

Cec Kereliuk

**Alberta Federation of Labour, the CEP, Ed Ewasiuk, globalization, New Democratic Party, Quality Management, Neil Reimer, occupational health and safety, Dave Werlin,**

CK: Back in 1957, I went to Edmonton and originally worked for Stelco as a lab technician. Things were not looking that good. So I applied at Celanese Canada and lo and behold I got a job. They asked me what I wanted to do; did I want to go into the lab or did I want to be an operator? Well lab technicians didn't earn very much money in those days, and operators did. So I said I would be an operator. I got indoctrinated, did a little bit of safety program that they did have, and wound up in the PE unit where they made a chemical called pentiethrotol, which was a member of the sugar family, except it was not sweet and it was used in paint and explosives. I went in there and at first started at the bottom, bagging the stuff. There was an old manual-bagging machine. However, I didn't stay there very long and I got in as an operator trainee in the PE unit, and stayed as an operator trainee for 6-8 months. Then I got promoted to second operator. The money was good. The very first year I worked, I made \$5,280 for a year's salary in 1957. That was 'big bucks'. When I left Stelco I was making \$240 a month. Anyway, I continued on until I became a first operator, which was even better.

I probably stayed in the PE unit until 1961. The plant expanded and built a unit called the liquid phase oxidation unit, and I went in there right from the ground, during construction, and was trained as an operator on the process. This was one wild process. What they did was they took liquid butane and injected air into this butane with catalysts and made acetic acid in a giant humpty dumpty egg, in fact two giant eggs. This was an extremely touchy process. I wound up there as first operator. On the initial startup it was tense. A lot of people couldn't handle the pressure, because it was extremely touchy. One had about three minutes to decide whether to shut this thing down, try and save it, or blow it up. There was a meter called the oxygen passage meter. Once the oxygen passage meter started going up, if you couldn't turn this thing before it hit the critical end, it would blow up. You either turned it by reaching the recycle or whatever, or else you punched the shutdown button. I would honestly say, none of us ever got chastised for pushing that shutdown button and securing the unit. To start that unit up in those days cost a fortune. Every time it went down, the process to start it up was extremely difficult and expensive. I stayed there for about five years into my career there until we had a new guy. The guy came running out of the unit saying that we had a fire in the gutter along the catalyst, flaming up the gutter. So I stepped out. I was in the control room; the control room was separate from the unit, a separate building. So I ran out, snuck a peak in the door, and sure the trench was up on fire, I pulled the dalliard system. Alarms went off, sprinklers went off. A couple of minutes later the unit was running, the whole thing was full of flames. The place was just on fire. So I walked in. Of course we sounded the alarm for the fire department. Fire trucks came in, the guys were unreeling this thing. I looked and my pressures were going up, up, up. The fire people were going in there. The safety valve had lifted at about 2000 lbs. I figured, my god, if those safety valves lifted as the fire guys were dragging in their hoses, they would crap their drawers. So I just waited out, I wasn't supposed to leave the control room. We had a giant bypass valve, so I just

cranked that. There had to be a foot of water in that building. When I opened the door there was water coming out of the building. I waded in there and cranked open the giant bypass valve to the vent. The pressure had dropped and the guys came in with the fire truck. But by that time we really didn't need them, the dalliard system had done its job. But let me tell you, it was something to behold. Of course my operators had to crank in and secure all those giant valves under the deluge. The reactor was outside, and the water was just streaming onto the reactor and those guys were cranking those manual valves, wetter than muskrats. But we did it and we actually saved it. That was one of the highlights.

Q: I don't think Edmontonians were aware of what was happening in that plant. There must have been other dangerous processes there too.

CK: That was probably the touchiest one. It was touchy; it was like flying an airplane. As an operator, you were at the controls. If something hit the fan, you had to be cool and collected and do the job. I could remember people just shaking at the board and me walking up another guy, just set them down and take over. Then they improved the system by quite a bit. They changed control systems and it was easier to do. They made another product there in that complex called betapropione lactone or something, BPL for short. This chemical was something else. If you got some on your clothing and it touched your skin, you never felt a thing but when you got up the next morning you had a huge blister. If you drained the blister, the liquid from the blister would give you another blister. It was an interesting process.

Q: Did you wear protective clothing?

CK: Yes, we did. Well not really. It was kind of harmless. We wore protective clothing if we were going into the pump or doing something. But as an operator, we didn't wear protective clothing. We did when we sampled the stuff. The safety standards required you to always wear a hood and a face shield when taking samples of the chemicals.

Q: Just talk about the early days. What were some of the phases the plant went through? You worked there for how many years?

CK: Forty-two years. In the early days, at the very beginning, the fibers end of it was king of the hill. Those guys produced fiber for Celanese carpets. They had a carpet business second to none. They were all woven in the east. And then they discovered arnel. They were involved in the arnel fabric business, and they did super well. That section of the plant made nothing but money. And then things changed. The carpet market shifted. For some reason it wasn't profitable so they went out of it. Arnel was not in fashion anymore so they switched to a product called cigarette tow. Cigarette tow was the material used for making filters for cigarettes. It came in huge bales and it was shipped out to cigarette companies, and they made all the filters for cigarettes. That made them a lot of money. It was a very lucrative business. But as that progressed through, globalization came in. China was one of our major customers of cigarette filters. So the corporation wound up building a cigarette tow factory in China. I am not sure of the details, but they did build a cigarette plant in China and they also built a Celanese acetate plant in China That was the raw material for making cigarette filters. It took wood pulp and acetic acid and converted it to a fiber.

Q: What else did you produce?

CK: We produced acetone, a chemical for paint. We produced the pentiethrotol that I told you about earlier that was used in all kinds of resin paint, made the finest paint you could buy. It was also used in explosives. In the UD unit they made a number of products. We made ethanol. We used to denature it 99.9% ethanol. We made lots of formaldehyde, which was used in plywood glue. That is all I remember for now.

Q: Pick up from being an operator.

CK: That acetic acid went to a purification unit, which was called secondary oxidation unit. It purified the acid. The acid went over to the acetate unit where they bought huge rolls of pulp and mixed the acid in the pulp and made the fiber for the cigarette filters. So this was an upgrade system right within our unit. We also used to send tank cars of acetic acid. We sold it as glacial acetic acid, which was really vinegar. The fiber went into cigarette tow. That was kind of the chain of that end of it. The methanol, we sold methanol in tank cars and it was shipped. I did not even know what they used it for. Formaldehyde was the same thing, and we shipped it out in tank cars about 37% in concentration. It went to the manufacturers of resins for plywood. It was for a period of time used in making some kind of insulation, which proved very negative in the end. But I do not know much about that end of it. We worked in that formaldehyde unit also; it was part of the OP. Our safety structure was relatively good, but the chemical hazards were not known at that particular time. We did not know the effects. We used benzene in the extraction systems there. We used to drain benzene in bottles and wash our hands in the stuff or whatever, not knowing what this thing really did. About midway through the plant life, parts per million of benzene were considered a no-no. Alarms went off and they really tightened the process up. Same thing happened with formaldehyde. But originally we did not know. I am still alive, I have been around it and it didn't hurt me. It didn't hurt Louis, so how bad was it really?

Q: Talk a bit about the company safety program.

CK: We had a relatively good safety program. The company paid for your safety boots. They supplied reasonably good protective gear, they always did. Face shields and stuff were mandatory. Mind you, to get people to comply with the safety standards in those days was more difficult than it was now. In my opinion some of the safety aspects of the current system had gone overboard, to the point of being ridiculous. But we had a good safety program. The only problem we did have at one time was the recognition of asbestos hazards. However, through our union's diligence, we finally were able to overcome our differences and recognized that asbestos was hazardous. It was a bad scene. In fact Celanese spent millions of dollars in the asbestos removal. The powerhouse had asbestos. It was in walls, and tiles. The whole place was built with asbestos. Now the procedures in what happened, they sprayed some of the stuff with sealants. But the problem was with people themselves, when they needed to put a pipe through, they just knocked a hole in the tile and put a pipe in, or sawed it out. It was difficult to get the operators or the actual workers to follow some of those procedures. But the procedures were there.

Q: What about the environmental stuff? You must have had fugitive emissions.

CK: In the early days there were fugitive emissions coming out of the plant. We vented formaldehyde out the vent stacks. We had those big BOD ponds. The old policies were, when spring came, to dump them into the river. Some of the stuff wasn't necessarily hazardous, it smelled like hell but it really wasn't that hazardous. One of the chemicals

and that really stank there, and we used to dump as waste was called propionic acid. Well that was the content of a cow's stomach. It was an organic chemical. But lo and behold it sure stank. Once we recognized, and when we started to realize what was needed there, things started to happen. They built an effluent treatment plant. We drilled a disposable well into the caverns below. They spent \$30 million on an effluent treatment plant. By the end of that plant's life, even the storm sewers didn't go into the river. Everything went to effluent treatment. Everything was treated. All the solids were removed and sent to the Swan Hills plant. All the liquid was pumped down the effluent well. They had a monitoring system, but people didn't do the things they were expected to do. We did have the odd occasion, little water got into the river by accident because people weren't monitoring. But other than that, yes we were polluters initially. Everybody was a polluter, Sherritt was, AT Plastics was. We all were. But things changed and they made a concerted effort to clean up the place. They drilled test wells all along the river 50 feet apart.

This stupid propionic acid stuff was leaking into the river. It was a brown type of thing and you could smell it for miles. What we did? We had pumps set up, effluent wells and pumps constantly pumping the groundwater back into the effluent treatment plant, treating it and putting it down the disposal well. By the time the plant was shut down, some of the water coming out of those pumps was clear again. They shut those ponds down, they filled them all in, they planted grass. They were down there for years. They called them bacterial oxygen deficient ponds, BOD ponds. They had about three of them there. There was pretty mucky stuff in those ponds.

Q: Can you remember other events that occurred? It was kind of a volatile plant, wasn't it?

CK: Certainly. It was a chemical plant. We used 600 lb high-pressure steam. We ran five boilers. We had our own generators. We had two 8-megawatt generators, all steam driven. When you were working with high-pressure steam and boilers, it was hazardous. You had to know what you were doing. To do the job that I did then, now required a second-class steam engineer's ticket. Then it didn't require any. All we got was some really damn good training. We probably got better training than the people get now, because it was hands on training.

Q: So there were a lot of ticketed people, a lot of journeymen.

CK: That's right. I became one in the end.

Q: Give us an idea of who worked there.

CK: It was really hard to say because my memory doesn't relate. But there were probably over 1000 employees, maybe 1500 total. It didn't really fluctuate that much, it was fairly stable. But it gradually started fluctuating, as we got more efficient. We did things differently. We employed electricians. We employed millwrights. We employed pipe fitters. We employed boilermakers. We employed sheet metal workers. All were highly skilled people. We fabricated a lot of our own stuff. We did our own boilers. We had qualified welders that could weld anything. It was a really highly skilled operation.

Q: What kinds of things did you use contractors for?

CK: Usually on shutdowns we would bring contractors in. Contractors were fine. Some were really good boilermaker contractors. But they had no vested interest in the plant.

They came in there, did the job, and went out, whereas the actual employees, the union employees, had a stake in the plant. All the trades-people belonged to our union, Oil Chemical and Atomic Workers. Actually, not until it became the Energy and Chemical Workers Union. They all had a vested interest in that plant, and they made it work. They got well paid and well rewarded for it most of the time. We had some of the best wages and benefits, and best working conditions in the city of Edmonton. And, our pension plan was second to none.

Q: Talk about your involvement with the union.

CK: Probably one of the reasons I got into the union was to focus on our objectives. Very often people in unions lost focus on their objectives. I had heard at the federation that we were in the trenches fighting. They forgot what they were fighting for, they got their head down and ass up and they were fighting. They forgot where they all were even going. They had become antiestablishment, they really did. I got accused of being in bed with the company by the federation some years ago and I said, of course I am in bed with the company, I love being in bed with the company. We had the best wages. We had some of the best benefits, and we were treated really well. When that would change I would get out of bed. One of the specifics was our pension plan. Originally it was kind of not really what we wanted it to be. The late Stan Stark, he was our president at the time. I was on the executive. Stan should get honorable mention because he was one of the best union presidents we ever had. He was a good financial manager. We had the money. We hired an actuary, and the actuary laid out what we should have had for a pension plan. I could remember having gone down east and meeting in the boardroom with those guys. We had a clear idea of what we wanted. We knew what we wanted in the plant and we had it all laid out by the actuary.

Q: And what was it you wanted?

CK: We wanted a defined pension plan, a defined benefit pension plan, with our contributions matched by the company. That really was what we wanted. The government had made some changes to the pension legislation, and lo and behold we got it. The only negative part of this whole thing – it really was not negative, but it was an advantage to the company, not to us. There was a huge surplus, the pension fund made a lot of money. When it made money the company did not have to contribute its share, because the fund made more than the company share. If it stayed even, the company would add its share. But it still was better than anything out there. When I look at the pension plans today of my kids and others, it is pretty dicey. The only thing that led down the garden path was the pension buyback. When the CPP came in there were a lot of people, who thought that with CPP, they would not need a pension plan – and they opted out. Those who stayed in from day one got cash payout plus a pension. It was a lot of money. I opted out and I got back in. I got adequate pension.

Q: What else do you remember the union achieving during the time you were there?

CK: Well we achieved some good union contracts. Good wage increases. We achieved some good severance packages as we progressed. Other than the negotiated wages and benefits, we resolved some of the safety issues, particularly the asbestos.

Q: Were there times when the good relationship with the company broke down? There was a strike at one point.

CK: That strike, if I remembered right, that strike was a personality clash between couple of people. It was a personality clash that had to be resolved. We didn't want to go on strike. There was a wildcat there at one time. Stan Stark was in on that wildcat deal. I do not recall the details, but it was a rather a minor issue that dogged a couple of people. We went out and resolved it. It did not last long. We were part of national bargaining also, so we did go on strike at one time when we were in national bargaining. I do not remember what year that was. It was the year I was ill and I walked the picket line. That was one of my last years in the operations.

Q: Where did you go from operations?

CK: I apprenticed as a millwright. I took a full millwright apprenticeship sponsored by Celanese, and became a qualified millwright. I worked for a while as a millwright and then, knowing what I knew about operations. Celanese was building a vinyl acetate plant so they asked me to be their rotating equipment inspector. That was a two or three year project. One of the things that they liked was, I was able to run the equipment. Millwrights could fix the equipment but they didn't know how to run it. They didn't know the operation data or the process. It was the same thing with all the tradespeople. I knew the process really well plus I was a qualified millwright, so I looked after the rotating equipment. It was a two-year project. That was one of the highlights of my career, just a super job. From there I went back on tools and I was the acting maintenance supervisor for a while but that didn't really work that well for me. It was okay, I did it, but it was kind of not my thing. They decided to build a methanol plant. The people that were building it wanted me but they weren't sure they were going to let me go. Eventually they did, and I wound up serving some time in that methanol plant doing construction. I looked after some of the mechanical end of it and spare parts. There were millions of dollars worth of spare parts to sort out and identify. So I spent quite a bit of time with that. From there I went back on tools for a while. Then Celanese went into a so-called quality management program.

Q: Describe that.

CK: That was where the people at the lowest level were responsible for making decisions about their work. Who knew most about what you were doing? You did. So, if an issue came up, you made the decision on how to fix it, or you provided input into the decisions. What had to happen was the management people had to let go their power and empower their employees to make those decisions, and decided what was needed and what was not needed. So I went to San Francisco for some training. I was a union president that was an acting position. This was not full time. I believe I was still president of the union at that time, which was interesting. I thought that would really work well.

Q: What year was that?

CK: Towards the end, it had to be in the '80s. Originally one of the things we had decided to do was to teach people how to conduct their own safety meetings -- before the supervisor ran the safety meeting. Our employees were going to do it. So I taught them the meeting technology, taught them how to conduct meetings, held classes for those people. I spent about two or three years on that program. The workers were really enthused about doing it; however, some of the supervision not. The supervisors really had a difficult time giving up their power. The program was really successful in some areas; it really went well. One of the problem areas was in the fibers, where they made those bales of cigarette tow. There was an area where the process was extremely difficult. People

were getting sore backs and sore backs. So people got together to solve the problem. They made recommendations. However nothing happened. The top end was saying, how come that sore back thing was not solved? The people in between were not really that keen on solving it, or they didn't believe those things would work. They got the engineering department and within three months they redesigned those cans, no more sore backs. All the recommendations had come from right off the floor. It was very successful.

Q: What name was given to that program?

CK: I can't remember what we called it. Quality management, it was called a quality program. We used to facilitate meetings, like unit meetings. We used to facilitate management meetings. I used to facilitate. You tried to get five unit superintendents and a plant manager in a room, and you were facilitating their meeting, talked to a bunch of hardheads. But it was very interesting. I did that for about three years and then I ended up with a hearing loss in one ear. I really couldn't conduct any more meetings because I couldn't hear where the questions were coming from.

Q: Was the hearing loss work related?

CK: No, it wasn't, it was the result of Meniere's disease. Moreover, some of the managers were talking the talk but not walking the walk. I realized maybe this wasn't really going to get too far. They were able to let it go so far but not right to where it should be.

Q: Describe what you mean when you said they weren't walking the walk.

CK: They would encourage you to do that stuff but then they went out and did their own thing anyway, instead of letting the people decide. There was some positive stuff, because they did get some of it actually done. It actually changed the plant culture. But some of the old diehards were not about to see their culture changed. They wanted power and control. They made the decisions and they did what needed doing. But some of them were fairly open to change, and some were not.

Q: What were some of your different positions with the union?

CK: I served on many negotiating teams, probably four or five. For a long time I was on the grievance committees while I was shop chief steward for a while. When I took over we were probably at a lower point in our relationship. I could remember us having five arbitration cases plus possibly a pretty good stack of grievances. By simply sitting down and talking with the company and talking to the union member saying, what did you really want from this grievance? And going to the company and sitting down and saying, look, that was what we needed from that grievance. We resolved all the arbitration cases and got everything we wanted, never went to arbitration once while I was in office. The only thing that you did have to allow was not to back somebody into a corner; they would fight. You got to give them a graceful way out. Sometimes the company knew they were wrong, but you had to give them a way out and get what you wanted out of it. We were actually able to do that, just by good communications and good understanding. If the union member got what he wanted from it, why would you want to take the company's nose and rub it in.?

Q: What do you think of the attitude of some of these members towards the union? How did members approach the union? What sort of taste is left in your mouth for the relationship that the union had to its members?

CK: Very good. There was always a dissenter. You would never please everybody. But I would honestly say that members had a very good relationship with the union. I would honestly say that we really were a family.

Q: This is known as an anti-union province. But you're telling me you worked in a plant where the members were happy to have a union.

CK: Absolutely. And mind you, we empowered the members. The members ran the union. I didn't run the union. It was a bottom up union, not a top down union, which possibly made a difference. We had an excellent union. I don't know much about CEP anymore, but the Energy and Chemical Workers Union was the most highly respected union in Canada. We did more things for members than any other union I know.

Q: You were talking about how the union was organized wall to wall. Do you think that had an effect on the type of relationship you had with your members? Like the electricians were under your umbrella and everything.

CK: The advantage of that was they were connected to our plant, and our plant's success was their success. When the plant succeeded, they shared in the success. They shared in the pension. They had ownership. If you were contracting, you were going from Dow to Petrocan and to whatever. Your job was to do your boilers and stuff and go home. You were not connected to your plant, to your family. You were the actual union itself, which was good. But I don't know.

Q: What did you think of the merger with the paper workers and all that?

CK: I was against it. I spoke against it. I was the only one that spoke against it. It was too diverse, as far as I was concerned. Some of the unions involved just didn't match up to what we were doing. We were in the chemical business. We were in the energy business. To merge with communications and radio people, our interests were different. It was very difficult to become a bottom up union. The radio people didn't know what went on in a chemical plant and I didn't know what went on in radio.

Q: So what was the main argument for the merger?

CK: Bigger was better. And bigger wasn't better. When they first merged they thought they would cut back on expenses and cut back on staff, and would be able to amalgamate and do anything. Right after they merged they increased the dues because there wasn't enough money. So the administration got bigger, the overburden got bigger.

Q: Talk about what experience you had with the Alberta Federation of Labour? What dealings did you have with them personally?

CK: I first came to work for the labor movement in 1976. I was hired at the AFL by Reg Baskin who was then the president. Personally I didn't really have that much dealings with them, other than when what's his name, Dave Werlin. He didn't like me and I didn't like him. I'm just going to be honest here. We were adversaries. He was supposedly a card carrying communist and I wasn't. I just figured there was no room for communism in our labor movement.

Q: What about before that? You were involved with the Alberta Federation of Labor?

CK: Very little. Carol Stewart was involved a lot more than I was. I was very little involved. But Dave and I never saw eye to eye. God bless him, I hope he's healthy and well. But we never saw eye to eye.

Q: As I recall, your union had a good relationship with the NDP.

CK: Yes, we did. We had a very good union relationship with the New Democrats.

Q: What's the argument for that?

CK: There was really no argument. They served what we thought needed serving. They were probably the closest party that would satisfy our needs. It had changed somewhat now, but that was the way we felt about it. Neil Reimer actually started it. He was good. He was excellent. I have got nothing but praise for Neil.

Q: What about Ed Ewasiuk? What do you remember of Ed?

CK: Ed was a super guy. Ed was Honest Ed. He left as Honest Ed, Ed's heart was in the right place, he was a good politician. He was a super guy. As far as I am concerned, I thought Ed was one of the best. Where is Ed now?

Q: He passed away.

CK: Did Ed pass away? I was at Ed's retirement party when he left, and I just thought the world of Ed.

Q: Tell me about the relationship that people had with each other.

CK: We were almost like a large family. We were on shift work. When we switched shift we went to Celanese dos and we got along really well, most of us. There was always somebody that was different than you were. But for the most part, we were one giant family, we really were. Everybody knew everybody else and everybody kind of shared. We did things and helped one another in times of need. We contributed generously to the United Way as a Celanese group. It was just a great place, it really was. I was treated well. Maybe some people weren't treated as well as I was, I don't know. But I was treated really well throughout my entire career. In ending my career, when I left this job...

Q: When?

CK: When I left this job of quality management, they offered me a computer job, an office job. I just wasn't the office type so I went back on tools and went back to the cooling tower looking after great big white superior engines. I stayed there until I retired.

Q: When did you retire?

CK: I wound up with a heart attack and I was off for two years with a heart attack. Then I turned 65 and retired. I am 70, so it would be 5 years ago. I was off seven years, because I was off two years before that with a heart attack.

Q: Then you were around when things started to cool down. Do you want to describe the process?

CK: Some of it probably happened when they built the Alliance Pipeline and natural gas started flowing south, when the price of natural gas took off. Let's face it. Our feedstock was natural gas. You couldn't make methanol or make products out of natural gas when, at that time, I believe it was about \$6 a gigajoule, or something. You were trying to compete on the world market because we never sold many of those chemicals locally. Our shipping costs were really high because we had to ship everything out by tank cars. And globalization had come in. They built methanol plants on giant barges and they floated them across the ocean to Venezuela and clipped onto a natural gas line and made methanol. They were not paying \$6 a gigajoule in Venezuela for this stuff. They were

paying like pennies. So this was what had really happened, the globalization factor. And probably there was some corporate will and self-preservation in the system. I don't know if the plants in the US are still running, but we had some identical plants in the US and of course they have an advantage. They were on the Texas Gulf; their shipping costs were way lower than ours.

Q: Were you around when things were starting to wind down?

CK: Well kind of. I couldn't even remember right now. PE and everything was still running when I left. But they were going to shut down the PE unit originally. I remember that. They felt they could supply the market from the plant in the US. Mind you, our product was high quality. Once that happened, they shut down the cigarette tow operation. The Chinese plant got going. They also built a vinyl acetate plant in Singapore. The globalization factors changed. It was really difficult to put together a clear picture of why the plant went down. But it certainly wasn't because of the union or the employees, because they were dedicated, loyal employees. Our productivity compared to the US was way higher per man, way higher. We did way more. I spent time in some of the US plants. We operated with much less people and very efficiently.

Q: Was Celanese pretty well unionized wherever it was?

CK: No, it wasn't. The only unionized Celanese plant that I remember in the US, I think was Charlotte; it was a fibers plant that was unionized in the US. But as far as in Texas and stuff, no there were no unionized plants. I think the one time I was at a quality conference and I spoke to those people. They realized that I was president of the union. I spoke at a quality conference and said, you know what, we as a union had a vested interest in the success of that plant. Well of course all the jaws dropped, because they figured all union people did was kill plants. That was not the case. Then I said, but we just made sure we got our fair share of the success. After the speeches were done, those executives button holed me all night and wanted to know about our union. As a union you had to be strong and you needed to be strong. But you also had to understand that you had the ability to focus on your needs and the needs of the greater whole. It was unfortunate that a good company deserves a good union. But if you had a real arrogant union and an arrogant company, hell they deserved each other.

Q: What about the future of Edmonton if such stuff continues to happen?

CK: Unless we utilized our energy advantages for the benefit of our population, it was not going to get any better. We needed the energy advantage here because our markets were far away. Right now we were selling too much raw energy.

Q: You weren't around when the shutdown came.

CK: No.

Q: Did the government here do anything much to try to facilitate the plant staying open?

CK: No, not to my knowledge. I don't know whether they did or not, but I know nothing to my knowledge of them trying to facilitate that.

Q: Are there any other questions we should be asking?

CK: I'll be honest with you. I had a wonderful career at Celanese. I had good years and bad years, everybody does. But actually most of us, including Louis and some of the old boys, we had an excellent career there. That plant sent a lot of families and a lot of

children to university, and really contributed to the economy of Edmonton and surrounding area.

[ END ]