

[Page 53 - C.M. \(Clem\) Anson and Steel](#)

ISSUE : [Issue 28](#)

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were looking for a way to sell it, after Forsythe died. (Were these people local to Cape Breton?) No. (And, again, they are not asking you what do you think, should we sell the plant? I take it the directors do not come to the general manager.) They do in some companies, but they didn't in the DOSCO case. The directors just decided to get out, or whatever you call it--except some of them. Jodrey was the main one. (He thought it was wrong, and you agreed?) Yeah. Very much agreed. (What did you see happening if they sold that plant? Especially if they sold to A. V. Roe?) Well, A. V. Roe didn't know anything about steelmaking. I don't know that I had this idea at the time, but it certainly came to me afterwards. They wanted to build up their Canadian holdings, make money on them, and then ship the money back to England. A. V. Roe--they later became Hawker-Siddeley-- they were in bad shape in England. I was told by a man who was well-informed that they owed some 96 million pounds to the government and all they wanted to do was make money here in Canada and ship it to England for the benefit of A. V. Roe, Hawker-Siddeley, or whatever you like to call them. They had no real interest, other than that, in building Canadian industry at all. (So in 1957, people with these attitudes come to own the Sydney steel plant.) Yes. (And all of DOSCO?) They bought outright. (When A. V. Roe bought the plant in 1957, were your instructions changed as to what you were supposed to do?) I remember the first visit here of Sir Roy Dobson. Fellow named Frank Smith was president then. Dobson was his next in line. They came down here shortly after they'd taken over. There was no decent place around here for our people and guests to stay when they came here--so we had a suite on the top floor of the hotel. We were up there. I remember him coming over to me and putting his arm around my shoulder. He said, "Clem, you have to stay with us." I said, "Yes sir, I know I do. I own 8000 shares of DOSCO and I've got to protect my own interest. Otherwise, I wouldn't." (You had no faith in them from the beginning?) None whatsoever. They kind of laughed and passed it off. And I stayed for awhile. I had a 5-year contract. (And in that time, according to the newspapers, the productivity of the plant continued to go up.) Oh yes. We still spent money for modernization, as you call it. (So A. V. Roe was willing to put money back into the plant.) Well, for awhile. Then they started to make exorbitant charges, in my estimation. For instance. Sir Roy Dobson was chairman of the board of DOSCO--he was paid a large salary. He was represented as the boss man for Canada for Hawker-Siddeley. But that salary was all charged to DOSCO. Should have been charged to the Hawker-Siddeley head office in Toronto and a proportion of it charged to DOSCO. And they did several things like that. The costs were going up every year on this account. CONTINUED ON NEXT PAGE

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