The scholarship recipient felt honored and his parents, Sylvia and Anthony, a smelter superintendent are proud of his achievements.



Cleaning up the environment and cross-country skiing at the Olympics are **Kris Heale's** goals. He is taking Lakehead University's chemical engineering program and training at the national ski team's development centre. His parents, Beth and Terence, a construction supervisor, felt honored he won.



**Glenn Joiner** is heading to McMaster University for biochemistry but intends to return to Sudbury to set up his own medical practice. Last year, his brother Keith was awarded the scholarship. Now Louise and Ted, Information Systems project supervisor, have another achiever in the family.



**Neil Miller** dreams of operating his own business after competing Waterloo University's mechanical engineering co-op program. The competitive curler yelled for joy after winning an Inco scholarship. His excitement was echoed by his parents Margaret and Robert, who works in Purchasing and Warehousing.



While studying honors math at Waterloo University, **Dawn Ojanpera** hopes to return for a co-op work-term at Inco. Amidst screams and tears of joy she shared the news of her scholarship with her parents, Karen and Stanley, a Nickel Refinery planner supervisor.



**Wendy Parisotto** is one step closer to becoming a doctor as she heads off to Carleton University for honors bio-chemistry. She said winning the scholarship was a dream come true for her parents, Silvana and Camillo, first class maintenance mechanic at the Copper Refinery.



Laurentian University's environmental earth science program will keep **Paula Pilonen** busy majoring in geology, biology and geography. When she isn't studying she plans to continue playing trombone professionally. Her parents, Christine and Karl, a senior estimator, were extremely happy she won the scholarship.



**Robert Savoie** is finally coming back down to earth after learning he won a scholarship. The star-gazer will be taking aerospace engineering at Carleton University. His father, Raymond, a miner-tramper, said all of his son's hard work has paid off.



After performing with the National Youth Orchestra this summer, **Natasha Sharko** is ready to begin her physiology studies at McGill University. She plans to continue playing her violin and hopes to become a medical specialist. Sandra and Kornel, a retired surveyor, couldn't be happier.



While studying political science at Ottawa University, **Debbie Shaw** will use her first-hand experience as a part-time House of Commons page. Her parents, Karen and Robert, a training supervisor, believe she won the prestigious scholarship because of her strong work ethic.



A love of animals and an interest in medicine are why **Caley Tislington** wants to become a veterinarian. Winning the finalist award will help her during first-year biology at Guelph University. Her parents, Nancy and Ian, a project engineer, said she deserved it.



After spending a co-op session at Memorial Hospital in Grade 12 **Tina Zickar** knew nursing was her calling. She hopes to work in critical care upon graduating from Laurentian University. Whatever she does her parents, Aline and Edward, process technology section leader, will be proud.



An engineering competition peaked **Paul Dinga's** interest so much that he is taking Waterloo University's co-op chemical engineering program. The sports enthusiast would like to continue playing tennis and golf. The proud parents are Maria and Port Colborne Refinery section leader Mike Dinga.



**Penelope Osborne** is going to take McGill University's physical therapy program. For the past five years, she's been contributing her free time as a hospital "Candy Striper" volunteer. Her parents Flo and Port Colborne Refinery section leader Geoffrey Osborne are very excited that she is a scholarship recipient.

# Inco Board of Directors has first-hand look at \$600 million environmental commitment

Inco's Board of Directors - the ones who Inco Chairman Mike Sopko says have the responsibility of voting "yay or nay" for the kind of investment Inco will have to make - were given a first-hand look at the \$600M Sulphur Dioxide Abatement Project during a visit here in mid-September.

"They spent \$600 million on the SO<sub>2</sub> Abatement Program, (and) they're entitled to see what they got for their \$600 million," Mike said at a news briefing at the Copper Cliff Club during the visit.

While Mike Sopko and Inco president Scott Hand hosted the press conference, board members visited Clarabelle Mill where they were given an outline of the SOAP program. The plant's high-tech control room as well as the SAG mill, mag separators and large cells were viewed by the board during a tour.

Guides at Clarabelle included worker safety representative John Kutchaw, maintenance mechanic Elton Leslie, project leader Antonieta Marticorena, mill operator Tony Spurvey and



Smelter operator Bob Condratto gave a presentation on quality improvements to board members.

In fact, the board members gave their approval during their visit here to a \$67M expansion that gives Inco enough capacity to keep the company going to the year 2021.

The 24-hour visit of the 14 board members included a board meeting with presentations on tailings area decommissioning report by superintendent of Decommissioning and Reclamation, Safety, Health and Environment Marty Puro and Central Mills manager Mick Throssell and an Ontario Division overview by president Jim Ashcroft.

Following the meeting, the board was given a first-hand look at the Tailings area.

During a visit to North Mine, board members were also given a demonstration of high-tech mining. With research miner Chico Villeneuve at the controls of two tele-operated underground scooptrams, board members watched the underground action on monitors installed in the mine's lecture room.

Superintendent of Automation and Robotics Greg Baiden was on hand to explain the development of the ultra-modern system and senior industrial evaluator Everett Henderson provided the commentary.

Electrician Clarence Wheatley, a member of Little Stobie's Total Quality Improvement team, outlined for the board how the TQI process with its employee involvement has led to major annual energy savings.



Flash furnace operator Al Kean explains to board member Chuck Hantho the workings of the flash furnace.

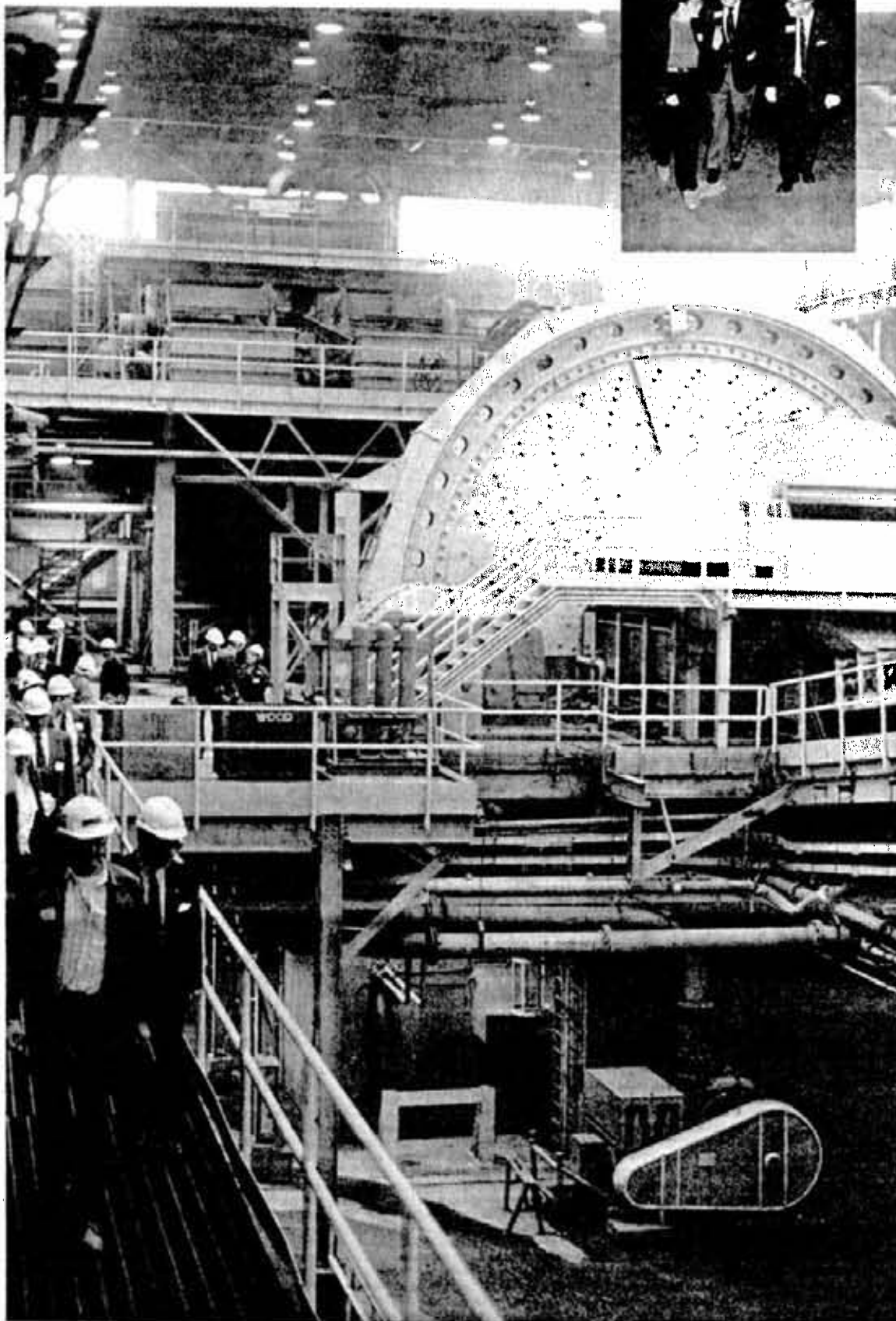
maintenance foreman J.P. Hotte. Mill and Tailings superintendent Joe Dippong and Mick Throssell also accompanied groups of board members.

After the Clarabelle visit a drive-around tour of the new Oxygen Plant was conducted, followed by a presentation and brief tour of the flash furnace area in the Smelter.

Operator Bob Condratto gave an employee TQI presentation on Gaspe Puncher improvements.

Helping out as guides for the Smelter tour were flash furnace operators Len Fransen and Al Kean; flash furnace foreman Ivan Thurlow and Carole Kairovicius. General foremen Homer Carr and Murray Prpic also helped out as guides.

The Smelter's Carole Kairovicius takes honorary directors E.R. Kane and Peter Gordon on a tour at the Smelter

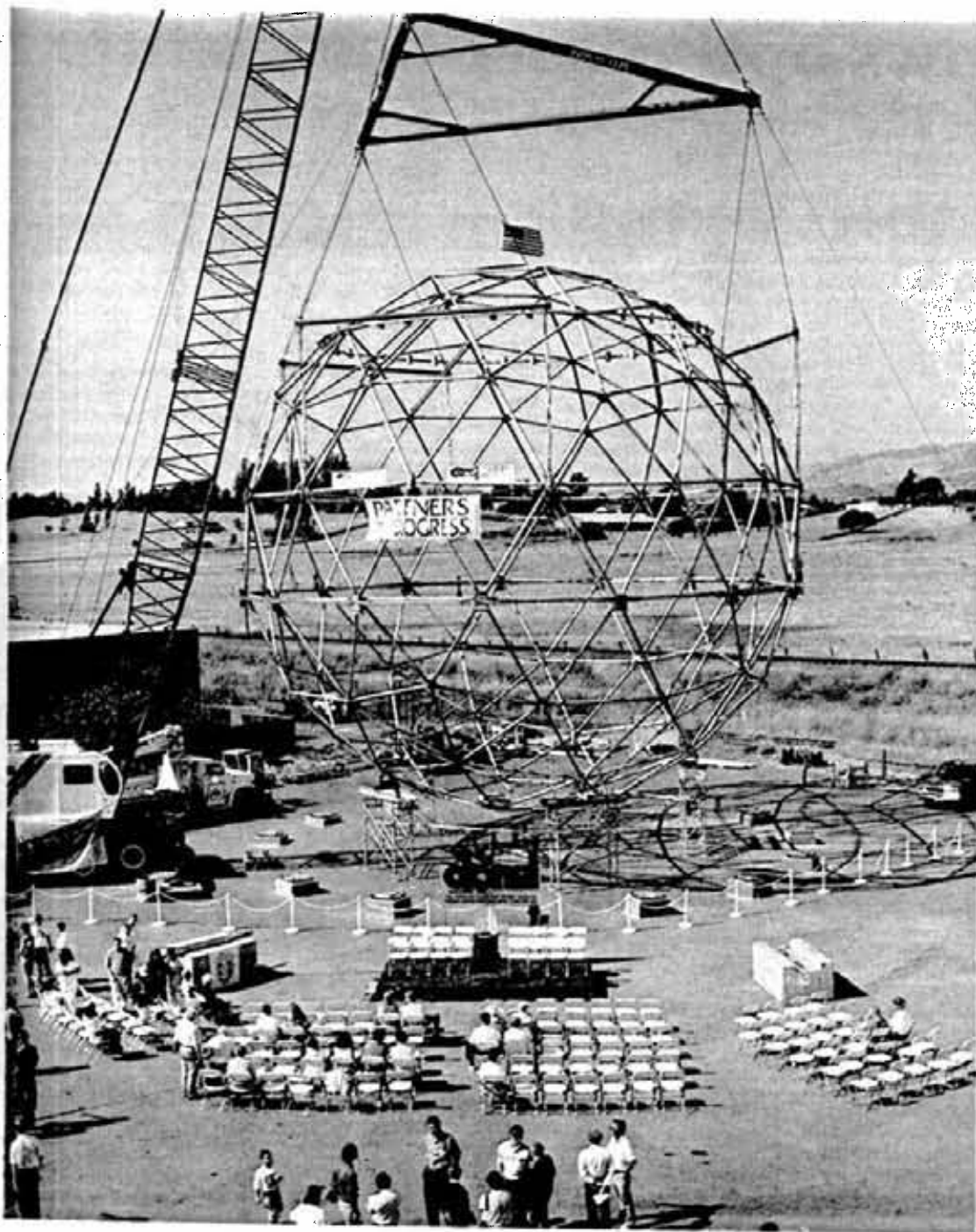


Board members were taken on a tour at Clarabelle Mill. At the top (right) is the new SAG mill.



Research Miner Chico Villeneuve was at the helm of two tele-operated underground scooptrams in the North Mine lecture room while board members watched the underground action on two overhead video monitors.





The 15 meter diameter steel geodesic frame which will house the 10,000 light sensors for SNO was officially completed at Petaluma, California this summer. The dome components have arrived in Sudbury and will be installed early in 1994. Other components including light sensors, water system parts and electronics are also beginning to arrive.



An aerial view of the Creighton Mine No. 9 shaft buildings shows SNO's Operations Control Building with rail line connections to the mineshaft. A large portable building has been added for engineering support services during the construction phase.



The construction platform, ready for hoisting, viewed from the main entrance at the top of the SNO cavity.



The assembly of the SNO construction platform at the base of the SNO cavity is viewed by supervisor Stan Snider, a retired Inco foreman, and construction manager Larry Moriarty.

## Scientists to tour site of underground SNO facility

About 50 scientists, in Sudbury in early October for a fall research meeting at Laurentian University, will be the latest in a steady stream of visitors who have toured the site of Creighton Mine's underground Sudbury Neutrino Observatory (SNO).

Planning for the final installation and operations phases of SNO is expected to dominate the discussions at the meeting, but its location was chosen to give the scientists a firsthand view of the

rapid pace of construction that promises the first scientific measurements from the laboratory in 1995.

According to Laurentian physics professor and SNO spokesman Doug Hallman, construction of laboratory rooms and cavity structures has proceeded at an "excellent" pace. Several of the structures, located in a cavity dug out by Inco miners 6,800 feet underground, have passed the halfway point in construction.

In the cavity, a giant aluminum construction plat-

form was assembled at the base and hoisted to the top. It has been used to install the steel for the support deck which will be completed with the pouring of a concrete deck floor. The cavity floor concrete and ramp entrance areas are also nearing completion.

In other construction, the personnel areas of the SNO laboratory are nearly finished - walls and floors of the two-storey section have been constructed and painted and the electrical system installed. In

the utility room - a large drift to be used for water purification and recirculation equipment - steelwork and concrete floors, bases and walls have been completed and painting and electrical panel installation is proceeding. In the laboratory entrance, junction and control room areas, floors and walls have been completed and equipment installation and painting are underway.

Two major installations will complete most of the construction phase later this year. In the cavity, an additional

sprayed concrete surface will be applied, including drainage and electrical coil systems. A thick plastic liner will be installed to complete the wall and floor finish. In the laboratory entrance, a ventilation and air-conditioning system will provide ultra-clean, cooled air for the assembly of lab components in cleanroom conditions throughout 1994. By early 1995, the filling of the cavity and central vessel with ultra-pure water will begin in final preparation for the first measurements.



# Employee survey shows optimism about future

Employees think well of Inco as an employer, consider themselves well-informed about the mining business and are optimistic about the future despite the current economic downturn.

But employee-management communication falls short.

These were some of the major findings of a recent Decima Research Employee Satisfaction Survey of employees in Manitoba, Port Colborne and Sudbury.

"Employee satisfaction is between five to 10 per cent higher than other companies we've surveyed," said Decima vice-president Margaret Buhlman. "The survey shows that 76 per cent of employees are satisfied with their employer. Employees also feel more confident than others we've surveyed in their confidence about understanding the corporate environment."

Arguably Canada's best public opinion polling firm, Decima Research does the polling for the federal Progressive Conservatives.

She said employees feel, however, that better employee/employer communications are needed. "Although employees feel they have a general sense of what is going on, they would like more specific information about issues concerning the company."

Except for Manitoba where the newsletter Extra is the only publication, the Triangle is the preferred source of information. But even in the Ontario Division where 69 per cent of employees say they get their information from Triangle and Incontact, the grapevine betters each publication individually as an information dispenser.

Margaret suggests interpretation of results should be made on an overall basis. "You can be misled easily by taking a single question out of context, isolating and interpreting it."

She also suggests a follow-up within one or two years to measure any results from action taken as a result of the survey. Having gone through the process before will also help boost participation by employees, she said.

Results from the professional and technical occupation category showed significant differences on a number of issues. On specific components, they are:

- Less supportive of the company on issues such as their optimism about the company's financial performance, or their belief that management has clear goals and objectives;
- More likely to be critical of Inco's relations with non-union employees, and to question the stability of the workforce; and
- More critical on performance measures such as receiving training, feedback and recognition.

Decima states that the results suggest that attention should be given to this group which appears to be alienated from management in terms of the amount of attention it receives.

Responses are positive toward Total Quality Improvement from a conceptual point of view. More than three-quarters of the respondents believe it will be successfully implemented, although at this stage, fewer respondents believe Inco is committed to increasing the amount of control and responsibility given to workers (67%), or believe it has been effective so far (54%). This suggests, the report stated, the need to continue demonstrating a commitment to Total Quality Improvement.

The need for further emphasis on TQI is also demonstrated in the beliefs that management has talked more than acted (56%) and that the company does not reward employees for doing an exceptionally good job (64%). According to the survey, part of the solution to improving perceptions will be to place more emphasis on activities such as encouraging people to apply their ideas (56%), training to work in teams (52%) and management walking the floor (50%).

These results suggest that the concept of TQI is well in place, but the mechanisms of change are not. The results suggest a need to continue to promote the program, and examine more closely whether there are ways to improve communications about progress and accomplishments, set more specific goals and procedures for

implementation, or ensure that the rewards are perceived to be adequate for the performance.

## The survey findings include:

- Overall levels of satisfaction are good and indeed in some locations better than might be expected.
- The key dimensions in creating satisfaction are those which relate to demonstrating a commitment to employees and their concerns. Examples of this are providing feedback and giving recognition for a job well done, using employees' ideas to improve func-

tion effectiveness, and ensuring that they use their skills and provide training to upgrade their skills.

• The supervisor or foreman has a critical role in increasing satisfaction by not only providing this feedback and recognition, but also as a communicator of employee ideas and problems to senior management, and as a reliable and knowledgeable source of information about the company, its directions, policies and activities.

• In providing a stronger communications role, it is important to work with supervisors to ensure that they are, in fact or perception, not a barrier

to this flow of information.

• Employees desire more information on the company's goals and directions; yet this is an area of positive but lower assessments of the company. Results suggest that it is difficult to provide too much information, if the information is coming from different people and vehicles, with the tone reflective of both.

• The frequency of Extra may be an important reason for its higher use and preference relative to Triangle and Incontact. These publications as well as bulletin boards, are important means of communicating information to

employees.

• Two groups of employees stand out - non-union and professional/technical. There is a sense of alienation among the non-union staff in terms of their relations with management, particularly compared to union employees. The professional/technical employees in particular appear to have their own concerns and issues which need attention.

A total of 2,501 employees, selected at random, were sent questionnaires, of which 1,066 returned a completed questionnaire. The error margin is between two and three per cent.

## A summary of findings

The study was undertaken among a random sample of employees at the three locations; the number selected at each location was based on the anticipated number of returns from each location in order to ensure sufficient returns to compare results across the three locations. Names and addresses were selected at random from all levels of employees; a self-completed questionnaire was mailed to their home address.

After the initial mailing, two reminder letters in Thompson and one in Port Colborne, and two announcements in Inco publications, the overall response rate was 43 per cent or 1,066 completed interviews. Response varied by location.

The following report provides an analysis of the results for each question. The focus of the report is on the overall results for all three locations. The "overall" results represent the weighted sample. In order to correct for under-representation in some areas (such as hourly paid employees) and oversampling by location (such as Port Colborne), the weighted data re-balances the returned questionnaires to ensure a proportional number of respondents within each location (based on staff and hourly counts) and across the three locations of Sudbury, Port Colborne and Thompson. This executive summary provides an overview of the key findings.

### A. Satisfaction of the Workforce

On the whole, responses to the survey indicate that Inco has a workforce that is satisfied with many aspects of their jobs and work environment. Indeed, in comparisons with results from other employee surveys, Inco employees tend to provide higher marks to Inco, and are more satisfied on the comparable measures.

Overall, three-quarters of the respondents are satisfied employees, with the direction of change either neutral or positive. The areas of highest satisfaction are the opportunities to use their skills and knowledge (76%), their pay (74%), job security (70%), and benefits (67%). Assessments of the bonus programs are varied, from the share award program (66%), the nickel price bonus (50%) and the staff earnings bonus (45%).

The areas of less satisfaction, but the ones which are most strongly related to overall employee satisfaction are those which involve communications with employees - the use of employee ideas to improve effectiveness (59%), the amount of feedback on performance (56%), and recognition other than pay for a job well done (53%). Indeed, the attribute on which Inco receives the lowest rating is its sensitivity to employee concerns (35%).

### B. Assessment of Inco Directions

Inco employees have a good sense of specific aspects of Inco's activities. The majority know about and believe Inco has a good track record in R&D (78%), and is a world leader (77%). They also understand the importance of international metal prices on the performance of the company (56%).

While employees understand the impact of the price of metals, 47% believe Inco's performance has been very good, and an even higher percentage (56%) are optimistic about the company's performance over the next two years.

There is a need, however, to examine the ways in which Inco is developing plans for the future. A slight majority (56%) agree that management has clear goals and objectives to guide the company in the future, but fewer (49%) provide a "good" rating on the job it does in communicating these to employees. This may be partially reflected in the findings that close to half of the respondents believe that there has been no change in areas such as Inco's commitment to the workers, its relations with union and non-union employees, and its role in the community. Positive change is noted in the relations with unions and the stability of the workforce.

There is also a performance gap in terms of seeking employee input into shaping policies at the company. Almost nine in 10 respondents believe it is important for Inco to engage employees in this activity, yet only four in 10 give the company a "good" rating.

One area which stands out among the characterizations of Inco is its relations with union and non-union staff. This issue was explored in two places in the survey and in both instances there is a clear perception that Inco has stronger ties with the union people than with non-union staff. For example, while 39 per cent have seen a positive change in relations with unionized staff, only 18 per cent state this to be the case with non-union employees. Those most critical of this relationship are non-union staff and specifically those in the supervisory/foreman positions. This suggests a need to examine how Inco communicates with and demonstrates concern about this group of employees.

### C. Communications With Employees

Employees have seen some positive changes in communications with Inco. However, the finding that half the respondents believe there has been no change or negative change indicates that there is a need to improve upon communications. While in itself this may not be a concern, there are perhaps two primary reasons for examining communications in more detail:

- Many of the series of questions - those which relate to communications themes, their perceptions about management's having clear goals and directions, or the amount of feedback employees receive - receive lower ratings than other job-performance measures.
- These same communications themes are most strongly associated with overall levels of employee satisfaction. That is, they are more likely to be job characteristics which create or detract from satisfaction as an employee.

More than the content of communications, the mood or tone is of most importance. Company attributes such as demonstrating a commitment to workers and being sensitive to their needs are among the strongest relationships with overall employee satisfaction.

The supervisor/foreman clearly has an important role as a communicator and in demonstrating this sensitivity, followed by the plant manager; they are the highest in terms of being a good source for keeping employees up-to-date on changes and activities (supervisor - 61%; plant/office manager - 45%). Still, there is room for significant improvement in having them perform this role.

In many cases, however, these people are not promoted for their ability to perform this role, and hence, they may require training as a communicator; but they also need opportunities to understand what they are to communicate and how. The finding that 56 per cent of respondents believe that "supervisors don't always tell senior manage-

ment about employees' ideas and problems" suggests that there is currently an information barrier to communications up and down the hierarchy which rests at this level.

As employees work more as teams, and make their own decisions (as shown in the results for TQI and their own request on how Inco could be a better employer), the role of the supervisor or foreman may very well change from supervision to communication.

In terms of the mechanisms to communicate, local publications (Extra, Triangle, and Incontact) rank the highest as preferred sources of information, along with bulletin boards. The finding that Extra ranks higher on a used and preferred source basis suggests that its frequency and format may be important as a communications tool to keep employees regularly informed on activities, something which is not in-place on a consistent and frequent basis in Ontario.

Publications and videos from head office are less preferred, a reflection of the "distance" between head office and employees, not only in location but also the closeness in contact and knowledge. This is not to say that communications are not desired, but the messages need to suit the messenger and the vehicle (as was evidenced from the positive feedback to the Corporate Communications video itself). Indeed, on a volunteered basis, employees are most interested in the long-term plans of management and the financial position of the company.

### D. Professional/Technical Occupation Category

In an employee survey we can expect that some categories of respondents would stand out as different from the others, such as management groups being more likely to be aware of goals and direction, or believing that relations with various groups are good. One could also anticipate that clerical staff might be less satisfied than the average and more concerned about job security, given the issue of transferring them to underground positions.

However, the professional/technical group stands out as significantly different on a number of attributes, which suggests that they face some troublesome issues. At the top, this group is more likely to be less satisfied over the past two years than other groups on the key measure of employee satisfaction.

### On specific components, they are:

- Less supportive of the company on issues such as their optimism about the company's financial performance, or their belief that management has clear goals and objectives;
- More likely to be critical of Inco's relations with non-union employees, and to question the stability of the workforce; and
- More critical on performance measures such as receiving training, feedback and recognition.

These results suggest that attention should be given to this group which appears to be alienated from management in terms of the amount of attention it receives.

### E. Total Quality/Continuous Improvement

Responses are positive toward TQI from a conceptual point of view. Over three-quarters believe it will be successfully implemented, although at this stage, fewer respondents believe Inco is committed to increasing the amount of control and responsibility given to workers (67%), or believe it has been effective so far (54%). This suggests the need to continue demonstrating a commitment to TQI.

The need for further emphasis on TQI is also demonstrated in the beliefs that management has talked more than acted (56%) and that the company does not reward employees for doing an exceptionally good job (64%). Part of the solution to improving perceptions will be to place more emphasis on activities such as encouraging people to apply their ideas (56%), training to work in teams (52%), informing employees of new ideas and areas of improvement (59%), and management walking the floor (50%).

These results suggest that the concept of TQI is well in-place, but the mechanisms of change are not. There is a need to continue to promote the program, and examine more closely whether there are ways to improve communications about progress and accomplishments, set more specific goals and procedures for implementation, or ensure that the rewards are perceived to be adequate for the performance.

### F. Summary of key findings

- Overall levels of satisfaction are good and indeed in some locations better than might be expected.
- The key dimensions in creating satisfaction are those which relate to demonstrating a commitment to employees and their concerns. Examples of this are in providing feedback and giving recognition for a job well done, using employees' ideas to improve function effectiveness, and ensuring that they use their skills and provide training to upgrade their skills.
- The supervisor or foreman has a critical role in increasing satisfaction by not only providing this feedback and recognition, but also as a communicator of employee ideas and problems to senior management, and as a reliable and knowledgeable source of information about the company, its directions, policies and activities.
- In providing a stronger communications role, it is important to work with supervisors to ensure that they are, in fact or perception, not a barrier to this flow of information.
- Employees desire more information on the company's goals and directions; yet this is an area of positive but lower assessments of the company. Results suggest that it is difficult to provide too much information, if the information is coming from different people and vehicles, with the tone reflective of both.
- The frequency of Extra may be an important reason for its higher use and preference relative to Triangle and Incontact. These publications as well as bulletin boards, are important means of communicating information to employees.
- Two groups of employees stand out, non-union and professional/technical. There is a sense of alienation among the non-union staff in terms of their relations with management, particularly compared to union employees. The professional/technical employees in particular appear to have their own concerns and issues which need attention.





## HERITAGE THREADS

by Marty McAllister

### Molly's journal

The old man in Treichlers, Pennsylvania, was finding fewer good days in the late '40s and early '50s. His lingering poor health saw to that.

But, whenever the opportunity arose, he would brush his discomfort aside and let in the sunshine of conversations with his granddaughter. Time after time, whenever young Molly Wyatt came by to visit, he would offer a fresh window on the past. He loved to talk, and she loved to listen - and, in patiently-pencilled longhand, to faithfully record his frontier tales, just as he told them.

Then, in the spring of 1954, the tired raconteur fell silent. There would be no more wit and wisdom from Hiram Weese Hixon - child of the Civil War, intellectual and humorist, world traveller and loving family man, metallurgist extraordinaire and first general manager of the Mond Nickel Company at Victoria Mines, Ontario.

But Molly's journal would remain.

#### History under our noses

At the Inco Records Centre in Sudbury, archivist Ron Orasi has both the nose and the heart for important company history. And a unique eagerness to share the gems that come his way. A couple of weeks back, he extended an invitation to join his upcoming meeting with George and Barbara Hixon, from Kirkwood, Missouri. They had things to show, he said, lots of things.

Late childbirth is seen today as fraught with considerable risk, but that is what allows us to actually meet one of Hiram Hixon's children. Hiram was in his 48th year in 1912, when George, his third child, was born in Philadelphia. (Virginia, Molly's mother, was the eldest ... and the only one born in Sudbury, in 1900.) Whatever the risk, it missed this guy.

At 81, and a helluva storyteller in his own right, George Hixon is a big, strapping hunk of a man who loves to talk about the still-unbroken connection with the Sudbury District. His wife Barbara shares that love and has gone more than an extra mile to prove it. She is the one who carefully organized and re-typed niece Molly Wyatt's notes and who has sat through long days in the St. Louis library to help re-construct old Hiram's legacy.

And, it was Barbara who drove as they came in to our meeting, not from St. Louis, but from Fairbanks Lake - a magical place that bridges for them nearly nine-tenths of a century.

What they brought to show us was truly a treasure-trove - about their island, and, of course, about Hiram Hixon.

#### An island of continuity

It was in 1905 that Hiram acquired from the Crown a 12-acre island on Fairbanks Lake, still identified on the map as Hixon Island. Even after Hiram left the Mond Company in 1908, he and his family continued to visit the island - until 1932, when the original log cabin was looted and burned. It was a cruel coincidence, because the place had been an important refuge in a much earlier fire, perhaps a quarter-mile away.

As Hiram related to Molly: "In the dry summer of 1911, the night before the Porcupine Fire (July 11) there was a lumber camp fire on Fairbanks Lake. Men from the lumber camp rowed over to our island and asked for coffee. We saw a blaze between our trail and the lumber camp (on the south shore, about where Dennis Wickie's place is today). The fire moved

through the woods during the afternoon and then was temporarily stopped by the heavy dew. But in the morning the blaze sprang up again and the men were fighting for the lumber camp. About noon a stiff breeze came up and the camp was lost. It was directly after that we saw the fire jump across a bay. All day we packed our things while the men took refuge on a neighbouring island (Traverse Island?). We figured that the next jump the fire would take was to the islands. But about four o'clock the breeze changed and the flames drew back. Then night and the dew came. In the morning when we saw that the fire was smouldering, we were saved."

George and Barbara still own the island, and have visited most summers since 1947 - but that's another whole set of stories.

As for George's father . . .

#### A rocky beginning

Hiram Hixon was 36 years old in 1900, and already a veteran of several smelting management positions, when he was hired by Ludwig Mond. The job was to design, build and operate a smelter to produce nickel matte that would be shipped to Mond's refinery in Wales. But first, he and Anne, his wife of only a year, went to see Dr. Mond.

"While in London," Hixon recalled, "we had meetings of the department heads, and at one of these meetings Dr. Mond was discussing the characteristics and origin of the mines in Canada. The discussion was too theoretical for me and I started to look at a picture. Immediately Dr. Mond stopped and said, 'Mr. Hixon, this discussion is for the benefit of all and your attention is necessary.' I listened.

"In spite of that I got the job and was with his company for seven years . . ."

#### On the line of duty

Of course, the Victoria smelter did get built - along with the aerial tramway that ran two miles in a straight line from the Victoria mine, pausing mid-way at the roast yards, to the smelter itself.

The tramway, for a time, appealed greatly to Hiram's spirit of adventure: "It happened one day that I was on the tramway . . . when the 12 o'clock whistle blew. Well, at 12 o'clock the electric generator was turned off every day (no hydro was available during Hixon's tenure), and here I was in the middle of the air 50 feet above the ground on this line sitting in the travelling bucket like a bird in the wilderness. Well, I swung myself monkey-fashion to the lines and hand-over-hand started to swing toward one of the towers supporting the line about 100 feet away. I had almost reached the tower when all of a sudden the current came on and my bucket started moving toward me, ready to swipe me off the line. It was a close race, but I beat the bucket to the tower and stepped off safely. There was no more riding the tramway for me from then on."

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Like the visit with Barbara and George Hixon, this column is far too short to offer more than a sampling from the life and times of Hiram Hixon. There are several more heritage threads worthy of weaving - hopefully in the not-too-distant future.

#### Audio/Visual crew: Key support for emergency exercise

When participants in a Sudbury-wide emergency preparedness exercise held their debriefing just a day after the event, they could see the problem areas on a video screen. "The people in Audio/Visual outdid themselves again," said emergency preparedness coordinator Berno Wenzl. "A note of thanks to Aurel (Courville), Mike (Barrette) and Charlie (Hebert) for a job above and beyond the call of duty. The exercise was filmed, taken out of the can, edited and ready for showing in record time. Having a video of the action is very useful in the debriefing process."

A full-fledged member of

the community emergency preparedness committee, Inco was involved in the latest exercise at the CNR's Bond Street yard in the Flour Mill area.

"It was one of a continuing series of training exercises to work out the fine details," said Berno. "Our involvement this time wasn't as heavy as the last one (see June 1993 issue of the Inco Triangle, Pages 6 and 7), although we had a lot of input in the organization and planning stages."

The scenario was a rail-car chemical rail spill, similar to the last one which was held on Inco property. "It all went very well," said Berno. "At this stage we've worked out most of the major problems and are fine-tuning the details."

### Superalloy wins 'Nobel Prize' of applied research

**7** 18SPF. Looks like the inscription under a mug shot. But the "mug" in this picture is one of the year's most technologically significant new products - a new Inco superalloy that rubs shoulders with such exalted technical advances as anti-lock brakes and the fax machine in winning what's sometimes called the "Nobel Prize" of applied research.

In a presentation in Chicago recently, Inco Alloys International, Inc. received R&D Magazine's 1993 R&D 100 (Research and Development) Award for the development of

Inconel alloy 718SPF.

The alloy is used primarily in gas turbine engines found in commercial aircraft. It not only upgrades the performance of parts, but also makes it possible to form large, complex parts on a cost-effective basis. This will make United States-produced gas turbine engine manufacturers more cost-competitive on a worldwide basis and permit fabrication of engine designs not currently feasible.

R&D Magazine has honored inventors and scientists around the world for outstanding applied science developments and technologi-

cal advances since 1963, each year selecting the 100 most technologically significant new products and processes. Corporations, government labs, private research institutes and universities throughout the world vie for the award.

Inco Alloys International is the world's leading producer of high-performance nickel alloys. These alloys are used in such industries as aerospace, chemical processing, pollution control, power generation, oil and gas production, automobile manufacturing, defence programs, electrical heating and telecommunications.

# in touch

## From mining to business, Maurice handles it well

After 28 years as a Creighton Mine driller, Maurice Marion has a "handle" on a new career in inventions and business.

That's "handle" as in "dock handle," a new device he designed, built and is now in the process of marketing.

Forced to retire because of heart trouble, Maurice spent more time fishing and camping. However, after being caught in a rainstorm with high winds, he found disembarking from a 14-foot aluminum boat was a real challenge, not to mention extremely dangerous.

Later that night, Maurice had an idea to remedy getting in and out of a boat or canoe in all types of weather.

"It just struck me," Maurice said. "I jumped up and started drawing."

Maurice then called his nephew, who is a patent agent in Toronto, for advice on how to get the ball rolling. Maurice quickly sent his first draft of what the new dock handle would look like.

It was 1987 when the prototype was completed. This first T-bar style handle was constructed of mild steel and was extendable. But because it was made out of mild steel, the handle was prone to rust. When it was folded, it also would lie cross-ways on the dock, which posed a tripping problem.

He corrected one problem with the second version, a solid handle, but it also rusted.

Two designs later, Maurice had the model he wanted.

"A totally new design was used for the fourth handle," Maurice said, "and I worked on this one the longest."

It was made out of cast aluminum, but there was no place in Sudbury that was capable of casting it. In contrast with other handles, when this new handle was collapsed, it lay lengthways on the dock, out of the way.

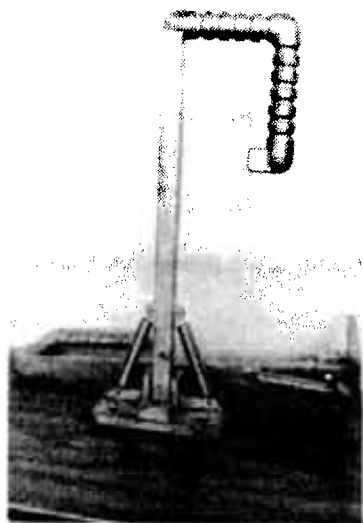
This model has two movements. The first is the down position.

It keeps the handle out of the way and can easily be reached to steady a boat or canoe. The second is when it is set vertically to help exit the boat. The vertical position slides into a notch on the foot-plate that is held in place by two springs.

This new version of the dock handle is made of 12 parts aluminum and includes zinc. The construction is almost the

same as the fourth prototype. "The only difference is a safety lug on the grip has been added. If your hands are wet, they won't slip off the handle," Maurice said. "And it has a type of stopper that keeps the handle suspended off the dock." This stops the handle from laying flat on the dock and makes grabbing the handle easier by making it possible to slide fingers underneath.

A fifth D-type dock handle with a type of lock release handle built into it for quick



The Marion Dock Handle

release was on the drawing board. Unfortunately, the design was impossible to build so it was abandoned.

"We have a factory in Sudbury," Maurice said. "It is located on Notre Dame, at the Women's Training Center. The company is called Marion Dock Handles Ltd."

"Every marina from here to Lake Erie has bought the Marion Dock Handle," he said, "The only ones who didn't buy any dock handles are the ones we could not reach."

Maurice has many distributors, but he says he is looking for a partner to help offset the costs of production and to pay for patents to expand the product into the United States. Another possibility for Maurice would be to find someone to franchise the handles.

At present, you can buy the Marion Dock Handle at most hardware stores and tackle shops. It's also available at some marinas.

Maurice has also appeared on Don Mark's fishing program on MCTV and has appeared on various safety programs promoting the Marion Dock Handle.



Inco pensioner and inventor Maurice Marion with the Marion Dock Handle used to exit water crafts with ease and safety.

### In Memoriam

NAME		AGE	DIED	YEARS OF SERVICE
Backstrom	Eric	75	Aug. 20/93	35
Campbell	James D.	58	Aug. 22/93	38
Carino	Onofre	51	Aug. 16/93	21
Carrier	Alcide	63	Aug. 19/93	40
Comba	Cecil	87	Aug. 12/93	37
Dupont	Andrew	76	Aug. 23/93	35
Farkas	James	67	Aug. 5/93	35
Foy	Stanley	94	Aug. 2/93	23
Gagnon	Maurice	66	Aug. 26/93	31
Gamble	Kelly A.	39	Aug. 13/93	2
Gosselin	Benoit	71	Aug. 8/93	27
Gradski	Wojciech	73	Aug. 19/93	30
Gualtieri	Gaetano	80	Aug. 17/93	14
Hillier	Norman	68	Aug. 19/93	34
Kortschaga	George	69	Aug. 25/93	15
Lamarche	Dennis	65	Aug. 10/93	36
Lambert	Morley	83	Aug. 4/93	33
Pakkala	Donald	63	Aug. 13/93	42
Potvin	Lionel	78	Aug. 2/93	28
Rainville	Raymond	51	Aug. 17/93	24
Romanyk	William	75	Aug. 8/93	39
Majeran	Vasile	63	Aug. 20/93	25
Wadge	Norman	81	Aug. 2/93	36



# Projectile 'like a gun shot' stopped by safety glasses

Safety should be on an employee's mind at all times. An accident can happen in a split-second or when least expected. Protecting oneself is a must when working on heavy equipment or just walking to the lunch room.

Buguslaw Witkowski, a maintenance mechanic apprentice at Clarabelle Mill, can attest that wearing safety glasses probably saved his eye.

While working on number eight ball mill, a rivet buster came apart sending its parts through the air in all directions under 100 pounds of air pressure. A rivet buster is an air impact tool used to remove large bolts during lining replacements in a ball mill.

Buguslaw avoided serious injury because he was wearing safety glasses. A projectile, later identified as an air hammer piston, shot out of the rivet buster. It ricocheted off the ball mill striking Buguslaw's thumb then hitting him in the face. The safety glasses bore the brunt of the impact, resulting in a black eye and several facial lacerations.

"It was like a gun shot," Buguslaw said. "It happened so fast it took me a while to realize what had actually happened."

The consensus among co-worker's was that their colleague was very lucky because it could have been much worse.

The investigation report identified the cause of the accident as a retaining spring that was the wrong size. It was missing a rubber gasket and everyday wear and-tear caused the accident.

As a result, a memo was quickly sent out warning all



Romeo Villeneuve shows where the piston of a rivet buster struck Buguslaw Witkowski. He credits the safety glasses with saving his eyesight.

Romeo Villeneuve displays a "Rivet Buster" at Clarabelle Mill. The air tools uses 100 pounds of air pressure.

plants of the potential danger with this type of air tool and warned that they should be closely scrutinized for signs of damage.

Inco then set up a safety seminar for all crews to dem-

onstrate the proper use of the tool, detection of damaged equipment and repair of the rivet buster.

Upon his return, He was presented with a safety award and certificate commending

him on his safety-minded work ethics. He was also nominated by safety foreman John Kanerva to the Wise Owl Club, an Industrial Accident Prevention Association (IAPA) award.

On hand for the presentation were plant manager Mick Thossell, maintenance mechanic Romeo Villeneuve from Health and Safety, foreman Kurt Koski and co-workers from the Clarabelle Mill.

## At Inco, we practice what we preach: Sopko

*continued from page 1*  
preferred course of action? Let me put it this way. Our preference is to address the industry's needs, while doing what's best for our employees."

Mike disagreed that Inco was sitting on its hands while others in the industry were announcing extended shut-downs and cutbacks in an effort to reduce the nickel stockpiles.

"In Inco's case not only have we preached it, we've proceeded with a reduction," said Mike. We announced that we'd be producing 380 million pounds this year as opposed to our 400 million production level last year."

He pointed out that Inco is following through on that commitment and said that a recent Wood Gundy investment firm report shows that Inco is the only large company that's cut back significantly this year.

Inco president Scott Hand said Inco was previously seen

as the swing producer that carried the rest of the industry. "Those days are over. We will do our share but everybody else also has a responsibility. We're not going to carry the rest of the industry like we did years ago."

Mike pointed out that Inco is not going to forsake customers who rely on Inco nickel and specialty products.

"We are a responsible company and will continue to supply our customers, many of whom have major production facilities utilizing unique Inco products as feed stock."

Inco is prepared to look at further actions, Mike stated later in the briefing. "We have been taking action. Before we take further action, we've got to analyze the facts and decide on the best approach to solving this industry-wide problem."

He said there is no desire to form a cartel of nickel producers. "They haven't worked in the past," he said. "We cannot

and will not agree with such arrangements. When you get to our current price levels, it becomes pretty evident as to



Inco chairman Mike Sopko answers a question at the briefing

what everybody's got to do individually."

Questioned again about the possibility of a short work week and rumors that subsequent production would be

expected to be between 92 and 95 per cent of present production, Mike said that it is mere speculation that an 80 per cent work schedule would give more than 80 per cent (production).

"I don't know how people can conclude that we're going to go from 80 per cent to a 100 per cent production with 80 per cent of the manpower. We're a financially strong company. But Mike's right. It's in everybody's interest that an impact be made on the amount of nickel being produced sooner rather than later. The sooner we get on with it, the sooner we get out of it."

Asked if Inco's future is at stake, Scott Hand gave an unequivocal 'no.' "After having sold our TVX Gold investment our financial structure is strong. We're where we want to be. So there's no question about our future."

Asked if a \$67 million tailings expansion project announced at the press briefing

is a big investment at a time of uncertainty, Mike answered: "Yes, and it goes to show you our confidence in Sudbury and the nickel business."

The press briefing was held during the Inco Board of Directors visit in Sudbury, and Mike actively supported such visits.

"We certainly went out of our way to bring the board here with very good reasons," said Mike about suggestions that the visit was not in the spirit of cost cutting.

"We go out of our way to make sure the board knows what is going on in each of our operations."

"They spent \$600 million on the SO2 Abatement Program, so they're entitled to see what they got for their \$600 million. They were up here to look at the tailings area to see whether or not we should be investing another \$67 million. I would say they had many, many justifications for being up here."

# EVH

## FOR YOUR HEALTH

From the Occupational Medicine Dept.

This is the first of three parts on how you can have energy to live life to the fullest and prevent illness by what you THINK, DO AND EAT.

When we see people who do a lot of things, are happy and healthy and still have energy left, we tend to think that they were born that way or they're younger, smarter, have more money etc., and that we have little control over our energy.

Or you may be the type of person who has a lot of energy and you're looking for ways to increase it.

You have more control over your energy than you think. And WHAT YOU THINK is one of the keys to more energy.

**Your reality is what you think it is and you have control over what you think. No one else knows what's going on in your mind.**

What you think affects how you behave in different situations which, in turn, affects how people react to you. If you think that someone likes you, then you will behave toward them in a way that will probably make them like you. If you think that you are too old to do something, you won't try to do things and make what you think come true for you. Your feelings and your behavior follow your thoughts.

Some thoughts that influence our emotions and our lives and rob us of our energy include:

- \* This is hard or boring work.
- \* I always get the blame.
- \* I never get my fair share.
- \* It's going to be one of those days.
- \* No matter what I do it never works out.
- \* People are always trying to rip me off.
- \* I'm too old.
- \* I'm too tired.
- \* I hate doing that.
- \* What if it doesn't work out.
- \* What will others think.
- \* It's out of my control.

And many, many others.

Change any negative thoughts to positive ones and you will increase your energy to do more things. The power of positive thinking is now being proven in the laboratories. It makes your immune system for fighting disease stronger and we can even change the course of a disease by the way we think.

**Your brain is the chemical control centre of the body.**

Your brain is a pharmacy which produces over 100 chemicals and is

# Energy: You can increase it by how you think

responsible for controlling over 2,000 chemical reactions. These reactions are influenced by what you eat and what you do but they are also influenced by what you THINK. Blushing is a good example of this and think how quickly this complicated process works.

If you think positively then your brain produces the chemicals that give you energy. If you are negative the brain does not produce the "feel good" hormones (endorphins) and produces chemicals that make you feel tired.

**Challenge or stress? How you think makes a difference.**

Challenge increases our energy while stress robs us of it. What's the difference? One person's challenge is another person's stress, and is usually influenced by how the two people think about the situation. Challenge is a problem that you see as an opportunity to find the solution for. Stress happens when you don't think there could be a solution or you can't do anything about it.

Thinking that there could be a solution, even though you don't know one at the time, changes the chemistry of your brain and gives you energy. Time and energy spent on working out solutions and following a plan to implement them increases one's energy. Deciding that it isn't worth the money, time or effort to do something can be a positive solution as long as you stop thinking about it.

Stress causes your body to pump different chemicals to different parts of the body and gives you an initial burst of energy but then you have a rebound effect and feel tired. This tiredness will last longer if you aren't eating a balanced diet or if it's on top of other stresses. A problem really does have to be seen as an opportunity to find a positive solution, not just because it's a good way to manage yourself and others but because it is good for your health and energy.

Think positively and look at the good side of life and its situations. When you find yourself looking at the bad side of people and situations:

- \* Make a list of the good things, even though there may only be a few.
- \* Decide whether it's worth bothering about. If not, forget it.
- \* If it is worth it, make a plan with lots of little steps to make it happen.
- \* Start to make it happen. Change the plan if you need to.
- \* Enjoy each step.

**Put yourself in control. You can be as happy as you make up your mind to be.**

Note: Lack of energy is not a natural process of aging and it may be from a disease process and such as: diabetes, anemia, circulation, heart, sleep apnea etc., so pay a visit to your doctor to make sure nothing is going on that should be looked at medically.

## Port Colborne

# Being observant can save lives

It's been an interesting few months at Inco's Port Colborne Refinery. Earlier this spring, Inco employee **Inno Stocco** saved the day with his careful attention to detail. While repairing a nickel storage bin he noticed a piece of steel in with the product that turned out to be a keeper bracket from a nickel product bucket. By spotting this bracket, which prevents lifting pins from coming out of the bale arm, he prevented an accident in which someone could have been injured or killed.

Congratulations to Inno and foreman **Barry Bitner** on

a good job.

This summer Inco Port Colborne started its first newsletter, appropriately named *InPort Nooz*. Employees **George DeRuyte** and **Harold Graybiel** both won a pair of Tickets to a Toronto Blue Jays Game for submitting the title.

Earlier this summer, **John Agnew** was the first low net winner of the **Elaine Arnold** Memorial Trophy at the Port Colborne Refinery Annual Golf Tournament. **Del Fraipont** won low gross and **Nadeen Khan** was named most honest golfer.

During the summer shut-

down a range of maintenance work took place including inspecting electrical equipment and substations, inspection and overhauling of the cranes and the continuation of the demolition of #1 Building. The precious metal and cobalt refining tanks were also inspected.

This fall, Inco Port Colborne is celebrating its 75th anniversary in the lakeside city. The event was marked with an Open House at the refinery. The open house featured an historical display of photographs and artifacts including old payroll books from the

1920s. In addition, visitors were taken on tours of the plant facilities.

In order to help Inco celebrate their anniversary, the Port Colborne Historical and Marine Museum has set up a display on the history of the plant which was viewed and commented on by the record breaking crowds who attended their Canada Days during the August Civic Day weekend. The display will be open until the end of the year.

Retired Inco employees **Jim Walter** and **Bill Kantymir** both contributed to the museum display.

As the leaves begin to fall from the trees, Inco Port Colborne is in the early stages of preparing to take down the large stack that has dominated the skyline for several decades. Plans call for the erection of scaffolding around the stack and for safety reasons any trucks loading at #6 Building will be rerouted for safety reasons. Trucks loading at #6 Building will have to drive out the main gate, proceed to the south gate, load and then retrace their steps back to the main gate and the scale. Trucks loading at #3 Building will be proceeding as before.





Helping Port Colborne mayor Bob Saracino with the official flag-raising are alderperson Sonya Smith, Niagara South MPP Shirley Coppen and Erie MP Girve Fretz.



Ontario Division's Milling, Smelting and Refining vice-president Peter Ryan with Port Colborne Mayor Bob Saracino following the official opening.

## New harbor an example of Inco-community bond

**T**he new Sugarloaf Harbor is another concrete example of the strong bond between the city of Port Colborne and Inco. At the official opening ceremonies of the new harbor marina recently, a number of officials, including Port Colborne mayor Bob Saracino and Erie MP Girve Fretz, warmly thanked the company for its \$340,000 contribution in 1989 towards the endeavor.

When the company made its major gift to Port Colborne, then-chairman Don Phillips described Sugarloaf Harbor as having "the potential to transform Port Colborne into a prime recreational haven on Lake Erie." As a major industry in Port Colborne since 1918, we believe that Inco should act as an enlightened and responsible corporate

citizen. Our commitment to this city is based on a long-time relationship. I would have that the \$340,000 we are donating will act as the catalyst to make the community's dream a reality," Mr. Phillips said four years ago.

In his public remarks, Mayor Saracino said he "couldn't thank Inco enough for their contribution" and added he is looking forward to the official opening of the footbridge which will be built with the funds donated by the company. "I must highlight the kind and generous donation from this company," he said. "It's a wonderful gift to the people of Port Colborne. Today is one that will be recorded in the history of Port Colborne. This facility will be a landmark and a magnet which will draw people to Port

Colborne." Peter Ryan, vice-president of Milling, Smelting and Refining for the Ontario Division who came from Copper Cliff to attend the official ceremonies, said he was impressed with what he saw and that he was glad Inco could contribute to this landmark project.

"As a former Port Colborne resident I think it is wonderful to see a marina open here," he said following the official flag-raising. "This looks like a first-class facility. I can remember what this looked like when it was nothing but grain elevators in the distance."

Del Fraipont, superintendent of operations in Port Colborne, was also on hand for the official opening and was equally impressed.

"I think this is an excellent facility for Port Colborne," he

said. "This will generate a lot of interest from people toward the area."

Although the nine-year history of bringing the dream of a marina to reality was not always smooth sailing, city officials and more than 150 area residents, who turned out for the official opening, were pleased with the end result.

The building's unique design drew many positive comments from observers. Many said its design suited the waterside location. Large beams and rough hewn planks give the building a rustic look outside while inside, effective use of bright colors, open spaces and natural wood give the facility a nautical flair.

"I really like it," said one woman, "it looks like it belongs on the water."

Amidst their praise for the

structure, local politicians agreed the new facility was something in which the city can take pride.

"It required a lot of cooperation and much compromise," said Erie MP Girve Fretz. "On behalf of the federal government I want to congratulate everyone who's been involved and I hope all who come here will enjoy this facility and will continue to enjoy it for many years to come."

Fretz extended an extra congratulations for Inco's donation.

"I really want to express my gratitude to Inco," he said.

Niagara South MPP Shirley Coppen shared his good wishes. "I'm acutely aware of what tourism means to this community," she said. "This project fits perfectly. It's going to bring the tourists in."

# Yesterdays todays



## Flying high back then

### 40 Years ago

During the years Inco employees have indulged in many interesting hobbies. In the September issue of the Triangle, the focus was on model airplanes and the Sudbury Propbusters Club, the largest model airplane club in Northern Ontario.

Every Sunday the 19 members gathered at a small flying field, adjacent to the ninth tee at the Sudbury Golf Club, and put more than 50 aircraft through their paces, before a handful of spectators.

Most of the planes were powered by a half horsepower motor about the size of a man's fist, that powered the planes at speeds up to 80 miles an hour. The aircraft were constructed of balsa wood and flimsy Japanese tissue and manipulated from the ground by the operator with a thin steel wire connected to the ailerons and the elevator. A good model flyer could make his plane loop, barrel roll, skip, spin and drop to the ground for a perfect three-point landing just by raising and lowering the tension on the wire.

"All you need to keep it ticking is a small quarter-gallon can of fuel and an eye-dropper," said Percy Edmonds of the Copper Refinery.

Other feature stories that month were: "Three Stacks Of Copper Cliff World Famous." "Big Turnout At Lively's First Annual Picnic." "Shift Leagues At Inco Plants Start Playoffs." (Softball)

### 25 Years ago

Inco goes to Indonesia. The exotic East was beckoning, and in May 1967 Indonesia invited tenders from the world's leading companies to develop the Sulawesi nickel deposits on one of its five major islands.

Inco, the successful bidder, was awarded the contract over a number of the world's other major mining companies.

"This new venture has as its purposes increased nickel supply for the world and an important new economic resource for Indonesia," said Henry S. Wingate, chairman and chief executive officer, when he signed the contract on behalf of Inco.

He committed an immediate general survey of the 25,000 square mile area and an exploration program to determine the size, location and nature of the deposit, and the best way of developing it.

Although there was no way of determining the cost of the project, nor the size and timing of production, he said, the company was looking forward to a long and fruitful association with the government and people of Indonesia.

Other feature stories that month were: "Port Colborne Takes Beatty, Garson Takes Lambert." "\$50,000 In Inco Scholarships Awarded To Children Of Employees." "They Keep Track Of The Assets." (A profile of the property and insurance section of the accounting department at Copper Cliff.)

### 14 Years ago

In 1979, it was the Sudbury team, shooting a total of 327, that won the President's Trophy in the annual President's Cup, held at the Thompson Golf Club.

The Sudbury team, made up of Dale Peloquin, Michael Curry, Sid Segsworth and Brian Crowder, who led the team with a 77, the lowest score of the two-day sixteen-player tournament, won the right to represent Sudbury in a playoff.

Two weeks earlier they had won out over 240 other golfers at the Inco Employees' Golf Tourney at the Idylwyld Golf and Country Club, winning the right to represent Sudbury in the all-company tournament.

Port Colborne came in second with a 329, Thompson third with a 330 and Toronto, rounding out the competitors in the event, was fourth with a 370.

Other feature stories that month were: "Inco Metals Company And Local Steelworkers Union Offer Financial Counselling Program." "Successful Reclamation Of The Copper Cliff Tailings." "Nickel Consumption Is Back To Record Levels - Predicts Balanced Market Conditions For Remainder of 1979."

# INCOME ideas

by Susan LeMay, CMA

## Marriage and tax savings revisited

The Income Tax Act does not get rewritten. Instead, it is changed piecemeal in the politicians' endless search for votes. These changes include everything from basic personal tax credits (these used to be called exemptions or deductions) to how a taxpayer's status is defined. How does this affect the 'average' Canadian taxpayer. It means that the rules change regularly. What was true when you filed last year's return is often not true this year.

### What is a spouse?

A good example is how Revenue Canada's definition of a spouse has changed. It used to be that for some purposes unmarried couples of the opposite sex were treated in law as if they were married. But as far as Revenue Canada and the Income Tax Act were concerned, they were two single people with the same address. As of January 1, 1993, if you 'cohabit in a conjugal relationship with a person of the opposite sex' (this is tax talk for living common-law) for 12 consecutive months, or you and the other person are parents of the same child, then according to Revenue Canada, you are spouses.

At one time, money could be saved by postponing a formal marriage, but no longer. The differences in treatment between married couples and couples living together have been gradually eliminated since 1988. The

last difference disappeared as of January 1, 1993. These changes will have an effect on the tax returns for 1993 which have to be filed in April 1994.

How does this affect the couple who is living together or is planning to live together? It means a loss of some of the benefits of being single. It also means that care must be taken to ensure that couples do not lose tax savings because of bad timing.

### Tax credits

One area which is affected is the claiming of tax credits. Ontario offers tax credits for rent or municipal taxes to lower income residents. Also, there is the payment of GST credits by the federal government. These payments are based on income for the prior year. For both of these payments, the combined income of a married couple is considered in the calculation and only one spouse can claim the credit (it doesn't matter which one and the same person does not have to claim both). Until 1993, unmarried couples living together could each claim these credits and each used only his/her own income to determine the amount of the credit. Now the same rules apply to all spouses. For some couples the changes in calculation will eliminate any payments of these credits.

### Your tax-free home

A second major area of change is

the tax treatment of your principal residence. Currently, any gain made on the sale of a principal residence is tax free. A married couple is allowed only one principal residence. Before 1993, a couple living together could sell two principal residences and not pay tax on either. This changes in 1993 and future years so that the rules for married couples apply to all spouses. Owning two principal residences is not an issue of concern to most young couples starting out. However, the trend is to later marriages and many more second marriages. For example, if two people decide to live together and one of them owns a house in town and the other owns a cottage, they need to know that they no longer have the ability to claim both properties as principal residences and may have to pay capital gains tax on the sale of one of them. Before becoming spouses in the eyes of Revenue Canada, they need to investigate the consequences of retaining both properties. Having done that, they may decide to keep both anyway, but the decision must be made with all the current and correct information. Ignorance of the regulations will not excuse you from paying tax.

The best advice anyone can give you is 'be sure you know the rules'. If you think you have found a way to make savings that no one else has thought of, check it out. Things that appear too good to be

true are often just that!

Local accountant and financial consultant Susan LeMay has agreed to take on the job of informing our readers on money management and related fields.

Her knowledge of finance as well

as her familiarity with the mining industry and Inco people promises to make the new Income Ideas column even more informative. Financial columnist Richard Birch has moved on to other challenges and is no longer syndicating his column.

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POM 2E0

Manager Public Affairs  
Jerry Rogers

Publications Editor  
John Gast

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Letters and comments are welcomed and should be addressed to the editor at Inco Limited, Public Affairs Department, Copper Cliff, Ontario POM 1N0. Phone 705-682-5428