Montreal Engineer Becomes Business Trouble-Shooter

MONTREAL (CP) — William Turner went on a holiday three years ago and came back to find he was president of a construction company where he had never worked.

This October he attended a directors' meeting of Montreal's influential Power Corporation to discover he was the new head of Canada's richest financial consortium—but this time it was no surprise.

He'd been scheduled for a move to the top almost from the day he met former Power Corporation president Maurice Strong at a Montreal YMCA and the two personable young executives, both 37, discovered they had a common enthusiasm for making shaky businesses hum.

When Mr. Strong's yen for public service took him to Ottawa as head of Canada's foreign aid program, his tall bespectacled executive vice-president was ready to move smoothly into office as chief of the $1,000,000,000 corporation.

"I'm a man who likes excitement, likes challenge," said Mr. Turner in an interview. "This is the top of the pinnacle and that's where I wanted to be."

MANNER IS BREEZY

He talks so casually about building theatre chains or buying large companies that he seems to have been born to the upper echelons of the business world, but the new president had no early yearnings for his particular pinnacle.

"I was born into a family where the male members were traditionally engineers. I hardly thought about what I wanted. I just did what was expected of me and took my bachelor of science in engineering at the University of Toronto."

But by graduation his business leanings were showing through and his master's degree came from Harvard's renowned business school.

He never learned to put on a solemn big business demeanor, however, and wears his responsibilities with a somewhat boyishness and occasionally an almost slangy style of speech. Power Corporation in such moments becomes a "big blob of rich holdings" which likes to put its money in "fat pots."

Moving by bounds up through the financial world, Mr. Turner was a controller at Ingersoll-Rand when he met Mr. Strong and moved to Power Corporation as a vice-president.

Almost immediately one of the huge corporation's 14 subsidiary companies, Inspiration Construction, got itself into management difficulties and the lanky vice-president found that while he was away on summer vacation he had been appointed head of Inspiration with the task of setting it back on its feet.

He did his housekeeping so effectively that since then, like Mr. Strong, he has become known as a top trouble shooter and management expert.

Under their guidance Power Corporation doubled its income and dividends in three years and with its subsidiaries now claims assets of about $2,500,000,000.

"Secretly we feel we can handle just about any business problem," Mr. Turner said.

Founded in 1923 with the stated purpose of keeping the ownership of this country's utility companies in Canadian hands, Power Corporation has remained 92 per cent Canadian-owned but now its main investments are in resource companies producing products such as refined oil or paper.

RICHER THAN ARGUS

Only Toronto financier E. P. Taylor's Argus Corporation can boast a comparable range of control in Canada and financial experts say Argus is not as wealthy.

Power Corporation's young executives have directed its interests in the last few years towards basically long-term holdings—controlling blocs of shares were bought in companies with a good future and maintained over years of development.

"We like to add something besides money," Mr. Turner explained. "We don't want to be passive investors but like to get right in there in a company's growing years and help work out basic strategy."

Too many large Canadian companies suffer from a management that is lying fallow and investors who support them only when profits are good, he said.

Power Corporation's latest venture and one in which the new president has had a guiding hand is the investment of five per cent of its assets in a "leisure time company" called North American Recreation Industries Ltd. which already controls Canada's largest travel agency, Peter Lawson Travel Ltd.

SPUR TO INVESTMENT

Also planned are a string of posh resorts in Western Canada, a national TV network bouncing its programs from a satellite and 50 small movie theatres to be built in community shopping centres.

Mr. Turner calls his new company "a creative plan for the future" and suggests more enterprises should be planning for the automated world of tomorrow.

To him Argus and Power Corporations are "two of the most constructive forces in Canada."

"But Canadians are anti-heroes, and will never recog-heroes, nd will never recognize it."

"They are heroes not because they are wealthy but because they are teaching Canadians how to gain a real stake in their own economy by investing huge sums of money in its basic industries, said Mr. Turner.

"Now I have a real job to do. I hope to make this corporation demonstrate that by creative and courageous investment, a Canadian enterprise can hold its own on any market in the world."

MET MEN TRY HARD

Weather forecasters say adequate reports are lacking for 90 per cent of the world's surface.

Dairy Products Short In Nfld.

ST. JOHN'S, Nfld. (CP)—A shortage of dairy products, including fresh milk, has been blamed on insufficient local supplies, complicated by the recent Air Canada strike and subsequent inclement flying weather.

Dairies say the overall situation is not likely to improve for some time.

J. S. Kelsey and Sons, claiming to be the largest fresh milk distributor in the metropolitan area, has been bringing in 500 gallons of milk a week for six months from Prince Edward Island because of a shortage.

Sunshine Dairy, the only other dairy here with mandatory pasteurization facilities, has been advertising for help from "any authorized or licensed farmer having raw cow's milk (whole) for sale," but Manager D. C. Fraser declined comment on the latest situation.

A spokesman for the Kelsey Dairy said the problem originated with desertion of the industry by local dairy farmers, who feel income is insufficient for a necessary seven-day work week.

President James Lester of the Newfoundland Dairymen's Association supported the statement, adding that there has been only one milk - price increase in the last 15 years.

NO CREAM FOR SALE

The milk shortage has led to the absence of local cream in supermarkets for the last three months and it's possible none may be on the market or t may be on the market for Christmas.

There is little or no profit in cream, Secretary Doug Kelsey of the Kelsey Dairy explained. "You just about break even . . . and you only make it when there is a surplus of milk."

During the last three months, most of the cream being sold was brought in from the Maritimes. At least one supermarket now has run out because of the strike and fog that has seriously disrupted air travel throughout the Atlantic region since its settlement.

ON THE AIR

The following program listings are published free of charge as a public service and appear as presented to us by the stations concerned.

FRIDAY PROGRAMS

CFCY-TV

1:30 p.m.—Musicale
2:00 p.m.—Emergency Ward 10
2:30 p.m.—Japan 1962
3:00 p.m.—Take Thirty
3:00 p.m.—Edge of Night
4:00 p.m.—Communicate
4:31 p.m.—Cartoon Playhouse
5:00 p.m.—Rin Tin Tin
5:30 p.m.—Let's Sing Out
6:00 p.m.—Talent Spotlight
6:30 p.m.—Gazette
7:00 p.m.—CFCY TV News
7:15 p.m.—Robin Hood Buckboard
7:20 p.m.—TBA
7:30 p.m.—The Virginian
9:00 p.m.—Get Smart (Color)
9:30 p.m.—The Tommy Hunter Show
10:00 p.m.—Friday Theatre
12:00 p.m.—CBC TV News
12:18 a.m.—Local Weather and Sport Scores
12:19 a.m.—Sign Off

CKCW-TV

9:57 a.m.—Station Sign On
10:00 a.m.—Canadian Schools
10:30 a.m.—Nova Scotia Schools
11:30 a.m.—Friendly Giant
11:45 a.m.—Chez Helene
2:00 p.m.—Butternut Square
2:25 p.m.—Emergency Ward 10
2:55 p.m.—CBC TV News
1:00 p.m.—Playbill—Jack McCall Desperado
2:30 p.m.—At Home With Helen Crocker
3:00 p.m.—Take Thirty
3:30 p.m.—Edge of Night
4:00 p.m.—Communicate
4:31 p.m.—Cartoon Playhouse
5:00 p.m.—Funtime
6:00 p.m.—Supper Club
6:15 p.m.—LTV Weather
6:25 p.m.—LTV Weather
6:30 p.m.—LTV Sports
6:35 p.m.—Supper Club
7:00 p.m.—Billy Graham
8:00 p.m.—Peyton Place
9:00 p.m.—Get Smart—C
9:30 p.m.—Tommy Hunter—C
10:00 p.m.—Friday Night at the Movies
Part I—Silver Chalice
Part II—Frightened City
12:00 p.m.—CBC National News
12:20 a.m.—LTV News Highlights
12:22 a.m.—Friday Night At The Movies
2:30 a.m.—Station Sign Off

CFCY RADIO

Friday

6:30—News and Weather
6:35—Morning Roundup
6:45—Island Wr. and Mar. Temp.
6:46—Morning Roundup
6:55—News and Weather
7:00—Hebrew Christian Hour
7:15—Morning Roundup
7:30—News and Weather
7:35—Farm Report
7:41—Morning Roundup
7:45—Island Wr. and Mar. Temp.
7:46—Morning Roundup
7:56—Sports Capsule and Scoreboard
8:00—News
8:11—Weather
8:16—Morning Roundup
8:55—Weather
9:00—CBC National News
9:10—News and Music
10:00—News and Weather
10:05—Notes and Music
10:30—Preview Commentary
10:35—Notes and Music
11:00—News and Weather
11:05—Notes and Music
11:45—Bulletin Board
11:50—Notes and Music
11:55—Agriculture '66
12:00—Weather
12:05—Town and Country Time
12:30—News and Weather
12:43—P.E.I. Road Report
12:45—Town and Country Time
1:00—News and Weather
1:05—Town and Country Time
1:15—Gordie Tapp Show—CBC
1:45—Town and Country Time
2:00—News and Weather
2:05—Mostly Music
2:15—National School Broadcast
2:45—Mostly Music
3:00—News Headlines and Weather
3:03—Matinee with Pat Patterson
3:30—Pop Caravan
7:00—Back To The Bible
7:30—News and Weather
7:45—Program Schedule
7:45—Tonight's Music
8:58—News Headlines and Weather
9:00—1967 and All That —CBC
9:45—In Canada This Week—CBC
10:00—CBC National News—CBC
10:15—Today's Editorial and Speaking Personally—CBC
11:00—News and Regional Weather
10:30—Music Scene—CBC
11:05—Starlight Serenade
11:30—News and Maritime Weather
11:35—Starlight Serenade
12:00—CBC News, Wr. and Sports
12:15—6:30 a.m.—News and Music
4:00—News Headlines and Weather
4:03—Canadian Roundup
4:10—Pop Caravan
5:00—News and Weather
5:05—The Outports
5:25—Marine Weather
5:2a—The Outports
5:45—Sports Capsule and Scoreboard
5:50—The Outports
6:00—News and Weather
6:10—Tonight's Music
6:30—Business Barometer
6:35—Tonight's Music

CBA RADIO

FRIDAY

7:00—CBC News
7:03—Inland Weather
7:06—Music
7:27—Inland Weather, Sports Scores
7:30—Lift Up Your Hearts
7:40—Music
7:45—It Happened Today
7:46—Music
8:00—CBC News
8:12—Regional Weather
8:16—Maritime Sportscast
8:21—Music
8:35—The Max Ferguson Show
9:00—CBC News
9:10—Commentary
9:15—The Gordie Tapp Show
9:45—A.M. Chronicle
10:40—Playroom
10:55—Assignment Part 1
11:00—CBC News
11:05—Joan Marshall
11:15—Assignment - Consumers
11:55—Assignment Part 3
12:00—CBC News
12:03—Jamboree Junction
12:30—Maritime Farm B'Cast
1:00—CBC News and Weather
1:15—John Drainie Tells a Story
1:30—Musical Program
1:55—Assignment Part 4
1:59—D. O. Time Signal
2:00—CBC News
2:03—National School B'Cast
2:30—Matinee With Pat Patterson Part 1
3:00—Matinee With Pat Patterson Part 2
3:30—Divertimento
4:00—CBC News
4:03—Canadian Roundup
4:15—Music In The Air
4:30—Assignment
4:35—Music In The Air
5:00—CBC News
5:03—Maritime Fish B'Cast
5:23—CBC Notebook
5:35—Assignment
5:40—CBC Notebook (Cont'd
6:00—The World At Six
6:30—Inland Weather
6:33—The Swingers
7:00—CBC News
7:03—Music In The Evening
8:00—CBC News
8:05—Mystery Theatre
8:30—Sing Happy
9:00—1967 and All That
10:00—CBC National News
10:15—Today's Editorial and World Church News
10:30—Maritime Magazine
11:03—Friday Concert Vnc. Symphony Orch.
12:00—CBC News
12:02—Sports Scores and Inland and Marine Weather

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CONTRACT BRIDGE

By B. JAY BECKER

You are the dealer, both sides vulnerable. What would you bid with each of the following four hands

1. ♠AQ863 ♥K98752 ♦10 ♣A
2. ♠AJ9 ♥AK8 ♦AQ7 ♣Q982
3. ♠94 ♥8 ♦QJ1083 ♣AKQ106
4. ♠AK95 ♥863 ♦AJ7 ♣964

1. One spade. In general, a six-card suit is named ahead of a five-card suit, but when the suits are adjacent in rank and the high-card content of the hand is close to the allowable minimum, the higher-ranking suit is bid first— even if it is the shorter suit. The effect of this is to keep the bidding at a relatively low level in a hand of limited strength.

2. One club. Players who are not point-count-conscious might possibly open the bidding with either one or two notrump. While it is true that this 20-point hand looks decidedly notrumpish from the standpoint of both distribution and high-card strength, it is nevertheless better to identify these particular aspects later on in the bidding

An opening one notrump bid shows 16 to 18 points; a two notrump bid shows 22 to 24 points. These limits are rigid by common consent, and the player who varies from them according to mood upsets the high precision associated with notrump bidding. It is far better to open with a club and then jump to three notrump; this delivers the message more accurately. If partner passes one club, there is only a slight chance of having lost a game.

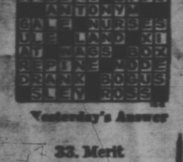
3. One diamond. The fact that you have only 12 high-card points, or that both long suits are minors, is not good enough reason for passing. It is dangerous to pass such hands, chiefly because you will have a hard time later on making up for the pass, whether your partner or the opponents open the bidding.

Of course, it is better to start with a diamond than a club, in line with the general rule that you first bid the higher-ranking of two equally long suits. Thereafter you bid in minimum terms to identify the minimum opening.

4. Pass. The only other call you can reasonably consider is one spade, but this is asking for trouble because of the rebid problem that will arise if partner's response is either two clubs, two diamonds or two hearts.

Any of these responses would constitute a forcing bid, and you would be unable to make any rebid that would not misrepresent your values. It is better to pass originally on a borderline hand than to run the risk of being faced later with a self-created bidding dilemma.

RIPLEY'S BELIEVE IT OR NOT



Yesterday's Answer

ACROSS
1. Club charges
5. Exchange
9. Seed coverings
10. The Old — — Bucket
12. Fencer's foil
13. A salt-works
14. Man's nickname
15. Portion
16. Copper coin: abbr.
17. Evensong
20. Abyss
21. Skilled
22. Confederate
23. Pennsylvania city
25. Pert girl
27. Miler, for one
30. Chinese dynasty
31. Clerical headgear
32. Indefinite article
33. Epochs
34. Greeting
35. Its capital is Jerusalem
37. Norse god of wisdom
39. Elevates
40. Eyeglasses: colloq.
41. Fluff
42. Enclosures

DOWN
1. Kind of apartment
2. Employ
3. Piece out
4. Baseball position: abbr.
5. Flies aloft
6. First name in American poetry
7. Japanese island group
8. Crayon
9. Lift with effort
11. Spruce
13. Of a tailor
18. Sauey
18. European country
19. Hide
20. Seed
22. Girl's name
24. Belonging to us
25. Seat
26. Good luck present: var.
28. Moral principles
29. Showers
31. French city
33. Merit
36. Siamese measure
37. Poetic verb
38. Lair
40. 18 down: abbr.

12-2

DAILY CRYPTOQUOTE — Here's how to work it:

A X Y D L B A A X E
is L O N G F E L L O W

One letter simply stands for another. In this sample A is used for the three L's, X for the two O's, etc. Single letters, apostrophies, the length and formation of the words are all hints. Each day the code letters are different.

A Cryptogram Quotation

Q R C Q U C R U C O F R T T U X A
A L Y X W O F R T T O Q Z G T A A Z Q Y O
A G C H F R T T .—M G T T R L

Yesterday's Cryptoquote: FRAGRANT THE FERTILE EARTH AFTER SOFT SHOWERS.—MILTON

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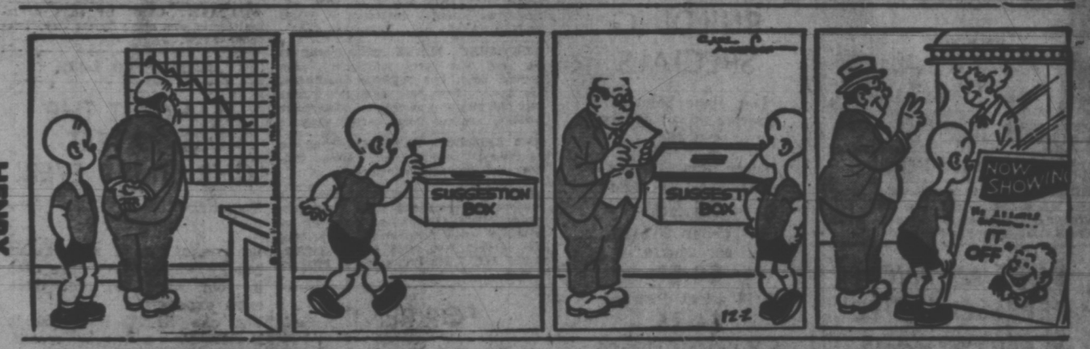
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