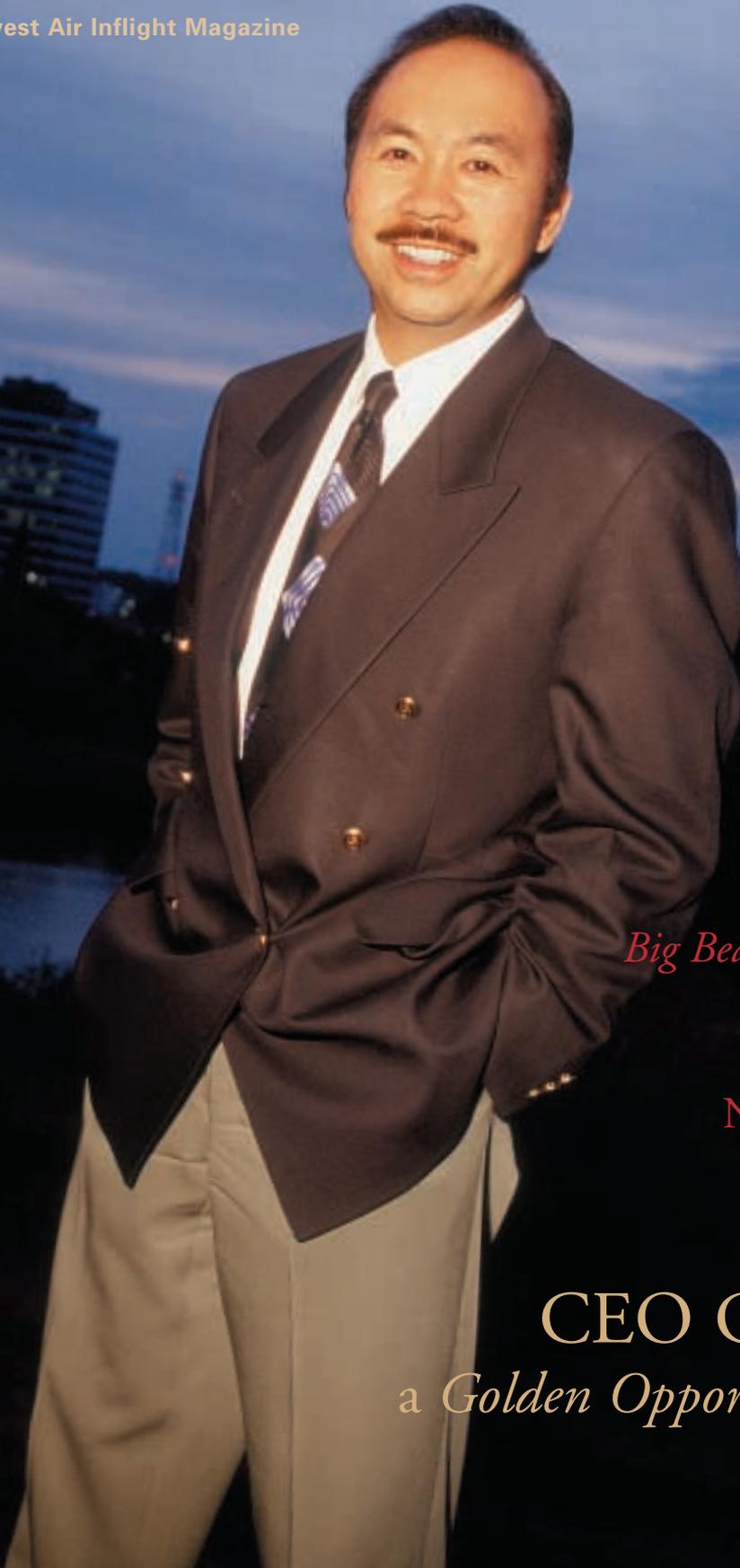


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Complimentary Fall 2001

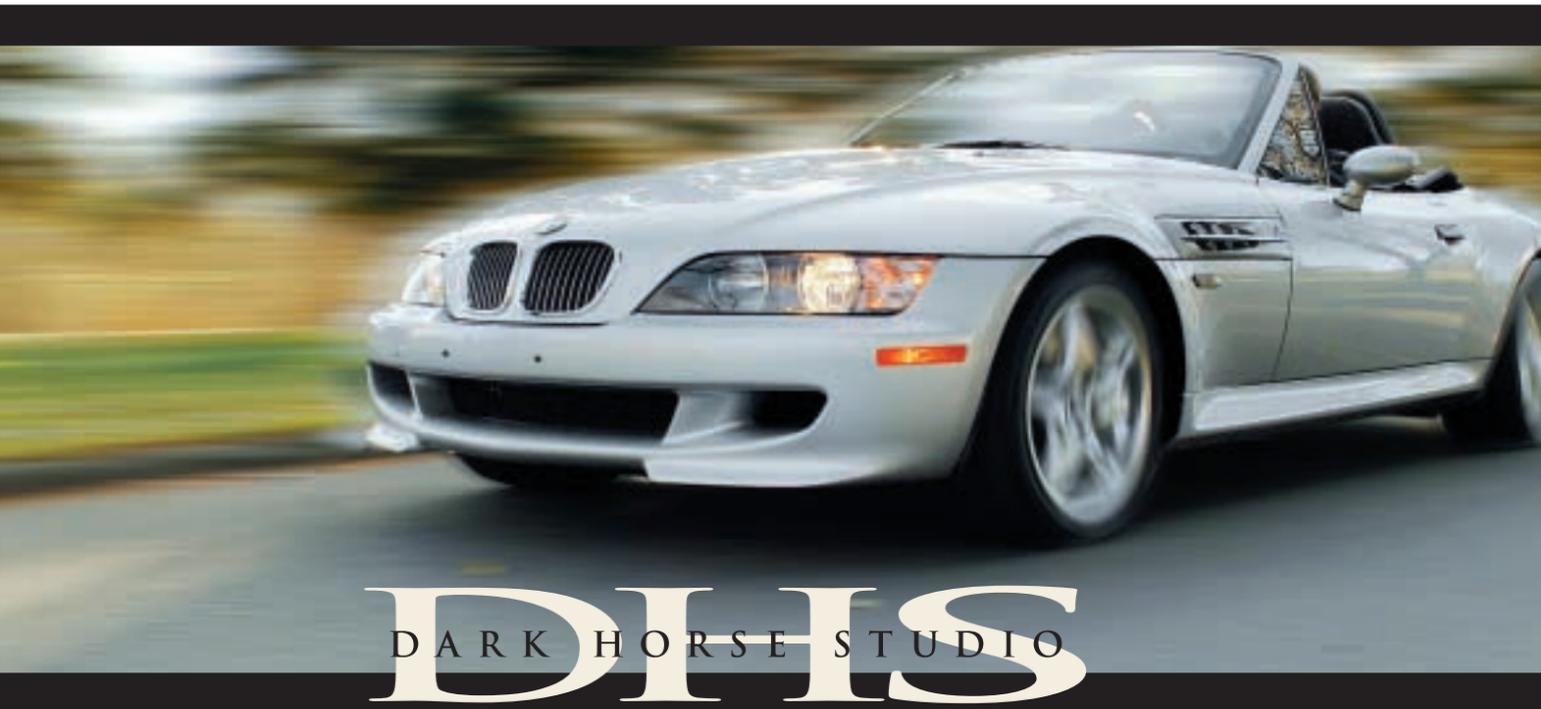


Forest Fires:
To fight or not to fight

Big Bear Actor Kenneth Charlette
comes home to his roots

New Food Centre opens doors
to world markets

CEO Grant Kook knows
a *Golden Opportunity* when he sees it



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Issue Four, Volume Two

Transwest Air Inflight Magazine Fall 2001

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Pat Campling Jr.



Jim Glass

Message from Managing Partners

First and foremost we would like to thank all of our customers for your support during our first year of operations which was September 1, 2001. Transwest Air has had many changes in the past year including: a new reservation system, aircraft fleet rationalization, location of accounting offices and associated communications systems, and we are still working on obtaining a rationalized operating certificate and maintenance approvals with Transport Canada. Although our customers are unaware of most of this work, the hard-working people at Transwest aren't. We would like to take this opportunity to publicly thank everyone at Transwest Air for their effort to make all this happen and help to minimize the impact on our customers.

Our winter schedule will see a few changes for some of our markets. In September Wollaston and Points North will see an upgrade in equipment from a light twin to a Jetstream. This aircraft offers the comfort of a pressurized cabin with turbine reliability and extra freight capability. Along with this La Ronge will see an increase to four frequencies a day for arrivals and departures from the south. Our Saskatoon and Regina customers will benefit from a move back to a total of six available departure times for trips to each of these two cities. All of these schedule changes have been driven by demand and suggestions received from our customers. We hope that we have listened well.

If you are a frequent flier contact Naomi Krahn in our marketing department. Transwest Air offers some packages for some of our markets that may be able to help you save money.

We value your business. Thank you for supporting us.

Jim Glass
 Managing Partner

Pat Campling Jr.
 Managing Partner



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BLUE COLLAR MEETS BLUE CHIP



*CEO Grant Kook
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ment reward you for
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People in this province have a reputation for being cautious with their money. In the investment market, this caution has translated into conservative investment strategies: solid blue chip stocks that deliver sure performance year in and year out, with little risk and few surprises. In this, Saskatchewan is a reflection of the national investment psyche, which also tends towards the conservative. For entrepreneurs like Grant Kook, it can be a frustrating behaviour.

Kook is a venture capitalist, a unique breed of businessperson that keeps the well-oiled machine of economic growth, well ... well-oiled. Back in the 1980s, he was a high performance up-and-comer who travelled extensively throughout south-east Asia raising foreign investment capital.

"We followed the money," he says today. "Hong Kong, Taiwan, China. We raised foreign venture capital to invest into good Saskatchewan companies. Then when the Asian market went dry as their economies stumbled, we had to look for the next pool of capital."

He decided to look at home, of all places. By that time, Kook had acquired a lot of experience working with both federal and provincial governments, and had become familiar with the various layers of government regulations. He had also discovered something interesting on the Saskatchewan books called the Labour-sponsored Venture Capital Corporations (LSVCC) Act.

Kook suspected that the conservative investment practices of many Saskatchewan investors were motivated more by a lack of opportunity than anything else. The LSVCC Act gave him the means to test this theory. In 1999, after three years of working with the provincial government and various regulatory bodies, Kook launched Saskatchewan's first Labour-sponsored Venture Capital Corporation. And just to drive the point home, he named it Golden Opportunities Fund Inc.

"Golden Opportunities is a labour-sponsored fund that provides a pool of high risk or equity money for small and medium sized Saskatchewan businesses," Kook says. "A labour-sponsored fund is just like a mutual fund except that,

under the Act, if you have a labour organization sponsor you, purchasers have access to substantial tax credits. It doesn't mean we can only invest in unionized companies. What it does mean is that a labour organization, in our case the Construction and General Workers' Union Local 890, felt the fund had good potential to create jobs in Saskatchewan. And because of that, they put their name behind it."

Golden Opportunities has a diversified portfolio of investments that includes technology, oil and gas, oil services, manufacturing, plant biotechnology, agricultural and commercial real estate companies. The blue chip roster is small but growing. Empire Energy Inc. and Quartus Energy Limited are private oil and gas exploration and production companies. Bay Trail Environmental leases recycling bins to the oil, gas and agricultural sectors. Weyburn Inland Terminal Ltd. is a farmer owned and managed company that operates the largest independent inland terminal and grain condominium. TGS Properties Ltd, a leading western Canadian commercial land developer, and Trinidad Drilling Ltd., which provides oil field drilling services, both trade on the Toronto Stock Exchange, while QCC Technologies Inc., an advanced technology and engineering company, trades on the Canadian Venture Exchange.

The company in the news lately is Prairie Plant Systems Inc., which was recently awarded a contract worth over \$5.7 million to provide Health Canada

"A labour-sponsored fund is just like a mutual fund except that, under the Act, if you have a labour organization sponsor you, purchasers have access to substantial tax credits."

with standardized grade marijuana for medicinal and research purposes. The Saskatoon-based company is setting up the operation in an underground growth chamber, actually an old copper and zinc mine, at Flin Flon, Manitoba.

Kook is excited about all the companies in the Golden Opportunities

portfolio. And so, apparently, are a growing number of investors. "We have thousands of Saskatchewan share-

holders and we're gaining momentum daily. Our investors have seen the Fund invest in nine Saskatchewan companies to date; it will likely be twelve by the end of this year."

Investing at home is certainly a draw for Saskatchewan investors, but Kook isn't naïve enough to think it's the biggest draw. Nor is the government. They knew a strong incentive was needed to counter the preference for secure foreign investments. That's where the LSVCC Act comes into play again.

"The LSVCC provides for a 35 per cent tax credit on your investment to \$5,000 annually," Kook says. "That's 10 per cent more than the tax credit you earn on a federal labour fund."

He pulls out pen and paper and jots out the statistics. "Say you're an investor with a taxable income of \$35,000. You invest \$2,500 in Golden Opportunities. The federal tax credit for a labour-sponsored fund is 15 per cent, but

with us you also get a 20 percent provincial tax credit. The Fund is 100 per cent RRSP eligible, so you can put

the money into your RRSP and get additional savings. Your total tax savings and credits add up to \$1,763, bringing the net cost of your investment down to about \$737. If you earn \$65,000 and invest \$5,000, your net cost is about \$1,150."

The figures appeal to a growing number of tax-weary investors. Although you can invest any amount you like, the tax benefit tops out at the \$5,000 investment level. Many people invest every year to take advantage of the tax break.

Any time the government gives you tax relief, you know there's a hitch. "Your investment is locked in for eight

years," Kook says. "You can get your investment out, but you'll have to repay the tax credits to the government. The eight year term is so we can provide patient equity capital to help grow a company."

'Patient equity' is a favourite phrase of Kook's. "This is for long-term investors, people who are serious about building value. We use the money to grow a company, and we expect the value of the companies we invest in to grow over time."

"Our ultimate mandate is to increase the value of the fund for our shareholders," Kook says. "The tax credit, job

One company in the Golden Opportunities portfolio recently won a \$5.7 million contract to provide Health Canada with marijuana for medicinal and research purposes.



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creation, investment in the province – it's all important, but it comes down to increasing share-holder value."

In order for the program to work, the government requires Golden Opportunities to invest money within two years of raising it, and at least 75 per cent of it has to be invested in businesses that have a significant Saskatchewan impact. The company has consistently been ahead of schedule. Funds raised in 1999 and 2000 have been and are on the way to being invested well within the 24-month deadline.

"The money doesn't do anything sitting in an account somewhere," Kook says. "The faster the money gets to work for the companies, the faster the fund gets to work for the province and the shareholders."

Golden Opportunities provides for a 35% tax credit on your investment and is 100% RRSP eligible.

So what happens if a successful Saskatchewan company does what many successful companies do – moves out of province or sells to an international conglomerate?

"We have exit strategies in place for those scenarios, whether the company is bought out, goes public or moves out of province," Kook says. "And we certainly look at the likelihood of that happening after we place the money. Most companies do have to grow beyond Saskatchewan's borders to sustain growth. What we're looking for is a commitment to keep a strong Saskatchewan presence."

For now, Kook is enjoying the success of Golden Opportunities. "When we launched three years ago, the total investment capital in the till was zero. Today, our investment fund is close to \$15 million and by next year we expect it will have reached \$22 to \$25 million. The value of our shares has grown from \$10 to approximately \$12.45. That's about 12.5 per cent growth annually."

It has to be satisfying for Kook, creating blue chip Saskatchewan companies out of blue collar roots. Today the CEO, chairman and fund manager for Golden Opportunities says, "We're having a significant economic impact in Saskatchewan. We've helped create and maintain hundreds of jobs and ensured Saskatchewan taxpayer funds are staying at work in the province. We like to think of that as a success story." ❖

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to
 fight
 or not to
 fight . . .

A Raging Debate

All creatures have an instinct to fear fire. Human response is conditioned from birth to eliminate fire. Learn not to burn. Stop, drop and roll. Never play with matches. Yet when it comes to forest fires, what your mother taught you defies everything Mother Nature demands.

Those who know call it Smokey the Bear Syndrome: our unrelenting efforts to control and eradicate each and every forest fire. Thanks to fire fighting policies, certain areas of Saskatchewan forests that once regenerated every 40 years may not regenerate at their current pace for several centuries. In many parts of the province, the forest has its roots in the early years of the last century. It's old, it's diseased and it's non-productive.

Al Willcocks, director of the Forest Ecosystems Branch (FEB) of Saskatchewan Environment and Resource Management and our province's Chief Forester, says forests nursed along by humans behave unnaturally in a fire and points to the 'big, bad burnings' we've seen over the past 10 years as evidence.

"The biggest problem now is all the heavy undergrowth and dead wood on

the ground. Once a fire starts it's almost impossible to stop," Willcocks says. "I've almost been killed twice, once in Ontario and once in B.C., by firestorms moving at 50 miles an hour." But before action is taken to rejuvenate the forest, questions must be answered and priorities clearly identified. What happens to soil and water as the forest develops? What are the ramifications of a forest fire? In short, what's the best way to manage a forest ecosystem?

Answers are being discovered at the new Saskatchewan Forest Centre. Announced in August and already operating in Prince Albert, the Forest Centre 'brings together the best training, market research and private sector involvement' through a joint \$14 million federal-provincial initiative.

Forest Centre interim board member Steve Smith, vice-president of Weyerhaeuser Saskatchewan, says that while resource facilities currently exist to meet the needs of industry in areas such as saw mill operation and pulp and paper production, the Forest Centre opens a door for Saskatchewan to charge into the invaluable arena of forest science.

"We want to collect the best knowledge possible and serve as an education centre for everyone involved in forest management," Smith says. "We're hoping the Forest Centre will bring the benefits of this knowledge to the province."

Understanding fire's impact is fundamental to managing a forest ecosystem. Begin, says ecologist Paul Maczek of the FEB, by surveying the landscape. "Saskatchewan is home to a tremen-

dous variety of forest types, compounded by a wide range of growth types and different slope types. Fire also comes in all levels of intensity and severity and adds a further exponential number of possible forest fire scenarios."

At one end of the extreme, you could have a forest growing from a thin mantle of soil on top of bedrock. A high-intensity fire would gust through very quickly. While all the trees may be killed the area would re-vegetate, in ecological terms, very quickly. The other extreme is a low-intensity fire rumbling through a stand of spruce trees embedded in a composition of peaty soil. The slow-moving flames would consume all the surface fuel, leaving behind exposed bedrock and resetting the ecological clock to zero.

Making the job more difficult, Maczek says, is that both scenarios and thousands of others could be played out in

The huge old-growth trees seen in coastal regions simply do not exist in this province's boreal forests. Before human intervention, fire was the controlling agent in our forests and it may be allowed domain once again.

the same 1000-hectare area in any given forest type in Saskatchewan.

"This whole study of fire regime characteristics is in its infancy right now,"

Maczek says. Retrospective examinations help make distinctions about those characteristics but Saskatchewan forest fire maps don't go back past 1943 and complete mapping didn't begin until the 1960's.

Even without forest fire maps, there is no doubt in the scientific community that virtually all of the forests in Saskatchewan have fire origins. The huge old-growth trees seen in coastal regions simply do not exist in this province's boreal forests. Before human intervention, fire was the controlling agent in our forests and it may be allowed domain once again.

"We'd like to move back to more of a natural state," Maczek says. "Where we're at now is the management stage, developing scenarios of how to use fire and harvesting together. We're moving in the direction of a more ecologically balanced approach."



a clearing harvested by loggers



during a forest fire



a natural forest clearing



green growth after a burnout



after a fire

Human uses automatically preclude this approach in a large portion of the province. Fires will never be allowed to run unchecked near communities, while the forestry, tourism and mining industries will justifiably protect their interests and the interests of the provincial economy in what are termed 'fire exclusion areas'.

"Outside of human use areas, it's really amazing the amount of forest that could be designated as potential fire inclusion areas," Maczek says. "It's a heckuva lot more than you would expect."

Identifying values at risk would be done in co-operation with communities and industry, giving everyone a greater share in ownership of the forest.

How would fire be allowed to run unchecked in fire inclusion areas without jeopardizing fire exclusion areas? Maczek outlines three tactics. The first is fuel breaks, which eliminate fuel for slow-moving fires. This method has proven effective in compartmentalizing forest fires, but cannot control fast, wind-aided crown fires.

The second tactic is backburning and burnout, in which fires mimicking the severity and intensity of natural fires are ignited in front of an advancing fire, particularly in areas of infestation or disease. Suppression, the third and final tactic, contains a fire. It may be the least ecologically desirable option because the effect of fire crews and

equipment on the soil can be more disruptive than the fire.

"We acknowledge we're a long way from completely understanding how to maintain biological integrity and biodiversity the way nature intended it, but we're headed in the right direction," Maczek says. "We need to ask ourselves how are we going to live better with fire, because it is not going away.

"We want to get to the point where, when a fire occurs in a designated fire inclusion area, we can determine the acceptable risks, the kind of fire intensity and severity desired and manage the fire, allowing it to burn more naturally as opposed to all-out fire suppression. This

is not a 'let it burn' policy; but rather a strategic fire management policy."

Willcocks, himself a staunch environmentalist, often butts heads with other staunch environmentalists for promoting this new fire management policy. As someone on the front lines of forest supervision, he knows the forest as it is now is only good for pretty pictures.

"We're dealing with aesthetics, but the forest is truly decadent." From insects to atmospheric conditions the old forest is ecologically stale. Lively young trees convert carbon to oxygen; these trees have stopped growing and the forest, instead of eating up carbon, now more closely resembles cities in emitting carbon. Growing trees also provide more food for foraging animals and more links in the food chain.

"Old forests are very important, as they do add to the diversity of the ecosystem. The issue is that in many parts of Saskatchewan old forests constitute 60 to 80 per cent of the landscape and not five per cent - there is an imbalance," Willcocks says. "Saskatchewan is dominated by old forest and species have adapted to those older forests at the expense of the younger growing forests and the song birds and biodiversity associated with them. The domination of old forest also makes fire suppression almost impossible because the old dry stuff is predominate."

Logging and controlled burns in specified areas are the only solutions to Saskatchewan's old-forest problem. While logging cannot duplicate the

effect of fire, Willcocks prefers harvesting to letting the forest age, rot and become an even greater fire hazard.

"We've taken the major regeneration process out of the equation," says the 25-year veteran forester. "Nature isn't

too complicated and boreal ecology in particular is pretty straightforward. We've got to spend more time communicating what are really common sense ideas about forestry." ✚

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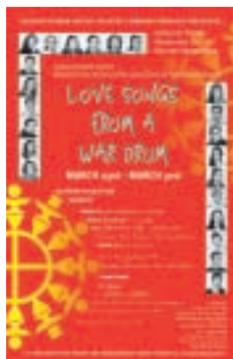
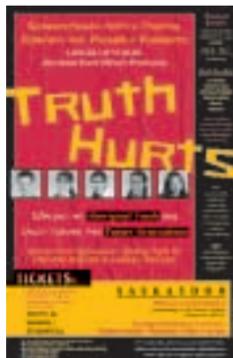


Kennetch Charlette

AFTER 12 YEARS OF LIVING IN TORONTO AND PERFORMING AROUND THE WORLD, ACTOR KENNETCH CHARLETTE COMES HOME TO SASKATCHEWAN AND A CIRCLE OF VOICES.

Kennetch Charlette sits in a cluttered office enjoying a rare moment of mid-morning quiet in what is already promising to be a busy day. He looks tired, but there's a smile in his eyes and a sense of contentment about him as he sits rocking idly in his chair. Kennetch is artistic director of the Saskatchewan Native Theatre Co., and he's in the last stretch of a two-month long tour of *Love Songs From A War Drum*.

left, top to bottom: Circle of Voices posters from 1999, 2000 and 2001



"We've been all over," he says of the production. He jumps up suddenly and walks over to a large map of the province pinned to the wall. "Saskatoon, Yellow Quill, Beardy's Okemasis First Nation, Regina, Ochapowase First Nation, Maple Creek, Prince Albert, Sturgeon Lake, Muskoday First Nation. We've played 24 dates and there are more coming in. We'll be in La Ronge and Montreal Lake, possible Calgary and Edmonton. It's been a great experience for the kids."

The kids. That's the reason behind the smile. That's the reason Kennetch Charlette is sitting in a cluttered office in Saskatoon, resting up before taking the show back on the road. After more than a decade away, it's the kids that called Kennetch home to Saskatchewan.

"I'm from Sandy Bay, Saskatchewan, born and raised. I'm a member of the Peter Ballantyne Cree Nation. I've lived all over Canada and spent twelve years in Toronto, where I went to the Native Theatre School and the Royal Conservatory of Music and Drama. I've been in a host of theatre productions and workshops. I've been in the U.S. and in London, England. That started out exciting but got rather lonely. There were no other Indians around," he says, "and I never quite got used to the weather."

He built up a respectable list of credits during his travels, including nominations for several Dora Awards for this theatre work in Toronto. He has appeared in *The Scarlet Letter* with Robert Duvall, in *A Canoe for the Making* with Gordon Tootoosis, and most recently *Big Bear* with Tootoosis

and Tantoo Cardinal. But his outward travels reflected a more personal voyage.

"On my journey to discovering who I am, I discovered we have a belief system. We have a culture, a history, a heritage, a system of belief, a past that has been maintained in our arts. That led me to look at myself. Who am I, who is my family, where is my history?" Kennetch says. "I'll never forget what an elder once said: success is measured not by how much money you make or how powerful you think you are; success is measured by how much you can help your people. No man is an island, you are nothing without your family and your community."

"It was actually during the shooting of *Big Bear* that all of this started to unfold. I took a good close look at myself and thought, what I am doing here? I had gained a lot of knowledge and skills, but what else? So I talked to a lot of people and saw there was little or no theatre available to Aboriginal youth in Saskatchewan. The interest was there, but there was nothing available in the form of professional training and programs. That's the need I saw."

When Kennetch took it upon himself to fill the need, professional artists and community members rallied in support. Today, the Saskatchewan Native Theatre Company operates as a non-profit organization with over 300 registered members and a Board of Directors that includes Tootoosis, Cardinal and spiritual leader Dave Pratt.

The Circle of Voices Aboriginal Youth Theatre program is one of the cornerstones of the Native Theatre Company.





"WE ALL HAVE A CREATIVE EXPLOSION WAITING TO HAPPEN. THROUGH CIRCLE OF VOICES, WE TAP INTO THAT CREATIVITY WITH EACH AND EVERY KID."

It is a workshop-based training program that recruits young people from across Saskatchewan. Role models from the performing arts industry share their skills, knowledge and expertise in various disciplines, and the youth participate in workshops, field trips, talking circles and optional cultural ceremonies. At the end of the 12-week cultural-theatrical experience, a

script is produced based on stories shared by participants in the talking circles. The play is produced and presented to the community.

The 1999-2000 production, *Truth Hurts* by Deanne Kasokeo, was based on the stories of 23 Circle of Voices participants, 2001's *Love Songs From A War Drum* by Mark Dieter on the

stories of 24 participants. And therein is a story within a story.

"In Circle of Voices, we host talking circles. It is in the talking circles that youth are allowed to express themselves; in the talking circles that we see the incredible stories, both sad and happy, that emerge from within each person. In talking circles, youth learn

how to communicate, how to develop friendships.

"The talking circles are incredibly powerful. When we add the tools of theatre, we begin to uncover new truths. We reach into our cultural base to help the kids develop the three "d's"- determination, discipline and dedication. We provide the resources, the role models and the support, then it's up to the kids."

Kennetch is passionate about the role of the arts in society. "The arts are part of the human make-up, we cannot

exist without them. As Canadians, I think we've closed ourselves off, we've moved into an era where jobs are more important, where it's more important to learn maths and sciences than to nurture creativity. But you only have to look at youth today to see that we're paying the price for that. We have a very stressed out society.

"We all have a creative explosion waiting to happen," he says. "Through the Circle of Voices, we tap into that well of creativity with each and every kid." ❖

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OPENING DOORS TO WORLD MARKETS

"We have some really great food products being produced here in Saskatchewan, but the world hasn't discovered us yet," says Dan Prefontaine, president of the new \$14 million federally registered Saskatchewan Food Centre. "Until now, there was no in-province facility where Saskatchewan food processors could go to process products for export."

Now there is. The 10,000 square foot pilot plant is the only facility in Saskatchewan that is federally registered to process products from all sectors for export, including meat and fish production. It is the first EU certified plant in western Canada, and will allow the processing of products to meet the strict entry requirements for European Union (EU) markets. It will also enable the processing of organic products for export and kosher products certified for religious and health reasons.

ONE STOP RESOURCE FOR FOOD PROCESSORS There are close to 300 food processors in the province. Their products include specialty and traditional meats, bakery, grains, oilseeds, fruits, vegetables, spices, condiments, dairy, beverages, nutraceuticals, prepared and specialty foods. Since the majority of these products are destined for the export market, the Food Centre meets a critical need.

Located on the University of Saskatchewan campus in Saskatoon, the Food Centre is the result of a partnership with Saskatchewan Agriculture and Food, the University of Saskatchewan and the Saskatchewan Food Processors Association. According to Prefontaine, its role is to provide a "one-stop source of resources" for Saskatchewan's food processing industry.

"We're like a virtual employee. We offer support, resources and expertise that small processors just couldn't afford otherwise. Say an existing producer wants to develop and test market a new product – they can develop and produce the recipe in our kitchen, then access various marketing support ser-

vices. Other clients may want to diversify their product line, so they come here to develop new recipes."

Food Centre services run the gamut: interim processing, business development, new product development, test-

are a lot of requirements. For example, recipes have to be standardized for commercial production, which usually means some changes. And labelling can be a huge headache because, depending on where you want to export, there are different sets of rules."



Sara Lvi is the Food Centre's onsite HACCP/EU Coordinator. She oversees the Hazard Analysis and Critical Control Point (HACCP) plan, as well as European Union regulations.



Dan Prefontaine is the President of the Food Centre. Besides being in charge of operations, he is the Food Centre's bridge to the food industry.



Vince Neiser is the Processing Director at the Food Centre. He coordinates and oversees kitchen activities and goes on.

ing, pilot scale production, marketing assistance, research, human resource development and training. Services are provided on a cost-recovery, fee for service basis.

FROM STOVE TOP TO STORE SHELVES "The process of getting your product from the stove top to store shelves can be daunting," Prefontaine says. "There

Labelling also presents a psychological hurdle for newcomers. "They don't want to give away their recipe and they think that's what you have to do on a label," Prefontaine says. "Confidentiality is a big part of the relationship we build with clients, so as they become more familiar with what exactly is required on the label, their fears ease. They realize that while the Canadian Food



Inspector has to have a detailed list of what goes into the product, the consumer doesn't."

Safety is another factor. "Food safety is a huge issue right now," Prefontaine says. "Consumers want to know their food supply is safe." To ensure Saskatchewan processors can meet international market regulations, the Food Centre has an onsite HACCP/EU Coordinator to oversee the Hazard Analysis and Critical Control Point (HACCP) plan, as well as EU regulations.

THE FUTURE OF FOOD You might think that with all its rules and regulations, the food processing industry would have a high drop-out rate. Prefontaine says not so, most people stick it out.

"Food is a cultural event. It's a great industry to be in, and this province offers a lot of amazing flavours. Some of the new products and new flavours coming out are just incredible."

He won't name names, due to confidentiality issues, but he does say exciting things are in the works, especially in the area of HMR, or Home Meal Replacement products.

"The whole world is in a time crunch," Prefontaine says. "Consumers are looking for more convenience foods, what we call HMR. But they want foods that have flavour; they won't settle for food that tastes manufactured. It's a cultural thing. We're exposed to so many unique flavours, and to such

cultural variety and intense tastes, we want this flavour and choice in prepared foods too."

Thanks to the Food Centre, we'll get a taste of what's new in food sooner rather than later. ❖

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Frequently Asked Questions

1. Why would someone want to charter an aircraft?

There are several benefits to chartering an aircraft. When travelling to your destination it may be more convenient to charter if a scheduled flight has to make stops or connections to reach your destination. With a charter you are able to travel in the most direct route; therefore allowing you to use your time more efficiently. Secondly, you are able to make your own schedule as to your departure times, so the aircraft will work

around your schedule instead of you planning around the airline's schedule. You have the privacy of your own aircraft. Last but not least, the quality of service is specified to meet your needs.

2. What's the difference between charter and scheduled service?

It's almost like comparing a taxi with a bus. With air charter service, you decide when and where you want to go, as well as whom you go with. With scheduled ser-

vice, you must travel according to a pre-determined schedule and route.

3. Isn't chartering an aircraft very expensive?

It appears that way at first because you pay for the use of the entire aircraft on a per mile basis. However, when you divide the price by the number of people travelling, the cost is often the same, or lower, than a full fare service ticket.

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Puzzle

True or False? This phrase needs to be rebuilt in the grid with the letters provided. Each letter appears in the column above it. Several clues have been placed for you. Good luck!

			E						
T									
			O						
	H								
				I					
					A ?				
	H	S	I						
	I	I	T	R	S	E			
	C	A	O	E	N	E			
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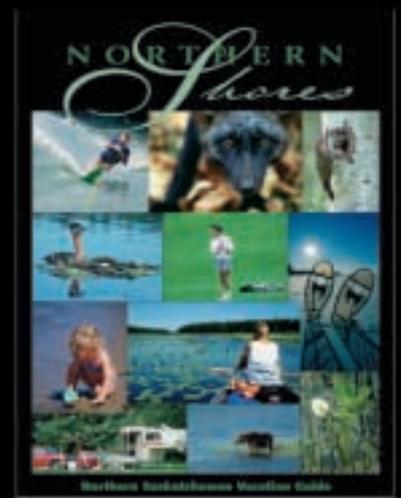
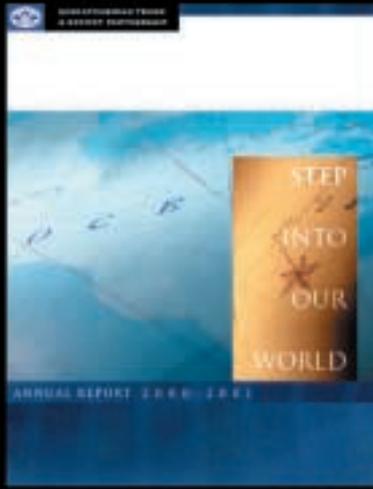
Answer: False

WHY DRIVE WHEN YOU CAN FLY?

Businesses today are challenged to operate efficiently within the constraints of tight budgets. For those businesses where travel is an element of operation, emphasis is placed on optimum value for each dollar spent. This optimum value considers cost of transportation as well as the staff time required to reach the desired destination.

The following is an example of cost comparison for an individual travelling by automobile from Saskatoon to Regina versus utilizing Transwest Air's scheduled flights available 6 times daily per weekday.

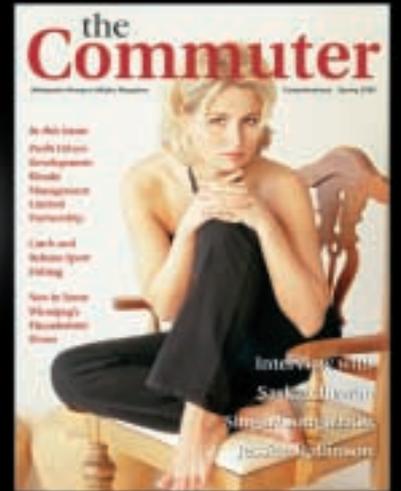
	SASKATOON – REGINA - SASKATOON	
Cost Centre	Automobile	Transwest Air
Transportation	@ \$.35 per km x 259 km. x 2 = \$181.30	\$106.00 x 2 = \$212.00
Staff Time	5 hours @ \$25.00/hr = \$125.00	1.5 hrs @ \$25.00 = \$37.50
Time Utilization	Depart Saskatoon at 7:00AM Arrive Regina at 9:30AM Depart Regina at 4:30 PM Arrive Saskatoon at 7:00 PM Total time in Regina 7 hours	Depart Saskatoon at 6:50 AM Arrive Regina at 7:35 AM Depart Regina at 4:00 PM Arrive Saskatoon at 4:45 PM Total time in Regina 8.5 hours
Total cost	\$306.30	\$249.50
\$56.00 less to fly		
Plus 1.5 extra working hours in Regina. 2 hours less staff time. If you need a vehicle while in Regina, National/Tilden Car Rental offers Transwest Air passengers a day rate of \$25.00 including 100 free kilometres.		



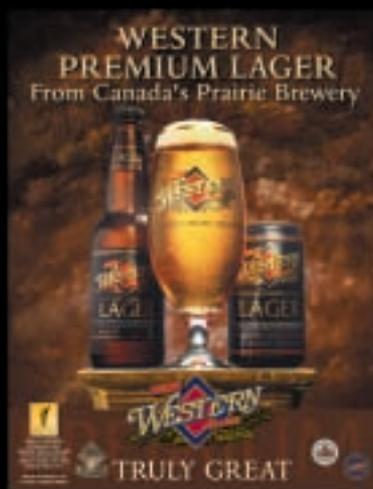
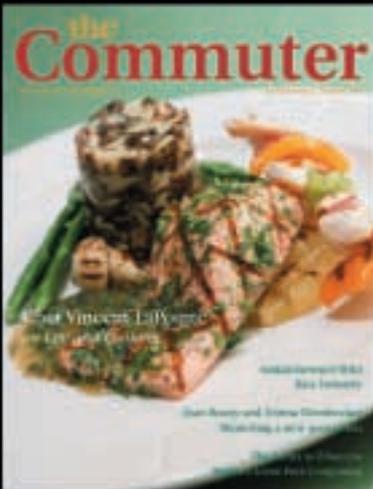
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