

**Narrator:** Angus Macdonald (AM)

**Company Affiliations:** Canadian Grain Commission (CGC)

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**Summary:** Former Director of Inspections for the Canadian Grain Commission Angus Macdonald describes his career through the ranks of the CGC, which took him across the country and around the world. Macdonald recounts starting with the CGC in Vancouver as a summer student, following his father's career as a grain inspector. He lists the West Coast terminal elevators in operation at the time he started, some of the people he worked with and looked up to, and the qualities needed to be a grain inspector for the government. He discusses his career move to Victoria and then to Quebec, how the grain cargos differed in the east, and the unique issues that could occur in the St. Lawrence transfer elevators. Macdonald then describes his move to the upper ranks in the CGC's head office in Winnipeg, and he shares stories of his global travels as a CGC representative. Other topics discussed include the Burrard Elevator explosion, the CGC's national grain divisions, the CGC's interactions with the Canadian International Grains Institute and Canadian Wheat Board, Canada's grain system of quality versus quantity, and the introduction of canola and new grading systems.

**Keywords:** Canadian Grain Commission (CGC); Grain inspection; Terminal grain elevators—West Coast; Grain grades; Grain sampling; Grain transportation—ships; Grain transportation—rail; Grain elevators—St. Lawrence Seaway; St. Lawrence Seaway; Grain elevator disasters; Grain elevator explosions; Burrard Elevator explosion; Dust control; Grain dust; Elevator demolition; Burrard Elevator; Pacific Grain Elevators; Alberta Wheat Pool Elevator 1—Vancouver; United Grain Growers Elevator—Vancouver; Grain export destinations; Canadian Wheat Board (CWB); Canadian International Grains Institute (CIGI); Grain marketing; National Harbours Board; Bunge Elevator; Cargill; Private grain companies; Farmer cooperatives; Farmer meetings; CGC—Grain Research Lab; Grain research; Canola; Vancouver; Victoria; Prince Rupert; Quebec City; Montreal; Sorel; Trois Rivieres; Baie-Comeau; Sept-Iles; Winnipeg; China; Russia; Chile; Vietnam; Estonia

Time, Speaker, Narrative

NP: There we go. I'll introduce the day and where we are, and then I'll have you introduce yourself so we have you saying your voice. Nancy Perozzo in Victoria on another road trip to pick up interesting people to interview. It is September 8<sup>th</sup>, 2014. So with that tiny introduction, I'll have our interviewee of today introduce himself and his connection to the grain trade.

AM: Well, thank you very much for that nice introduction. I guess we start at the beginning, perhaps.

NP: Well, introduce yourself. Your name. [Laughs]

AM: My name is Angus Macdonald.

NP: Born?

AM: Born in 1937. My father was a grain inspector before me, and he suggested after Grade 12 of high school that I take the summer job there because they were always short of summer staff. I worked that summer in the elevators—very dusty days in those days—and at the end of the summer, the boss came to me and said, “Now, listen. I know you’re going to university, but we’d like to keep you on.” And I’d already applied for UBC and was accepted and so forth and so on, but it sure seemed like a good thing for me to do to stay at the elevator. I don’t know why, but--.

NP: So did you go to university?

AM: No, I didn’t.

NP: Okay. So where were you born, here?

AM: I was born in Vancouver in 1937 and went to Kitsilano High School and did quite well at school. Apparently, they liked me at the Grain Commission, and I stayed on for several years. I can’t remember exactly how many years. But eventually they came to me and said that I had been over to Victoria to the small elevator that was in Victoria a number of times to help out, and they asked me would I go over there to take on the job as the second in hand over there to run the Commission’s inspection group. That was fine with me because I had a sister that lived over there at that time. This would have been about 1957 or ’58. So I went there, and that elevator, believe it or not, which was just barely sputtering along for a while caught fire because--. I don’t mean that literally. [Laughing] But I mean it got very busy at the elevator, and we had more staff taken on all the time, as did the elevator, and we were very, very busy for a number of years. It was pleasant work, and I could go to Vancouver if there was any shortage of help in

Vancouver. I went over there and to Prince Rupert if they needed me over there. So we were a staff of two only when we started, and we were at five or six when I left.

NP: Now, I want to go back even further because I'd like to talk about your dad. So was your dad born in BC as well?

AM: No. He was born in Scotland in the Hebrides and was in the army in the First World War and was sent to France. When the war was over, he was in the army, and he came back to London, and they offered him passage home to Scotland, to the Hebrides, or they could give him \$5 and a boat ride to Canada. So he said, "There's nothing for me in Solace anymore," that was the name of the town that they lived in, and he went to—believe it or not—he went to Saskatchewan in the middle of the winter and worked on a lake. There was a ship of some sort on a large lake. I can't remember what it was right now. And he went back and forth. As luck would have it, there was a Scotchman captain on that ship who told my dad, "You're wasting your time here. What you should do is get to Vancouver. Somehow there are lots of Scots people over there, and you'll find some colleagues." So he did that too. One thing led to another. He worked for the post office for a short time and then went into grain inspection through the bottom, you know, like everybody else does and spent the rest of his career there.

**[0:05:21]**

NP: Did he ever say what appealed to him about the grain inspection work?

AM: Oh, we talked about it at length.

NP: Yeah?

AM: I knew all about it before I went to the place because he spoke largely and lovingly about what he was doing.

NP: Can you recall how some of those conversations went?

AM: I can remember some negative ones.

NP: Okay. That's okay too. [Laughs] But the overall sense was very positive?

AM: Yes, that's right. Very much so. That's why he encouraged me to join up.

NP: Why do you think he was so proud of it?

AM: Well, it was a really good job. I don't recall any details of that, but he was very happy in the work and liked the people he worked with and thought it would be a good place for me too.

NP: Now, tell me a bit about from what you recall what the elevator configuration was on the West Coast when you first started or when your dad was working. What elevators were up? You mentioned the one on the westside of Vancouver Island. What other elevators were operating when your dad was in the workforce?

AM: Okay. The best I can recall?

NP: Yes.

AM: The biggest one would be Pacific Grain Elevators, which was a two--. I don't know when they were built, maybe in the '20s or something like that. They were joined together. They were built as two separate ones, but they operated as one company, Pacific Grain. And then the Alberta Wheat Pool was down by the Second Narrows Bridge, if you know where that is. Then United Grain Growers [UGG] was between those two, and then there was Burrard Terminals on the north shore of the harbour. Have I missed anything there? United--.

NP: United, Pacific, and Alberta.

AM: And I'm not sure what they called the one on the north shore. We always called it the North Shore, but you can't do that now because Pioneer's got a big one there. I think that's probably all there was.

NP: Yes, because there was a lot of building up--.

AM: After.

NP: When you were working that.

AM: That's right. Yeah.

NP: So where was the Pacific one? Where was it located on the harbourfront?

AM: Pacific? At the foot of Cordova. That's where it was, and it was two elevators.

NP: Are all of those still standing?

AM: I believe so. I haven't been around there for a long while.

NP: Yeah. Different names?

AM: All different names now. I don't know who's who. [Laughing]

NP: You and a lot of people!

AM: That's right.

NP: You need to keep a record book. Now the one that was on Vancouver Island is no longer.

AM: No, they mowed that down much to their dismay. A year afterwards, it was booming. It would have been booming. They were crying for men. Then they built the big one at Prince Rupert, which is a huge and very, very viable elevator. One of the best in the country, I'm sure.

NP: So when your dad was working then, was it the same operation that the grain inspectors with the Canadian Grain Commission were moved from elevator to elevator?

AM: Yes. Yeah. It was almost a seniority thing, though. The big elevators got the more, what--?

NP: Senior? Experienced?

AM: Experienced, yeah. Better experienced, I think. I can remember a lot of those folks too. And I remember the head inspector in Winnipeg, and his company. They were good folks.

**[0:10:06]**

NP: When you think back to when you started, you said it was as a summer student.

AM: Yes.

NP: But was it doing inspecting or sampling or--?

AM: It would be sampling and doing all that kind of thing. I did everything I could do there. I was a busybody, and I did whatever needed to be done, but mostly it was sampling and carrying samples. And sampling wasn't all done by a pneumatic airflow anymore, it was all scoops and things like that. So we were in the dust a lot. There was no aeration.

NP: No dust control?

AM: None at all. Lucky we didn't get all ill from that.

NP: If you think back, if you can, just put yourself back in your--. You would have been still a teenager or just--.

AM: Yeah.

NP: What struck you about the elevators? Other than the dust, which is the pretty obvious one. [Laughs]

AM: That was the negative. But believe it or not, it was a well-paying job, although it was nothing to what it is today. But it was seen to be a good job. Where the elevator staff was laid off and taken back on at odd times, we never got laid off. There was always something for us to do. So that was good about it. And the people, all of the inspectors that I knew when I went there as a kid, were really, really nice people, and I never had any trouble with any of them, you know?

NP: Do you remember any of the names?

AM: Oh, sure. I remember them all, I'm sure.

NP: Did you have a favourite?

AM: Jeff. Oh, I've forgotten Jeff's name now. Jeff--.

NP: Was he a native BC-er, or was he from--?

AM: No, he was a Vancouver fellow. Jeff Storry. Jeff Storry. Another fellow from Calgary. Isn't that awful? I can't think of their names.

NP: That's okay!

AM: Then Harold. Isn't this awful? I can't think--.

NP: Were there any Thunder Bay people, or did they mainly get people west of Winnipeg?

AM: I think they got Prairie folks. John Czechowski was one. I think he came from either Manitoba or Saskatchewan, and he was inspector there for his whole career. What's--? Jeff Storry, I think he was a Vancouver fellow all the way. A very good man and very much involved in the scouting and became almost, I think, a national figure in Boy Scouts.

NP: When you think back to those days when you were learning and the people that you admired and learned from, what would you say made a good grain inspector? What characteristics did they have that you could see?

AM: Well, obviously, eyesight.

NP: Ah! Why is that? We're listening to people who don't know a lot necessarily about--. [Laughs] Or people who will be listening will be--.

AM: Well, I would think good eyesight would be the number one thing because you had handfuls of grain in front of you all day long, and you had to determine which was [No.] 1, and which was [No.] 2, and which was [No.] 3. In those days, there was six grades—six grades plus all the off grades that went in with it. That was later years it was brought down to three. I was part of that. [Laughs] And other characteristics? Well, they were all, as far as I know, they were all very sincere in their work. I never saw anybody do anything that I thought was wrong in any way. I was very proud of working with them. That helped a long way.

NP: Was there a chance that, if you didn't have dedicated and honourable people, was there a chance for things to go wrong?

**[0:15:02]**

AM: Well, I'm thinking this now. I'm almost positive that the inspection staff of the Grain Commission was considered higher than just about anybody in the elevators because of their character and their way of working. I really believe that. The elevators were kind of tough guys and a little different than we were. We were much more, I'm not sure what the word would be, but I think everybody respected the inspection staff very, very highly.

NP: And I would think if they were dishonorable people, that respect wouldn't be there.

AM: It wouldn't. They wouldn't last. People would be weeded out too as they came through, you know? Even in the inspection department there were people who--. You had to take tests periodically and all that, and that was often used to be--. And send them down to the elevator, and they might work in the elevator or something like that. But people seemed to be chosen to stay on the job.

NP: What did you like best about being an inspector, and what did you like least?

AM: Well, what did I like best about it? I guess I liked the fact that I was somebody in the elevator, that I had a position there that was respected, and everybody knew it. And what was the least? What was the least? Oh, perhaps overtime.

NP: Say something about that.

AM: Overtime just being never knowing for sure when you were going to have to stay and work an evening, for example. If you had something on that evening, it's too bad. You had to stay. That was something that always--. I was always having something to do, you see, and I wasn't happy about that. [Laughing] But you do it, and it made extra money, so.

NP: Was there a good training program for young inspectors when you started?

AM: I don't think so. I don't think it was very formal at that time, but it certainly became formal in the ten-year period that I started. At the end of it, everybody was having exams and tests and tested regularly. It worked. It was much better, I think. And the older fellows were mostly veterans from the war when I started, and they weren't as keen as most of us were, the latter group.

NP: Why do you think that might have been?

AM: I think they got their jobs because they were retired folks, and that was their attitude was that "I've got this job, and I don't have to be all that good at it to keep it." I think that kind of rubbed me the wrong way, from some of those folks.



NP: Now, we've interviewed several grain inspectors—all retired—of various ages, and one of the issues that they brought up in the Thunder Bay area was alcohol on the job, particularly with that group that you're talking about, the--.

AM: I don't know of anybody who had alcohol in our--.

NP: On the West Coast?

AM: In Vancouver.

NP: Hm!

AM: Now that changed later on, come to think of it. I can remember we had a few later on, yeah. But I might have been oblivious to it some way or another, but it never appeared.

NP: Yeah. In Thunder Bay, you would have to be a person with not good eyesight to have--. [Laughing]

AM: Well. I can remember a few later on. Another fellow who had, oh, terrible head injury in the war—lost an eye and mangled up his face and features—and they kept him on, and he was drunk often. I used to drive with him sometimes back and forth from work, and he always wanted to stop somewhere, and I didn't. Mind you, I got better at it later on, but I didn't drink when I was very young.

**[0:20:21]**

NP: During the time that your dad was working, can you estimate when he would have started his grain inspection career?

AM: I'm pretty sure I knew that at one time, and I think it would have been around 1935.

NP: Oh, okay. So early on.

AM: I was born in '37, and he was working at that time, yeah.

NP: As a grain inspector. Were there ever any incidents—because you had mentioned at the time even you started the dust control was not what eventually became—were there any explosions like there had been at the Lakehead in the '40s and early '50s?

AM: Well, there was a huge one in Burrard Terminals, which was an all-wooden grain elevator on the north shore. As you know, how grain is elevated through buckets on the--. A fire started in one of those, and there was no dust collection. It was just full of dust there, and the whole thing blew up sky high. I think six people were dead, including two Grain Commission employees. That would have been, my goodness—I'm guessing now though—but in the early '50s likely. I think, yeah. Oh, no. It was after that. It was after that. I might have been 1960 more likely. Something like that. That's just a guess, but--.

NP: Well, and that sort of goes along with--. I mentioned the Thunder Bay ones were '45 and '52, and more minor explosions that didn't result in loss of life, and there was sort of what sounded like a haphazard attempt to correct the dust collection at that time, which was not successful. But if this was in 1960, they then started getting much more serious about--.

AM: Very much so. From then on it was a lot of money went into dust collection from that point forward. And of course, that ended up being very much a money-making thing for the elevators once they started collecting that dust and selling it out in pelletized forms and so forth. That was an income they never had before.

NP: Right.

AM: Worked beautifully.

NP: That was a good coming together of circumstances. I'm just checking my time here every once in a while because I'm taking some notes of some of the things that you say just for future reference. As a young grain inspector and being on the West Coast, what did you learn about Canada's international grain trade?

AM: Not much. What international grain I learned came much later because I had a job to do and that was in the elevator. You know, I understood that we were shipping grain to all kinds of countries and all that type of thing, but I certainly didn't know in those early years anything about the grain trade really. I knew the Wheat Board was something in the Marine Building, and that was that holy tower, and the Grain Commission was something different.

NP: And where was the Grain Commission located?

AM: It was also in the Marine Building on, I think, the ninth floor. Oh, I can remember it well. I spent--. I worked there a fair bit too. We all took turns going up there.

NP: Now, you didn't stay as a grain inspector in Vancouver. You moved on in your career. Can you tell me a little bit about what opportunities came your way and why you chose to take them?

**[0:25:10]**

AM: Well, Cliff Robertson, who was the head inspector in Vancouver asked me to come up to the office one day. He said that a man by the name of Vern Crestman, who was the inspector in the elevator in Victoria at the time, was needing help. His health wasn't well, and he needed somebody, and Cliff said, "You know, you're the kind of guy who could help." So I thought, "That's fine because my sister is over there, and Victoria is a great place to live, and I'm happy I had no other encumbrances." So I said, "Sure." The idea was that if I didn't like it, in six months I could come back to Vancouver, but I ended up staying there ten years or something like that, maybe more. I'm not sure. Vern, who was very nice to me, and his wife was good to me. We got along very, very well. But his health went down the tubes pretty badly, and he pretty much sat in a chair all the time, and I ended up doing all the work. I was doing the sampling and the inspecting and calling him when I needed him, but hardly at all. I think that got understood at last, and Vern pretty much had to retire. He just couldn't keep up with it. He had a terrible lung condition. He only lived a year or two later too. A great man, but not healthy.

So I don't remember if I had a competition or anything like that, but I just stayed on and took the job in it. I got promoted to the same job. No, I guess maybe it was a PI-3 job, and Vern had been a PI-4. Maybe that was what it was. Then a year after that, I became a PI-4, and then our business got really big in Victoria, and we had a staff of four and five and the time instead of just two of us.

NP: Now, you have worked at all the elevators on the West Coast then.

AM: Yes, yes. Not Rupert.

NP: Not Rupert because it came later.

AM: Yeah. No, the old Rupert was there.

NP: Oh, was it?

AM: Yeah. And my dad had worked in there, but you know, for a couple of months at a time or something like that.

NP: So because we're called Friends of Grain Elevators, we're interested in these elevators. Did you have a favourite elevator? Was one easier to work at than another? Was one more efficient? Was the structure--.

AM: United Grain Growers was easily the best one to work in. Easily the best because it was more automated. They were the first ones to get automated, you know. Sample delivery systems and things like that. That was really an easy place to work. But Pacific Elevators and Alberta Wheat Pool, in the old days, they were years behind and dusty, dusty, dusty places to work. The North Shore, I didn't work much in the North Shore in my early sampling days. As an inspector, I worked quite a bit there but not sampling or that kind of work.

NP: The elevator that was here in Victoria, who owned it?

AM: Well, it was owned by--. Let me think now. I should remember this, shouldn't I? I can't remember now, but it was eventually bought out by Alberta Wheat Pool. I can't remember the name of it now. Nobody ever heard about it anyhow. It was a 1-million-bushel capacity, which wasn't big enough, and enlarging it would have been too expensive. So I think that's why they knocked it down, but it was very efficient--was super efficient. We could load ships quicker than anybody.

NP: Was it a Canadian concern that owned it?

**[0:30:00]**

AM: Yes. Alberta, and Alberta Pool finally took it over even when I was there. It really went well. Gosh, what was the guy's name who became the head honcho in Alberta Pool? I can't think of his name now, but the first thing he did was say, "That eyesore in Victoria has got to go." At that point in time, I got asked to go to Montreal. And it was booming, absolutely booming, the day I left, and about six months later I got the word that Victoria was blown up. They knocked it right down. The space still stands there empty. So we can find out what year that was by the time I went to Montreal.

NP: To the east.

AM: Maybe it doesn't say here. Oh, yes, '75 I left.

NP: Okay. I like to know when these things disappear because it just narrows it down, and you can go and find the newspapers of that year instead of having to check for ten years. What was the absolute worst elevator out of that set that were there when you first started in your mind?

AM: Burrard Terminal. Burrard Terminal, by far.

NP: Just because of the dust?

AM: Yeah. That was how you gauged the place when you were doing what we did, you know?

NP: Yeah. These elevators would have—including the Victoria one—would have been built in the 1910s, 1920s for the most part?

AM: I think so, yeah. Up to 1920. I think Victoria was 1919, but I don't know why I think that.

NP: Yeah. Well, it's as good a date as any. [Laughs]

AM: And nothing had ever been done to improve it as far as I could understand. Maybe new cleaning apparatus from time to time, but that was all, I think.

NP: It wasn't a rope drive?

AM: No.

NP: Were any of them rope drives?

AM: No.

NP: Because the one we were telling you about, the Fort William Elevator that we're looking for historic site status for, was 1913, and I think the rope drive was changed out in 1970 or something. [Laughs]

AM: To my knowledge, I've never seen a rope-driven one.

NP: So how did the opportunity for moving really east—bypassing Winnipeg and Thunder Bay—and heading to the East coast, how'd that come about?

AM: I don't know. I asked my wife if she would agree to that, and I have no idea.

NP: And where were you stationed?

AM: Victoria.

NP: And moved to?

AM: Montreal.

NP: Montreal. So that's a big shift.

AM: Oh, was it ever. My wife and I, we were pretty worried about it.

NP: Did you have children at the time?

AM: Two. A 10-year-old boy and a 7-year-old girl. We were all four of us worried about it, but luckily--. The head guy in Montreal at the time was a man named George Kileen, and he thought he was imperial. He sat in a desk in his office all the time, and I hardly saw him. Jack Maxwell, who was the number two man, was terrific. He even found me a house to live in and all this kind of stuff, you know? Him and his wife were great people. We befriended them, and everything worked really, really well. Both of those men were very near retirement age.

NP: And where would they have grown up, in that area, or were they transplanted too?

AM: George Kileen was a Winnipegger right from the beginning and shipped down there, and as far as I know, didn't do anything. Jack was a Thunder Bay guy. He and his wife and his boy moved down there, and he was a real good grain inspector. Really good. A little rough on the staff I always thought, but--. [Laughs] The francophone guys didn't like him at all, but they did what he said, so.

**[0:35:09]**

NP: So was English a requirement of working as an inspector and sampler with the Grain Commission?

AM: English?

NP: Yes. Because you were in a francophone community, did the government staff—as we call them—did the government staff have to speak English, or were there strictly francophone inspectors as well?

AM: There were, I would say, 50 to 70 percent unilingual French, and the others would be bilingual. I was the only Anglo in the whole crowd at that time shipped in, and everybody was--. We had 70 staff in Montreal alone, let alone the other ports. We had five other elevators, was it? Sorel, Trois Rivieres, Quebec, Baie-Comeau, Sept-Iles.

NP: Could you repeat those again just a little louder because I wonder where sort of the boundaries are for the various--.

AM: Sorel was about 50 miles out of Montreal. Probably not that far. Trois Rivieres was about another 25 miles up the river on the St. Lawrence from there. Then Quebec City, a huge, big elevator, and a very efficient elevator. Then the huge two big ones on the St. Lawrence on the north shore. Baie-Comeau, a fantastic elevator. It was the best elevator in Canada when it was built, and Port Cartier very close behind it, also on the north shore. Both very big, huge terminal elevators. But they had grain coming already from the Lakehead, and it was all cleaned and ready for—graded and so forth—and had no grading to do really, just to make sure everything was going. So we only had one in each of those huge, big elevators that ran often 20 hours a day. We would have one inspector and two or three samplers, and that's all. Huge, big. They would run all year long and everything like that.

NP: Now there are elevators in Saint John and Halifax.

AM: Yes.

NP: Were they operating when you moved down there?

AM: Yes, they were. I had lots of experiences in Halifax. Saint John never really did much, not much. It was a transfer elevator. It was railed to those two places from Lakehead right through, and some of it was spread around New Brunswick and Nova Scotia, but not very much. But most of it was transferred into ocean-going vessels.

NP: And who would have owned those elevators, can you recall?

AM: Sure. I'm sure I can. Let me think. [Laughing] If I can say that yet.

NP: Let me pause because I'll get you some water.

AM: Okay.

NP: Your throat and mine are getting a bit dry.

AM: Yeah. I'm worse. **[Audio pauses]** Okay, speaking of the flow of grain from the Lakehead through the St. Lawrence to ocean-going position. Most of it, of course, was done by laker, but a considerable amount was done by rail, and the rail would go as far as Quebec City. Oftentimes, less volume went in rail to Halifax. I'm not sure that--. Yeah, I think that's right.

NP: We think all the time, I think, Thunder Bay and west, we think of the Prairie farmer and their product. So would those elevators that you became in charge of for the Commission, besides getting a lot of grain and probably a majority of the grain from the west, was there any exporting being done or delivery being done by Quebec and New Brunswick and Nova Scotia farmers?

**[0:40:19]**

AM: No.

NP: And Ontario, too, I would guess.

AM: Well, Ontario was much bigger. Ontario, very big production of winter wheat. Very little spring wheat. So the winter wheat that they grew in Ontario was largely distributed in the United States and Canada, and very little of it was exported. I say that, but if there was a bumper year, they would get a couple of cargos or something to Britain perhaps or somebody like that.

NP: Now what was the advantage of winter wheat? What did it get made into?

AM: Yeah, it was very low protein and, therefore, used in cake mixes and things like that.

NP: Okay.

AM: But nothing with a rising.

NP: Now, you're saying five elevators in Montreal.



AM: Yes. Five all operated by the National Harbours Board at that time, NHB. Two of them were massively big exporting. There were two big ones. One was exclusively used for the milling people in Montreal, which was a big job, and number three was up--. More often than not when I was there, it was shut down and maybe storage only. Number one was the local Montreal market.

NP: Quebec is now Bunge, was it Bunge at the time you were there too?

AM: It certainly was. In all my career, I only had one nail in my shoe, and that was Bunge. The management there was so hard to deal with, and that was the only time in my whole career I had to fight them all the time.

NP: What kinds of things would create tension?

AM: Well, I can't remember all of them, but I can't remember any right now. But I remember that, what was his name--? Isn't that funny. I've lost his name right now. The manager there was on my phone all the time complaining about something, you know. And I'd tell him that he was being mistaken, and then he'd get madder than ever. We had a terrible time.

NP: Did you work with the same manager all the time, or did you go through a series of Bunge managers, and they were all difficult?

AM: This was a little man about that high and he was in a big desk. You can just see him, you know? He spoke very good English, very good English, but he wanted you to know that he's the boss no matter what, you see. So I had terrible times with him. He would suggest that he was going to phone my superiors and all this kind of stuff. "Go ahead and phone them. They'll know what to tell you." [Laughs] But he was a tough guy, and he's the only one I ever had trouble with, and that was forever.

NP: And normally, from what I have heard through the interviews, most of the issues would have been with the grading of the exported items and whether they had, you know, the mix wasn't quite right, or they didn't get the tolerances correct.

AM: Exactly, yeah. But our staff there—Roger Lavallee—my goodness, what a guy he was. He was our inspector at Quebec, and how he put up with it, I never knew, but he stuck it out until he retired. But it was tough on him, and it was tough on me too. I didn't like having to fight people, but that guy certainly was--.

**[0:45:03]**

NP: In dealing with various companies—so you would have, over your career, dealt with the Canadian major ones, the Richardson's, the Pools, the--.

AM: Oh, absolutely.

NP: Parrish & Heimbecker [P&H] to a lesser extent.

AM: Yeah, yeah.

NP: UGG. Was there much difference—other than this one person who just seemed to sort of dig in and want to be combative—was there any difference in dealing with the Canadian-owned companies versus the international companies? The Cargill, Bunge—they were probably the major international ones, right?

AM: Bunge was the Canadian boss--. Or what's his name? I can't think of his name now. But he worked for Bunge, the guy at Quebec City. He was Bunge's Canadian man, and he was the one I had all the trouble with. But Bunge corporation was way bigger than he would be, you know? So I don't suppose anybody in his head office knew that he was a jerk. [Laughing] But no, everybody else was very, very--. Gosh, as I went through the chain of command there, I became great friends with all those people. They were very easy to deal with, everybody. And if we needed something done, I never hesitated to ask something to be done. It would be done just like that.

NP: Dealing with the Harbour Commission--.

AM: Harbour Board was a little troublesome.

NP: How did that work? Because that's an unusual set up.

AM: Yeah, it is. All the people normally came out of the rail things into the grain thing for some reason or other, and there lied the problem.

NP: Why? Can you give an example of sort of how that would come about?

AM: Well, I can't really. I can't think of why they did it that way, but they did. I think of a man named Gaston Lapelle [sp?]? Gaston Lapelle, yeah. Lapelle? Gaston. Yeah, I think that's it. Who became the Harbour Board's manager in Montreal. He was a

delight to work with. He was a very, very capable guy and lovely person. I liked working with him very much. So I have no-- I can't say anything.

NP: So what would be the difference in opinion or method of operating between a person who came up through the grain system versus somebody who came into a position at a Montreal elevator from a railway perspective? What would be the difference of viewpoints?

AM: Well, I think when that happens—people who get into the grain area from, as you say, from another type of work—they soon catch on how it's going to go, and it's not going to be big changes made. They learn that quickly.

NP: And the people coming up through the railway system didn't--?

AM: No, they didn't make any-- I can't think of anything like that. I can't think at all about the--.

NP: Now, what would actually happen—and this may not be something that you can answer—but what about the ownership of the grain? So it leaves Thunder Bay heading down into a Montreal elevator. Let's say it leaves--.

AM: It's Wheat Board grain.

NP: Let's say it leaves--. But it wouldn't all be. Like some of it would be off board grains.

AM: Yeah.

NP: So they'd leave, let's pick Richardson's as an example in Thunder Bay, and be offloaded at Montreal. It still remains Richardson's grain?

AM: Absolutely.

NP: Okay.

AM: Yeah.

NP: So they have to--.

AM: Then they have to get the ship to take it and so forth like that. They have it all ready long before they move the grain into the port.

NP: So that Harbour Board would have to be constantly communicating and negotiating storage with the companies delivering out of Thunder Bay?

AM: Yeah. It worked like clockwork. It really does. Ships have to arrive right when they're ready, and the grain has to be ready for the ship and all this, but it works.

**[0:50:15]**

NP: Mmhmm.

AM: It works very, very, very well. Hardly any mess ups, especially all the grain that's been inspected at the Lakehead. Sometimes when we get grain coming in east of the Lakehead, we have troubles with cleanliness or grading or other things like that.

NP: Those would be the ones coming in from the smaller elevators? Was Prescott one of them and--?

AM: Yeah.

NP: Like along the Seaway or the previous Seaway.

AM: Yeah, those. But all those elevators along the--. What did we use to call that area? The Lakehead? No. The Lakehead's the lakehead. What did we use to call that? Anyhow, what is there, six or eight elevators like that?

NP: Mmhmm.

AM: Pretty much all involved nowadays with Toronto, with the local millers. It's mostly low-grade wheat. It's not hard spring wheat by any stretch of the imagination. It's all flour product.

NP: It's very specialized.

AM: Yeah, very specialized.

NP: So allowing the bigger elevators at the Lakehead to deal with the huge volumes.

AM: Yeah, yeah. We haven't talked about Chatham either. It was a very big point for the inspection division. We had a fellow named Bob Hodgson that was there for 30 years or something from Winnipeg, and he ran a shop that was absolutely super too until he retired about the same time I did. I think everything's going along just as well, but he was the expert in the Ontario milling company, and he really did a job on that and was a specialized thing.

NP: What was his name?

AM: Bob Hodgson. Robert Hodgson. H-O-D-G-S-O-N. Wonderful guy.

NP: So the Chatham, did it deal with those smaller elevators we were talking about, Prescott?

AM: Yeah, in the winter wheat area, and then some pulse crops too like lentils and things like that were done.

NP: So was that a different division of the Grain Commission?

AM: Yeah.

NP: So it had the--. What were they? We had the West Coast.

AM: Yeah.

NP: Winnipeg?

AM: No, we had the West Coast, then we had the Central, which was Edmonton, Calgary, Moosejaw, Saskatoon, and Winnipeg—and Winnipeg being not the head office, but the Winnipeg local.

NP: Sort of operational?

AM: Operational thing, yeah.

NP: And then Thunder Bay?

AM: And then Thunder Bay, and then Eastern Division, which was everything in the east except Chatham. Chatham was by itself.

NP: Hm!

AM: Did we mention we did Sorel and Trois Rivières and Quebec and Baie-Comeau?

NP: Right, yeah.

AM: That was the Quebec seafront, really.

NP: When you look at it from an overall perspective of the system, was there a hierarchy of offices within the operation?

AM: I don't think so. I think--. Well, there was head office, of course, which we were a head office as well as a--.

NP: Divisional office?

AM: Divisional office as well. I think it couldn't have been any other way than it was. You know, the head office was there, then the Winnipeg, they did a lot of rail stabbing, they called it with probing boxcars and things like that. They had a big sampler effort there, but there was no--. That was fine. It worked well. They worked out of our building, worked in the railyards. In the central area—Saskatoon, Moosejaw—two big elevators, and then Calgary, Edmonton, and Lethbridge, smaller. But most of our work in those three were done to assist farmers. They bring their crops in and take dockages and grades and things like that.

**[0:55:55]**

NP: Mmhmm.

AM: But only a few people. We had probably three or four people in each of those places. Winnipeg had a fairly big crew because it was a lot of probing going through cars and that. Probably 50. No, 40 maybe in Winnipeg.

NP: Now, when you think of your Montreal time--.

AM: Think of it?

NP: What were the highlights?

AM: Oh. Loved it.

NP: After all your anticipation or worry to begin with? [Laughs]

AM: As luck would have it, the Jack Maxwell that I talked about earlier took me under his arm and took me to every guy in the trade in the first month that I was there. Shook hands and had lunch or had a cup of coffee with everybody and all that. What a good thing to do. Then I had cause that I could phone anybody from then on and carry on just like I would at home, you know? It was wonderful. And when I retired, I was absolutely flabbergasted. They put on a retirement party for me, and half of the people I knew in Montreal came to that. It was just amazing. But we did a good job too.

NP: Any challenges other than the Bunge? [Laughs]

AM: I can't think of any really. We had troubles, you know. Lots of troubles from time to time, I guess. Mistakes made and things like that, but we got out of them all, as far as I know, okay.

NP: So what kind of mistakes can be made, and how do they fix them?

AM: Well, something like a mix in an elevator somewhere with two grades being mixed together, and how are you going to get them? Our guys go in there, and they run off the grain while it's all, say, No. 1, and then as soon as you start seeing the bad stuff coming, you have to cut that off. Then the rest of it will be mixed, and then you have to determine what grade and where it's going to go. There's a big cost advantage there.

NP: Or disadvantage.

AM: That's what I mean. Disadvantage, yeah.

NP: Yeah. Did you ever have to order the cargo to be offloaded, or was it always worked out with sort of a compromise and a cut price?

AM: We had a couple of big ones. One in Quebec. [Laughs] And one in Baie-Comeau. And we had to discharge. That's a big, big cost factor there. You have to think hard and long about what to do here, but we had to do it to two really big cargoes. I can't remember the exact details on them both. I think in Vancouver, we had one or two little ones as well, and Rupert, I think, had one.

NP: Which is really surprising when you think of the amount that went through there would be so few over the period of your career.

AM: Yeah. We had a humdinger in Victoria when I was there too when Vern was still there. So early on. I wasn't very old either.

NP: And how was that one resolved?

**[0:59:35]**

AM: Well, it was a miracle. [Laughing] It was a cargo of Red Spring wheat to Russia, and the Russian ship stood at the dock, and I was in my sampling position—the top of the elevator—and the whistle went to start loading. As I always did, I watched the first draft go through, and it was full of canola in the wheat. “Hold everything!” Tim Grant, an old man—jeez, I liked him—I told him, “Shut it off!” We only got half of a draft on the ship, and the elevator people were all saying, “It's just a little bit in the leg or something like that. Don't worry about it.” I said, “Well, before we go any further, we're going to find out.” The whole elevator, nearly 1 million bushels, all mixed. It took a month or something like that to get it all cleaned out. If that had all gone on the ship, you'd take it out with a shovel. They had no way in Victoria or even Vancouver of unloading ships.

NP: Yeah. The vacuators weren't invented by then.

AM: No. Not strong enough anyhow.

NP: Oh, really?

AM: Yeah, yeah. So we had to be always careful not to get anything on a ship that wasn't supposed to be there.

NP: So then what happened to that ship? Was it directed to another elevator?



AM: Yeah, it was. Yeah. We only had half a draft in there. That would be about two tonnes or something on the ship. It's nothing. Lucky.

NP: Lucky. [Laughs] Observant!

AM: Yeah. I got lots of kudos for that one because I think the word spread on that one. It didn't do my reputation any harm, I'll tell you.

NP: Mmhmm. So after Montreal then, what opportunity presented itself?

AM: Well, that's interesting. Well--.

NP: Do you want to pause?

AM: Yes, please. I can't remember.

**[Audio pauses]**

NP: Okay. Montreal, you were saying that in reviewing your resume there that you spent three years there, leaving there in '78.

AM: '78, correct, and was appointed deputy director of eastern Canada in Winnipeg in 1978.

NP: And you had a counterpart in western Canada?

AM: I had a counterpart, Henry Fast, in western Canada. Henry and I were partners for a number of years. He originated in Vancouver as well as I did, and we were good friends as well as good partners.

NP: Was there much--. You know, you're in Winnipeg and dealing with two areas of the country. Was there any difference in issues between the two, or was it pretty much the same?

AM: No, it was just different--. The collection of grain in western Canada was much more diversified than in eastern Canada. It was a bigger job in western Canada than it was in eastern Canada. Eastern Canada was handling western grain that had already gone through Thunder Bay and was all properly done.

NP: Such a good group, that Thunder Bay group! [Laughing]

AM: Absolutely! A really good group. In 1992, I was deputy director of operations for all of Canada, and Henry became director at that time. And when he retired, I got the job for two years.

NP: Okay. So let's talk about a question that I had asked earlier on, and that was what did you know about Canada's international grain trade when you were working in Victoria, and you said, "Not a whole lot. There were ships." So once you hit head office, I would guess you really learned a lot about the overall system.

**[1:05:03]**

AM: I can't tell you. I can't--. We'd spend two days talking about this if I talked about all of the experiences I had overseas. I was travelling all the time. For five years, I was away more than I was at home in every part of the world. I think it's something like over 60 countries that I travelled to, and some of them numerous times. It was fascinating work, believe me. China was our big, number one customer at that time, and the Soviet Union. Both of them. I was there two or three times each year. Imagine that! And never mind that, everywhere else too. I'm trying to--. Chile just comes to my mind right now of a country that--.

Well, we should talk about the institute. Do you know anything about the Canada [International] Grains Institute [CIGI]? A wonderful organization. My goodness. People would come through there, and we would deal with them, and we would get information on their needs, and then we'd see if we could meet the needs. Therefore, I would be shipped off to Chile, for example, and I went to Chile two or three times to try to sell wheat to them with the Wheat Board. They were really interested more than anything in pasta manufacturing for durum wheat, and they were very concerned of infestation, insect infestation. So I said, "Okay. I'll guarantee that we land your ship free of infestation, and to do so, I'll be at the port when the ship docks, and we'll go through it." I can't remember what I said if we were going to put it back in the boat. I don't think so. [Laughs] But anyhow, we did that, and they were ready for me. They had people sifting by hand and everything. Not an insect did they find, and I was happy about that.

And then it was a big problem for them for coming from the West Coast to Chile. They had nothing to send us back, or nothing that we could find that we could send back. We finally found a way so that they could move fruit and vegetables to Japan, and Japan would bring TVs and stuff like that to Canada, and wheat down to--. And that's still going on. That's 25 years ago or something like that.

NP: So who would have all—at the Canadian side of it—who besides the Grain Commission and the Wheat Board would have been involved in getting that system to--?

AM: The Wheat Board. Just the Wheat Board and the Grain Commission, and me from the acting end as part of the Wheat Board in those days.

NP: So how would they manage to swing a deal to ensure that Japan would be part of this?

AM: It took a year or two to do that.

NP: Was Trade and Commerce involved?

AM: No. I don't think so. They probably were involved. They were probably watching it all, but I think it was just done by the Wheat Board and the Grain Commission. And it worked, and it's still working.

NP: Who would be some of the people you worked with at the Wheat Board?

AM: Oh, gosh. All of them.

NP: Frank Rowan would have--?

AM: Oh, Frank and I were best of friends. Always. Have you heard anything of Frank lately?

NP: Mmhmm. Just talked to him a couple weeks ago.

AM: Really? If you ever speak to him again, tell him you were talking to me because he and I were just pals, boy, I'll tell you. What a nice man he is.

NP: So you travelled with him?

AM: When did I travel with him?

NP: Because he was sort of the Russian go-to guy, from what I understand.

AM: I went to Russia a lot too but not with Frank.

NP: Jim Leibfried would have been there.

AM: Jim Leibfried, yeah. Yeah, Jim was a nice man too, but I didn't have much work to do with Jim.

**[1:10:05]**

NP: Now, someone else. Alec Kubichek?

AM: Kubichek. Oh, what a guy. I played poker with him 100 times. Lost every time, I'm sure. [Laughing] Alec was a wonderful guy.

NP: Quite a group.

AM: Oh, boy. What a nice bunch. Bill Smith, you didn't know him, who was a Wheat Board--. What did they call them? Wheat Board--. What was Jim?

NP: Commissioner.

AM: Commissioner, yeah. He was in China, and they were taking him on a ship, on an outing on a yacht or something like that, and he fell in and died. Gosh, that was sad. What a nice man too. You know, those Wheat Board people, they've all been solid people, you know. Very much so. I liked all of them. Esmund was a great guy too.

NP: The various countries then—you mentioned Chile, Russia, China—were they like working with different personalities, the various countries? And how would you describe interactions with those?

AM: That's a tough thing to do. I think I was the first person from outside who got to Hanoi at the end of the war, the Korean War or the--.

NP: Vietnam.

AM: Vietnam War. And what happened, somebody had—not me—organized that Russia would put up the ships, that we would fill the ships with grain to get them some food. They were starving down there. I think I was there the day that the first ship landed, and boy, oh, boy did I have some horrible times there.

NP: Why was that?

AM: Oh, the place was just awful. The Americans had bombed Hanoi. It was just flattened, and it's basically puddles of water everywhere in the place. There always was. And it was all bugs and rodents, and everything was just terrible. In the hotel that we went to, the hotel was on a tilt like that, and the swimming pool that had been built inside of it—newly built, I might say, at the hotel—was a swimming pool, and it had dumped down under the water. I was walking around there, nobody to speak to, no English speaking, except I found a guy, a Hungarian, who spoke English. Anyhow, the Hungarian man said, “Try the fish tonight.” He said, “It's pretty good.” So a little man came along with a thing over his arm. “I'll have the fish, please.” It was good. So anyhow, I'd seen this swimming pool the night before, and I ate the fish, and it was good. And in the morning, I woke up really, really early, and I was going to walk around the hotel. I came to where the swimming pool was again, and there was a man sleeping on this board outside. Right then, I heard a toilet flush close by in the hotel, and you know what happens in there? It went right into the swimming pool. The fish goes right up into the swimming pool and eats all this effluent, and that was what I ate last night. I didn't eat the fish from then on, I'll tell you. [Laughs] Oh, boy.

NP: So what was it like when you would get to Hanoi? Who would you contact?

AM: Well, I'd gone there through China. Jeez, I don't know how this all happened. I can't remember how I got there. I think I was in China doing something and got word to head on down to Hanoi. I flew down into Hanoi, I think. Yeah, I think I did. But then coming out--. Oh, God. I got a taxi from Hanoi. Hanoi's not too far from China, and this was a taxi, and the taxi driver was crazy. We were going along. What do you call them? Immigration. Not immigration.

**[1:15:49]**

NP: Like the border?

AM: No. You know how they grow their rice in mud--.

NP: In the paddies?

AM: Paddies. And water goes up and down, and there's a dike that runs between everybody's property, and there's a road on top. Yeah. I'd say it's about as wide as this room here. There's people--.

NP: 20 feet or so.

AM: Yeah. There's people with carts and pulling donkeys and all that walking all the time back and forth. Where they're going, I don't know. But anyhow, we're going, and this young guy's in the taxi taking me to the airport, and I can see a great big truck coming. And I see the dust going up on the truck, and I'm trying to tell the guy to slow down here now. "Slow down! Slow down!" No. He's going, and we're going right like that. And we missed. And both the drivers got out and were sick. They both stopped and threw up. And I didn't throw up, but I was really shaken because we lucked out there.

NP: But you show up there, you're waiting for a cargo. Who do you talk to? Like who's in charge? [Laughs]

AM: Well, somebody was in charge all the time. I didn't know who they were or what they were. The night before I left that day, they had a big dinner on for us. Big dinner, everybody's happy like this, and they came in with a big tureen like a bathtub full of slugs. And that's what they were, slugs. And they were just thinking it was wonderful, and I thought, "No, thank you. No, thanks. I'm not eating slugs today." Those kinds of things are fun to remember, but not so fun at the time.

NP: Well, I was interviewing—or I wasn't interviewing—but another one of my colleagues was interviewing a fellow whose name has escaped me, and I don't know if he was in the Philippines as a ship was being unloaded, and there was snow in it. Was that ever anything you had to deal with? Dealing with the snow? [Laughs]

AM: Oh. I don't remember that one of where the snow came from. No, I didn't.

NP: It was loaded in Vancouver, and they figured it was probably--. Well, it was snowing, and it never--.

AM: Well, they would just put tents up in Vancouver. They're used to that. I mean, Vancouver--.

NP: He said it was very interesting because the fellows would go down unloading it, and they would be, I think, probably just have loincloths because it was so hot. They were bringing up this white stuff. They had no idea what it was, but it was freezing cold. [Laughs] So they had to come up and sort of warm up. So I was wondering whether that was one of the shipments that had to be--.  
[Laughs]

AM: I hadn't heard of that one.

NP: You'll have to get the interview and listen to it.

AM: Yeah.

NP: So that was your Vietnam experience. What was your most pleasant international--?

AM: Brazil maybe.

NP: Tell me about it.

AM: Well, we put on—"we" being the Wheat Board and the Grain Commission in conjunction—put on a seminar that was about--. It was well over a week. It might have been two full weeks in a place called Fortaleza on the north coast, which is one of the nicest places in the world you'd ever see. The ocean roaring in. If you can see Brazil, the northern coast of it there is right on the eastern side of the country. It was absolutely beautiful, and there's no civic politicians. It's the richest man in town does the job, and he was really rich. He and his brothers owned all the—is it Volvo, yeah—Volvo automobile plants in Brazil. And there's no rails in Brazil, no railway in Brazil, so everything's trucked. This guy was a bigshot, and we had a wonderful trip there. Went to Rio de Janeiro too, and he hosted the whole thing, and it was wonderful.

**[1:20:52]**

NP: So who would have been taking part in the course? What positions, and what was their interest?

AM: Oh, it was all grain inspection. All grain inspection and how we inspected grain in Canada. Left them all pamphlets and books and instructions and everything like that. We've been doing good business with them ever since.

NP: Did they--.

AM: And they were really sharp, by the way. They were a really good group. Listened hard. We did a good job that time.

NP: What other countries were interested in the Canadian inspection system?

AM: China, big time. China. We had them here too many, many, many times when I was there. Dell Pound, when he was the chief, he headed a group of us, and I think about a month we were there in China at a fancy college kind of a place, dormitory set up, and it was really well done. I think we made miles on that trip. It was really well worth it. They used to complain all the time on every cargo and that kind of stuff. They stopped all that after. It was well worth the job. And let's see. Where else? I liked a stop I made in Estonia of all places in Tallinn, which was in the news the other day, by the way. You don't hear of it very often. Oh, I know. It's--. Anyhow. In Estonia, the Russians threw half the population out and filled it up with half Russians, so now it's half Russians, and they're not going to make it together. This is 20 years or 25 years now. They're having a terrible time amongst themselves. But I found an Estonian man there who was very interested in what I was working with, and he took me around the country, and I just loved it. It was beautiful. You know, as a personal thing, it was really, really nice.

NP: What were the facilities like in those countries?

AM: They were first class.

NP: Not just the hotels and whatever, but the grain handling and--?

AM: Yeah, the largest grain elevator in the world is in Tallinn, and we were shipping grain to the Middle East through, and I didn't know that. I knew that we were shipping lots of grain out of the East Coast to the Middle East, but I didn't realize that it was going through Tallinn. They have a fancy rail track all the way into Iraq and Iran and all of that. We were doing big business in those days. I don't know what we're doing now.

NP: And Cuba would have been receiving grain too?

AM: Cuba? Oh, yeah. But Cuba always wanted the lesser valued stuff, you know. Yeah, they would take No. 3 and all that.

NP: So you were in that position sort of after the big Russian grain deals.

AM: Yes.

NP: So it would have been a more steady--. And depending upon what kind of crop year they had.



AM: We had wonderful relationships with Russia. Really, really, really good people with them. Oh, what was her name? A lady was the--. Very high lady in the--. Isn't that awful? I can't think of her name right now too. I'll think of it as I walk out of here.  
[Laughing]

**[1:25:09]**

NP: Yeah. Not that you would be biased at all, so who were Canadians' biggest competitors, and how did you feel that because of, let's say, the grain inspection system we stacked up against the competitors?

AM: You know what I'm going to say, don't you?

NP: Well, here's your chance.

AM: Well, from a quality point of view, the only other one is Australia, and they do very, very well in quality. In their limited area, they get rid of all their grain. They have no problem getting rid of it. Similar to us. They're the closest to us. The US is probably third, and they're a way deep third. Their reputation is not good at all in the market, and Canada is lightyears ahead of everybody. But they have to pay more for Canadian. That's the way it works.

NP: And that worked out?

AM: Oh, it works out beautifully.

NP: Why do you think the US was so different?

AM: Well, what grain they sold, for example, was almost—if we're talking wheat now—the wheat that they grow is low protein stuff and not--. See, what Canadian wheat does is uses--. Most overseas buyers blend Canadian with their own local wheat to make a viable loaf of bread, and the US doesn't have that same quality in their wheat. So that's as simple as that really. The Russians love the Canadian wheat because they have low quality wheat but lots of it. But they use ours to make it edible.

NP: Did you want a bit of a break?

AM: No, I'm okay.

NP: You're okay? Good. Now, to shift gears a bit, we had talked really early on about the kind of training that you got as a young man to become a grain inspector, and you said there wasn't really much. You just sort of watched the guys who were already on the job. But you said things had changed considerably over the time of your career. So what kind of changes in the whole grain inspection system did you see over your career?

AM: Well, over the whole career, I think it started very small with a couple of people who were interested in doing it. Jeff Storry was one, and probably the one that I think of the most in my younger days who would give us all instructions and tell us why we were doing it and how to do it. I don't know how--. What was his name now for heaven's sake? Oh. From Winnipeg.

NP: Who was he with?

AM: With the Grain Commission. With the Canadian Grain Commission inspection division, and he started a--. Oh, it's right on the tip of my tongue. I can see his face. I should--.

NP: Where was he from?

AM: He's a Winnipegger right from the beginning, and he was about the third or fourth layer, but he was really interested in starting this. They made him the staff training officer for Canada at that time, and that was the first time we had that. I was in Victoria, I think, but he would come around to everybody and give us tests and all that kind of thing. He was kind of a tough guy, but he was good too, you know? That all branched out, and then I think Thunder Bay and Vancouver did their own thing in that respect. We had, yeah, trainers to teach us after a while, which was big.

**[1:30:15]**

NP: Were there a lot of things changing within the grains that were being produced that required ratcheting up the quality of the training?

AM: Yeah. For instance, the grades of wheat, for example, which were big ones, went from six to three grades in one fell swoop, and then everybody had to get geared with that, you see. That was a major change. I can't remember when that was. But Charlie, I think Charlie was his name, was it? I'll come to it when I'm going out the door.

NP: [Laughing] Again, we can always track this down because the list of who worked--.

AM: He was a bit of an obnoxious guy because he was holier-than-thou, but he came around to all points. The Thunder Bay guys would know who he was too. But he was a little bit uppity, but he did a good job. Really good job. And then that carried on forever, and every point then had a training officer then who could take bright young guys and put them through it. Jeff Storry was really good in Vancouver at that too.

NP: So were you involved in any of the changes in grading and the protein, you know, the shift to protein content measurements?

AM: Yeah, I was certainly involved in the protein content. About grading, I'm not so sure. I don't think I had much to do with any of that. I didn't do much grading for the last ten years. I was more manager than anything. Grading gets a lower seat when you're doing it.

NP: How did you like managing?

AM: I liked it. Yeah, I liked it. I enjoyed it. It was new, and there were new things all the time and new people and new customers, and I liked it all. I had interesting trips into the Middle East. I was thinking of Israel, and what's the country right next to it?

NP: Palestine?

AM: Pardon?

NP: Palestine.

AM: No. No, the Palestines are in--.

NP: I'm not certain. There's Syria and--.

AM: Syria! Syria. I had an interesting time in Syria in Damascus.

NP: Tell me about that.

AM: Well, it was more--. What was I doing there? Let me see. Why was I there?

NP: So they were using Canadian product for couscous and things like that?

AM: It was an American, Al-Jaloni [sp?], I think his name was. Al-Jaloni. Syrian, but now a millionaire in the United States, and he asked the Commission to send me to see him in Syria because they needed to get some sense put into their grading system in Syria. That was another scary time. Imagine being there now. Gosh, they wouldn't have it now. It's terrible there now.

NP: So why was it scary?

AM: Now?

NP: No, when you were there.

AM: Well, it was a different world to me. I was there for ten days or something like that. I was eating food I'd never eaten before and didn't know what was being said all the time and the whole thing. But Al-Jaloni was really good and looked after me pretty much. But I didn't like to be there that long.

NP: So they wouldn't provide a translator for you at all?

AM: No, I don't think they knew what that was. But Mr. Al-Jaloni, I saw him not too terribly long ago on TV. He was making a speech. Interesting. And Israel was interesting too. Everything is at a breaking point in Israel all the time. Gosh, I really noticed that. Everybody was just going into the, what do they call them?

**[1:35:28]**

NP: Kibbutz?

AM: Kibbutz. Wow. It's a tough life, boy.

NP: Yeah. You don't realize how wonderful we have it here.

AM: Oh, my goodness sakes. We're so lucky.

NP: What would have been your interactions, then, with the various grain companies once you moved to Winnipeg? Would you have ongoing contact with them?

AM: Yeah.

NP: What kinds of things would be up for discussion?

AM: Well, they were—all the companies—were always in our office. Some were doing grading, others were doing, “Can we do this or that or the other thing?” We had senior people from the companies in our office like every day.

NP: What would be--. Would they lobby for certain changes to the system?

AM: I think most of it was being palsy with us. Just being there to be a pal if they needed us. You know? I really believe that. Some days, there would be a big question, then you knew this was a serious one. Other days, they would be in just to talk.

NP: Mmhmm. What kind of questions would they have?

AM: Well, I can't remember right now anything specific, but one of their elevators maybe had a problem with a grade or something like that and needed reference for it. All kinds of questions and things that come through.

NP: Infestations or--?

AM: Oh, yeah, all that stuff and many, many, many things. Oh, what was it? It was a question a day, I guess, from somebody.

NP: Did you get a sense that--. Well, just not to load the question with my bias--. What sense did you get of the companies' opinion of the Grain Commission?

AM: Okay. The companies. The companies that were farmer-owned were all for the Grain Commission. The Grain Commission can't do anything wrong, and if you told them it was black when it was white, they'd say it was black for you. You know the whole thing. Cargill wouldn't do anything for us. They had just a different attitude altogether. The private companies were much, I'm not saying they're wrong, but they were just doing what they thought was best for their company. But we could hardly ever agree.

NP: So the private companies would be pushing for changes?

AM: Yeah, sometimes.

NP: Which have eventually come about.

AM: Lots happened, believe me. I mean, Ivan Shibatu [sp?]<sup>2</sup>—used to be the number one man there—and I curl together for example, but at work we didn't see eye to eye at all.

NP: So what would they like to see change?

AM: See less grain inspection, for example. Let them do it. Well, that's not going to happen as long as Canada is putting the stamp on it. I'd just tell them that. But Ivan was a wonderful man. I loved him too, but he was trying all the time.

NP: Is he around as far as you know?

AM: Not any longer, I wouldn't think. I think he's older than I am. But he was my man at that time with Cargill, and he was a tough customer.

**[1:40:07]**

NP: The Canadian-owned companies, same attitude or some sort of connection with Canada's reputation?

AM: Alberta Pool was a little off the--. As opposed to the eastern folks who were fine. I'm talking of the elevator systems. Manitoba was great, Saskatchewan was great, and Alberta was a thorn.

NP: How about UGG [United Grain Growers]? Because they usually struck a midground between private and pool?

AM: I was going to say that's probably about right. Midway is about right. Yeah. Yeah, I would say that. I hadn't thought of that, but that's probably about right. Good friends in all those companies by the way, but you know, you have a job to do.

NP: Yeah, and not always the same interests at heart.

AM: That's right. Yeah.

NP: What about your connection with farmers?

AM: Oh, I loved that. That's the best.

NP: Yeah? Tell me about--?

AM: I'd go out on the farm many, many times and talk to farm groups. You'd get 60 to 100 people in a big hall somewhere, and they'd be yelling at you when you got there first thing, and at the end, we'd all be pals. It was great.

NP: What were some of their misconceptions, do you think?

AM: Well, I can't recall any little ones, but they're always going to pick on the government to begin with. [Laughs] That's a given. Then if you play straight with them, they know we're all shaking hands at the end, that's for sure.

NP: Think a lot of misinformation or misunderstanding about--?

AM: I don't think anything greatly, but some guys just like to stand up and bark a bit and see if you can handle it. You have to do that sometimes.

NP: The farm groups then—not the Pools but Keystone—and, I assume, every Prairie province had their lobby groups, I guess that would be what they were called. How was interaction with them, and what were they usually looking for?

AM: They rarely contacted me. I didn't get any kick from them.

NP: That would be mostly through the Board, I guess.

AM: I think the Board was their picking at.

NP: Or the grain commissioners.

AM: Yeah. There would be some of them at all the meetings, you know, and they would pipe up, and we'd just give them our stock answer whatever it would be. It seemed to satisfy everybody all the time. Then they'd go home grumbling, I suppose. [Laughing]

NP: You've talked about--.

AM: The Grain Commission worked well from about 1912 or something like that until now, and it's done a good job.

NP: What about a connection with the rail and water companies? Did your job get you connected with them at all?

AM: Yeah, some. But nothing to change, really. Asking questions sometimes, I guess, more than anything. The rail companies particularly. I didn't have much ever to do with the ocean ships or the lakers. The lakers, no, there was no problem.

NP: What would be the interconnection with your job and the railways? Was it cars lost or damaged or--?

AM: Yeah, there was a lot of that. Leakages in cars. Not so much now since they're all hopper cars now, aren't they? But when the boxcars were there, that was a big problem. There was always leakage in the boxcars.

NP: And how would that sort of come to your attention and--?

**[1:45:05]**

AM: Well, it would be the weighing staff's attention really. It wasn't the inspection department's. But that's the only thing I can think of. Every once in a while, I'm sure you still do get part of a machine or something in a boxcar of grain or something like that.

NP: What were the weirdest things that ever showed up in--?

AM: I can't remember.

NP: You haven't heard the story of the guy's false teeth, the farmer's false teeth from the Prairies? His farm hands were worried. He said, "That's okay. The inspectors will find them in Thunder Bay." [Laughing] That's probably an urban myth.

AM: Let's hope. Let's hope they'd find them. Pretty hard to find a thing when it's going up a leg in an elevator.

NP: Only if it were going through the separators, I guess. Were there ever weird things that showed up on the customer's side? Nothing that was--. Like no dead bodies or--.



AM: I can't think of anything. You know, something rings a bell there though.

NP: Another thing that will come to your mind as you leave. [Laughing]

AM: That's right!

NP: What about a connection with researchers, like the--.

AM: Well, we have a Research Lab, of course, in the Grain Commission, you know, which is world renowned for grain. Keith Tipples, do you know that name?

NP: That was the fellow who found the snow in the--.

AM: Tipples?

NP: Yeah. That was his interview. [Laughs]

AM: Anyhow, he certainly was a highlight for me. In my career, I liked working with Keith, and I went lots of places with him too. Brilliant guy. Brilliant.

NP: What would he offer to the mix of expertise coming from Canada?

AM: He had all the ability to move from scientific data to layman's words, you know. He could turn a scientific paper into something very easily understood. He was just terrific. Class guy. Russell Tkachuk too, and Bob Matsuo. I travelled the world with Bob Matsuo, Japanese guy, for durum, and he was the same way there. He lives in Victoria now.

NP: And what was his job?

AM: He was a scientist in the Grain Research Lab.

NP: And what was his name?

AM: Bob Matsuo.

NP: And how is that spelled?

AM: Matsuo. M-A-T-S-U-O.

NP: Because he would be--. I'm coming back here in March, so he might be somebody I should speak to.

AM: You should call. Oh, you'd love him. He's a wonderful man.

NP: Okay. Good.

AM: I haven't seen him for a couple of years.

NP: Yeah. You've sort of hit on this when you were talking, but I'm going to give you a chance to say anything more that you might want to add, and that is I'm assuming that Canada has been successful as a grain trader, right?

AM: Of course.

NP: So what sense--. Well, to ask it just as I have it here, what is your sense of the role that you played and the CGC in helping Canada be successful?

AM: CGC?

NP: Canadian Grain Commission.

AM: Yeah. Well, the purpose of the Grain Commission is exactly that, to maintain the viability of the grades and to deliver grain as required. As what? As--.

NP: As ordered, as specified?

AM: As customer--. Yeah. To customer satisfaction. That should be about it. You can do what you can with that sentence.

NP: Pretty critical.

AM: Very critical. I mean, number one. That is what it's all about. Everything we do is for that.

**[1:50:08]**

NP: Did anyone other than the countries you've mentioned-- Well, you've mentioned Australia, the US. Did any country try to enter into the international grain trade and not be too successful because they didn't have the underpinnings that the--?

AM: Well, I would say the US is a perfect example of that. They do it in volume where we do it in quality, and that's two things, different altogether. Ours is quality first and foremost, Australia being next to us, but they're nowhere near our quality either.

NP: So if you were-- Hm. Where was I going with this? If Canada no longer took care with its quality--.

AM: Horrible thought.

NP: Yeah. What would happen, do you think?

AM: The States would take it over. The States would trample us. That's what they would do.

NP: And why? How would you see that playing out?

AM: They'd take our markets. They would take our markets if ours dropped to their caliber. They've got banks that will lend them money forever and ever, and we don't. That's a big thing. The cost is a big thing, and we charge top price, but we give them top value. Simple as that.

NP: Scary thought.

AM: And we do all these things we do, you know, the dockages and all these things to the nth degree to make it so.

NP: Yeah, which I think on the company's part could be part of the thorn in their side.

AM: Of course. Of course it is, but that keeps us where we are, on top of the world.

NP: With no Wheat Board now, essentially--.

AM: Yeah, I'm still shocked about that. But anyhow. I thought that the Wheat Board was a terrific marketing tool. I'm afraid that it won't be the same all along. Time will tell, I guess.

NP: Companies will have to do their own?

AM: Yeah. How much I can trust the companies to do it, I'm not sure.

NP: And that has an implication for the Canadian farmer then.

AM: Of course. Very much so.

NP: In what way?

AM: Well, if they lose any sales or the price goes down or something like that, the farmers are going to suffer. What we do is all for the farmers.

NP: Yeah. And the Wheat Board as well.

AM: And the Wheat Board as well. I worked very closely with the Wheat Board upper levels, and every one of those people were-- . Esmund Jarvis was a wonderful guy, and he wouldn't allow anything to go wrong. I thought he was just terrific.

NP: Sort of interesting because I've interviewed a number of people—and just what you've said about Esmund Jarvis and some other people that you've mentioned—was there sort of almost a peak of quality people?

AM: Oh, yeah.

NP: At a certain time, and then for whatever reason--.

AM: I don't know. I wouldn't know.

NP: Am I wrong?

AM: Did somebody get in there that I don't like?

NP: [Laughs]

AM: I don't think so.

NP: I don't know.

AM: I don't think so.

NP: It's not even so much liking them, it's a question of--.

AM: But do I admire them is what I mean.

NP: Yeah.

AM: The Wheat Board I thought were all--. Bill Smith, the fellow who died, was an Alberta Wheat Pool guy. Big family. I think he had six or eight kids or something like that. Died far too young. Esmund, of course, is the best. Leibfried, yeah. Oh, god, what a terrific man. We couldn't get people better than that.

**[1:55:25]**

NP: The demise of the Wheat Pools was something. I took a tour across the western provinces, the Prairie Provinces last year and interviewed some of the people who had been chairs of the boards at the various Wheat Pools. And they were talking about changes at the top and philosophy changes between their fathers who started the Wheat Pools and then themselves who were very dedicated to it. Then just almost a philosophy change that was somewhat responsible for the demise. Would you add anything to those comments? Or you were out of it by the time?

AM: Yeah, I was out. I left it in great hands. [Laughing] Is that fair?

NP: I like that. That's a very good way of putting it. We've talked a little bit about major changes that you saw over the period of your career. Are there any we haven't touched on?

AM: Oh, I'm sure there would be. Whether they're major or not--. You see, canola came out of the blue when I was a young man, so that's become a very viable crop, and farmers are planting more and more and more canola these days.

NP: Was it less of a challenge than grading wheat?

AM: It was harder to grade. It was very much harder to grade.

NP: Oh, tell me about that.

AM: The detail that you have to go through to determine the viability or the quality of the oilseed is something that it can only actually be done in laboratories. But the seed itself, inspectors had to be very cognisant of maturity and--. What's the term we used? It's something like--. What the heck did we say?

NP: I'll pause a bit.

AM: And seed meet colour quality. Very important. Yellow not brown.

NP: And there would be some borderline ones that I think would be--.

AM: Very much. Borderline ones. An inspector has to take cognisance of that.

NP: When you talk about that, I think it brings up something else that came up in someone else's interview, and that was even just the quality of various crops grown each year, you wouldn't necessarily get the same thing.

AM: No, that's right.

NP: So what kind of challenge was that for inspectors?

AM: It was always a challenge. Always a challenge. Weathering takes some grain down in the scope of things, but not all. So it's tricky there. And canola's one of them. It's tricky.

NP: Were there some people who couldn't take the pressure of being inspectors?

AM: There were some who thought they could be good inspectors and weren't. We had to move some of them on to other jobs because, well, it's not at all that easy because you take a lot of responsibility when you're doing it. It's important.

NP: Yeah. I think maybe people weren't--. Maybe because they weren't aware of the consequences, they weren't uptight about it, whereas if they were more aware, it would be a fairly large burden every day.

**[2:00:04]**

AM: I used to worry all the time about a fellow who, after I went east, became the inspector in charge in Prince Rupert, which is a pretty big job. I said so a number of times that I was concerned about him, although I had nothing to do with him when I was in the east. When I got to Winnipeg again, I made it loud and clear that I didn't think he needed to stay there. He should have gone somewhere in a lesser job. He got into a couple of messes, and I went up to see him and talk to him, and I asked him would he consider going either down to Vancouver or back to the Prairies where he came from. He said he'd let me know, and about a month later, he killed himself. Well, what do you think? But he had all kinds of troubles. Alcohol, for one. I think other things.

NP: And a very difficult job to do.

AM: Yeah.

NP: You need to be on top of your game.

AM: Absolutely. Especially in a place like Rupert.

NP: A bit isolated and--.

AM: Isolated. And his wife left him and the whole thing, you know.

NP: Hm. Well, I'm onto my second page of questions. That might be pleasing for you to hear. [Laughs]

AM: Second or last?

NP: Second and last.

AM: Okay. [Laughing]

NP: And fortunately, just in a lot of things we've talked about, you've covered these. So it's more just filling in little pieces you might want to say. Did anything change in the CGC's operation over the year? Or how you went in was pretty much how it left? Or were there big organizational change ups or--?

AM: Well, I think the biggest change that came in my career timeframe would be canola. That would be the number one. Number two would be going from six grades to three. I think we shaped up a lot in dockage assessment. In other words, cleaner product. Those three things I think would be the most three.

NP: Mmhm. And we talked about the canola, and we talked about the three grades. What changed in the dockage determination that sort of cleaned that up? What--?

AM: Machines. Yeah. Very much so. We got far better. We had aspiration now where we didn't for years and years and years. Yeah. We used to use those old kickers that went *bang, bang, bang, bang*. Now we use far better material, and it's far more accurate.

NP: The Emerson kicker.

AM: The Emerson kicker, yeah. Good for you! Good for you. [Laughing] The Emerson kicker, that's it.

NP: I salvaged one from the dump.

AM: A red one?

NP: It was going to the dump, yeah.

AM: They have to be red to be legit, you know.

NP: Yeah. Do they? [Laughing] Was it actually developed in Emerson, Manitoba?



AM: I have no idea.

NP: Who knows? Or some guy named Emerson.

AM: *Bang, bang, bang, bang.*

NP: Yeah. So the changes, did they also translate into your biggest challenges?

AM: No, I don't think so. I don't think they were big challenges.

NP: So what was your biggest challenge?

AM: Biggest challenge? Well, the biggest challenge I faced personally was dealing with the francophones in Quebec on our staff. They had not been properly taught, and they were all very anxious to get better, and they did. The fact was that, as much as I liked Jack Maxwell and as little as I liked the other fellow, they didn't do a good enough job. Maxie wanted to do--. First of all, the senior guys sat in a desk and didn't do any grading, didn't pretend to know any grading, and Maxie did it all, and he did it his way. It was too much one-man work. The guys stood by there, and when I saw that, I thought, "Oh, boy. We're going to have to do something here." And we did that, and the guys appreciated it. They really, really knew. Buckled right down. It was good.

**[2:05:22]**

NP: That was a good accomplishment.

AM: Yeah, it was. It worked well.

NP: Good. We interviewed a fellow, a young fellow, from the Victoria--. No, not Victoria. Quebec.

AM: Who?

NP: I can't remember his name right now. And we interviewed him in French so that we have a bilingual component to our little collection here.

AM: I'm sure he'd be really good. I'm sure he would be now.

NP: Yeah. Actually, it was Patrick Chandler was his name. Not a French name at all, but he was--.

AM: Patrick's very--.

NP: Significant events, have you dealt with those? And vivid memories of your work life?

AM: Oh, not too many I don't think. No, I can't think--. I'm running out of gas, I think.

NP: Yeah. Well, we've just passed the two-hour mark, and that's amazing. What were you most proud of when you look back at your career? What were you most proud of?

AM: Well, I think attaining the chief job. I think that would be, for anybody who worked in our job, to be the chief inspector is quite a commendation.

NP: And who took over after you, do you remember?

AM: No.

NP: Len Seguin

AM: No, he didn't, did he?

NP: Eventually, I think.

AM: I think they booted him out to the Institute.

NP: No, he was--. After being chief inspector, he retired and then went to the institute.

AM: Did he?

NP: So there would have been somebody in between you and Len then. That's okay. This is the kind of thing that we can find.

AM: I can't remember.

NP: You didn't hire your successor?

AM: No, I didn't. No. I remember that--. Oh, Fraser Gilbert?

NP: Ah, that's a name I haven't heard. Fraser Gilbert?

AM: Yeah. From Newfoundland.

NP: Really? Well, there's an interesting one.

AM: You've got a word for him there. Boy, he was an interesting guy.

NP: That's a very different career path. Newfoundland and--.

AM: Yeah. He started as a sampler in Vancouver.

NP: Hm! Is he still around, do you know?

AM: The last I heard of him, he was the president of Continental Grain or something like that. I'm telling you.

NP: Here?

AM: In Vancouver.

NP: Yeah? Hm.

AM: I think. Now, that's probably five years or more ago.

NP: Yeah, yeah.

AM: But he phoned me one time, and I thought he was still in the Grain Commission somewhere, but there he was.

NP: Any other people that you're aware of that are sort of in this vicinity that might be--?

AM: Did I say Bob Matsuo? Yes, I did, didn't I?

NP: Yes, right.

AM: Oh, you'll like him. I hope he's okay. I think he is. No, I don't know anybody else in this vicinity.

NP: Well, if you bump into somebody--.

AM: Yeah, yeah. I'm surprised there aren't more people here. This is--.

NP: I think a number went to the Okanogan, didn't they? Or so--.

AM: Yeah. Ferris Brownlee. Jeez. When my wife passed away, he was the first one to phone me. But he was living in Victoria, and I didn't know that, and now he's living in Surrey somewhere and is married again.

NP: Surrey as in just south of Vancouver?

AM: Yeah.

NP: Oh, okay.

**[2:10:00]**

AM: And he's a smart guy too.

NP: What was he?

AM: He would have been probably number two in Vancouver when he retired, something like that.

NP: Okay.

AM: Clive Lewis was the top one at that time, and I think they went at the same time.

NP: And where's Clive?

AM: I think he's in Okanogan somewhere.

NP: Yeah. I don't know that I'm going to get that far up field.

AM: It's too bad, by the way, because the Okanogans are lovely, you know.

NP: Yeah. Well, if they start coming to visit here for cooler weather when I'm around--.

AM: Yeah, that could happen.

NP: Now, did you keep any pictures or memorabilia? Your first measuring scale or anything like that?

AM: I'm afraid not. I probably had lots of pictures, but all the shuffling we've done, I think they've all gone.

NP: Well, as you clear your house if you're moving, and you come across any of this--.

AM: Look it, I found that page the other day. [Laughs]

NP: Yeah, that's right. It's amazing what'll show up.

AM: Yeah.

NP: So if you do come across those, rather than tossing them out--.

AM: Yes, I'll certainly think of you.

NP: Yes, think of us, and I can scan them in and return them so they don't have to be permanent--. No paintings, no--? You know, in the Grain Commission, they had this huge painting as you go in that's loading a ship in Thunder Bay.

AM: Mmhmm.

NP: I think it was done for the 1936 International Grain Show.

AM: Yeah, something or other. I know what you're speaking of.

NP: Apparently there were three done.

AM: Is Dell Pound still alive, do you know?

NP: I think so.

AM: Well, I think he might have one.

NP: Yeah? Okay.

AM: But he wouldn't give it to you.

NP: No, but maybe if he were to pass on, it could be—and especially if we get our National Historic Site—it could come back into the fold.

AM: Well, I would think if anybody took one, Dell would.

NP: Yeah, yeah. Because I think there's a second one in the Commission somewhere, but someone told me one of them disappeared, and nobody knew where it went.

AM: I think Dell might have it.

NP: Might have it. And where's he located?

AM: Calgary, last I heard.

NP: Calgary. You know, that's what I heard too. Yeah.

AM: I don't know if it's Calgary or--. It's either Calgary--. But that should be able to be found.

NP: Yeah.

AM: How old would Dell be?

NP: I don't know, but the last person I talked to--.

AM: In his eighties, I'm sure.

NP: Who mentioned his name said that he was still around. So I can check. But you know, now that I think about it because I did go to visit Mr. Schmitt in Lethbridge, Mr. Madill in Calgary, and--.

AM: Calgary. Wall Madill's a good man too.

NP: Yes. I had the most wonderful interview with him.

AM: Great guy.

NP: Yeah. Really nice guy. Anyway. Unless you have something you want to add, that ends the official part of the--.

AM: I hope I haven't babbled too long for you.

NP: No, not at all. We moved along quite nicely and covered a lot of ground. So thank you very much.

AM: You're welcome.

NP: Very pleased that we could finally get the interview done.

AM: My pleasure.

**End of interview.**