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# BARRY WORBETS

Date and place of birth (if available): Lamont, Alberta, 1952

Date and place of interview: Interviewee's home

Name of interviewer: Peter McKenzie-Brown

Name of videographer: Ty Reynolds

Full names (spelled out) of all others present:

Consent form signed: Yes

Transcript reviewed by subject:

Interview Duration: 1 hour, 22 minutes

Initials of Interviewer: PMB

Last name of subject: Worbets

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PMB: I'm talking to Barry Worbets, and Ty Reynolds is here as our videographers, and if you'll give me a minute I'll try to get this new recorder to work. Here we are. And I'm using a different recorder just to see how it would work. So I'll tell the transcriber how to spell Barry Worbets and Ty Reynolds a little bit later on.

Barry, would you begin by just telling me about your life, but in two parts; so the first one is where you were born, place and date of birth, and university, and high school and that kind of thing. The second part would be your career; how did that develop?

WORBETS: I was born in a small town northeast of Edmonton in a place called Lamont, Alberta in 1952. And my father was a school teacher, principal. And we stayed in Lamont until I was about 12, I remember Grade 6, and moved to Edmonton where he went to Grad School and I finished my junior high and high school. So I graduated out of Harry Ainlay in southern Edmonton. And then after that I went to the U of A; got a science degree, and travelled for a bit, and then after my travels I went to Grad School here in Calgary. So I moved to Calgary in 1975 and went to the School of Environmental Design, first in architecture, but I finished in the Environmental Science program in about 1979 where I graduated with a Masters of Environmental Design. And during that time I -- I guess even before that time, even in high school I was working for the oil industry, so I've been in the oil patch professionally since probably 1975, but before that since about 1969.

PMB: Your degrees were in what?



WORBETS: Science, a Bachelor of Science with a specialty in Ecology, and then a Masters of Environmental Design, University of Calgary. Actually, my thesis was an oil spill contingency plan for the Beaufort Coastline. So it was kind of an exciting...

I was a jug hound up in the Arctic. It was in the seismic industry. I was on the first crew that hired Inuit into a program, and we were on Banks Island, and I can't remember the name of the company, but we hired a couple of Inuit to work with us, and me being the youngest, with my buddy, ended up having to live with these two guys, and that's a whole other story. But again it's my sort of love for the Canadian aboriginal, or the aboriginal culture kind of started with my work up in the Arctic and really has been sort of a constant theme since probably 1970, where I've worked closely with aboriginal people in all the work that I've done.

PMB: So your background in environment really predates most people in that area.

WORBETS: Yeah, you know there's a few of us, and I think probably Gord Lambert at Suncor probably holds the longest record, but there was a few of us who came into the oil industry, in my case it was 1976, as one of the first professionally trained environmentalists that worked for the oil industry. Before that there were just fabulous people like Gerry Rempel at Imperial Oil, or Tom Beck at Aquitane. And Tom Beck who's actually my mentor was with Aquitane. And again those guys were hunters, conservationists, but didn't have a formal training. So I'm kind of that first traunch of professionals that started working in the oil and gas industry as I guess professional biologists or engineers or whatever. So that all started in the '70s.

PMB: Another one would be Ron Wallace, of course, who was involved in the Alberta Oil Sands Environmental Research Project, AOSERP as it's called. And that was in the late 1960s, wasn't it?

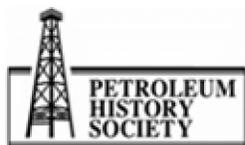
WORBETS: Yeah. And Ron and I go back probably to the mid '70s. Most or a lot of my career, again it's been on the environmental, the regulatory and aboriginal piece for all of my career, and it was through the acquisition of Aquitane or Canterra Energy that I really started working in the oil sands. So my start in the oil sands was actually with Canterra Energy, where Canterra bought Texas Gulf and bought -- CDC Oil and Gas, Aquitane, and Texas Gulf came together and formed Canterra.

PMB: What year did they make those acquisitions?

WORBETS: I'm trying to think. It must have been about 1982 or '83 --

PMB: So it was kind of a response to the National Energy Program, wasn't it, when all of those companies became available?

WORBETS: Yeah, I think partially, but there was just an amalgamation of a lot of intermediates. And I guess Canterra was the start of my involvement in the oil sands, in heavy oil, and I just clearly remember taking a tour all through Saskatchewan, and we stopped at a oil sands huff and puff facility in North Battleford and I met a couple people there who I'm still friends with, and a couple



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of us were the founders of an oil sands company which we started. So that was probably '83, '84 where I started becoming involved in the oil sands, and have been involved ever since.

PMB: Okay, now let's talk about that a little bit. You talked about a huff and puff project. Can you describe how that worked in Saskatchewan in those days?

WORBETS: Well again I'm the environmentalist, so I'm not going to give you a technical view of it, but it was basically just pumping steam down vertical wells and just releasing the oil that way. And, again, this project was in a sort of exploratory phase, and they were getting oil out of there. And that technology was in play in several places. And when Canterra was bought by Husky, who is kind of a leader in the heavy oil/oil sands area I became more involved with a lot of these facilities. But, again, huff and puff is just a pretty rudimentary pumping steam down a vertical hole, getting the heat down there, and just releasing the oil and pumping it up.

PMB: Now, what were the environmental issues there at that time? Were they taken that seriously?

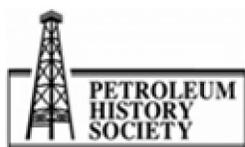
WORBETS: Yes, they were. I think the point for me, and I don't distinguish between oil sands and heavy oil. I mean if you just go from that Lloydminster all the way up to northern Fort McMurray, it's essentially heavy oil, and it just gets a little heavier and tarry as you go north. But I kind of worked in that entire trend. And I think the most interesting point, and the point which I -- if I look back at my career, the connection between the oil industry, the heavy oil industry and the farming community was a really incredibly strong bond. Yes, there were environmental problems, but there was a kind of a level of consultation, there was a level of trust, there was a level of employment where it just seemed as if the industry and the community worked seamlessly together.

And, again, I look back on my career, my trips into Lloydminster, or Bonneville, or Tucker Lake, or Pike's Peak, I mean they were really a lot of fun because the people that were working on these facilities might have spent eight hours at the facility, and then they'd go home and they'd be on their farm doing the farming thing. So there was a real close integration of the industry and the community.

PMB: But that kind of goes back to the beginnings in Alberta, doesn't it, in the sense that drilling is mostly done in the winter, and as often as not the farmers are working on the rig because they're not farming in the winter, and this is a good source of income?

WORBETS: A lot of the farming community in Saskatchewan and Alberta area supplemented their income. So they loved to farm, but they loved to work with the oil industry and if they weren't working directly for the industry, they were using their tractors to plow roads. And so again it was a really healthy synergy where there were close ties.

There were environmental problems. You know, you're drilling a tight pad of a lot of vertical wells into the ground, I mean there are going to be some problems with salt water, there's going to be some problems with oil. But I mean I just recall not even so much the environmental people, it was the land men who had a real strong connection with the farmers, and if there was a



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problem, they were fixed very quickly. And it was just a very different time from, the times that we're clearly experiencing in the oil sands today.

PMB: Okay. One of the main changes, differences today is that you have the horizontal wells. Would that be a fair statement?

WORBETS: Yeah. I think the story I'd tell is if you look at -- I think it was in about the -- you know, being in the environmental area, one of the biggest concerns with the heavy oil industry was a lot of wells to get this oil out, low volumes, and these wells didn't last very long. So, if you're only getting one cubic metre of oil a day out of these things and the oil price is down, these things become uneconomic. And there were not hundreds, but thousands of these wells in the Lloydminster area both on the Saskatchewan and Alberta side. And I remember the environmental liability. We did a calculation when I was at Husky, it was just exorbitant liability. And we were doing that work in the '90s and all of a sudden this new technology called coal production came out. So instead of a pump, they're using these -- I think it was a Ford or a Chev 350 engine and a screw pump, and they'd just bring up the oil or the sandy oil to the top. And all of those wells that were a liability became hugely economic, and they were getting ten times the oil out of those things. So in like two or three years the oil industry changed there.

And I remember at Husky, I mean we were almost going to shut the whole heavy oil business down. It was trying to get into the 20,000 and a few years later we were over a hundred thousand barrels a day, just from this --

PMB: From using the screw pumps?

WORBETS: The screw pump technology. And the same as the same could be said with SAGD. If you look at -- you know, it was all vertical and these seams are long and thin, and by doing the horizontal technology it just absolutely revolutionized --

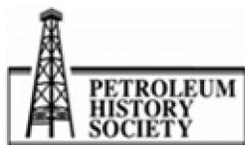
PMB: So the first revolutionizing that you can recall is the use of these screw pumps to get the oil out.

WORBETS: Oh absolutely. Yeah.

PMB: And I was out in Cold Lake last summer I think, and it was just amazing. I'd never seen these things in operation before. Every farm seemed to have one out by the garage. I mean they're not big, they're not intrusive, and they were pumping out a hell of a lot of oil.

WORBETS: And the other thing is that some of the methane that was coming out, they collect that methane and they run the pump on it, or run the motor, run the Chev. You know, it's just a buy these Chev engines and they just plop those things on with the screw pumps and, bang you're going from no oil to ten cubes a day.

PMB: You worked for a different number of companies and ended up with Canterra.



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WORBETS: So my career went from mostly working in the frontiers of Canada where I think the Government of Canada had a policy, the need to know, so I was in the early or mid '70s, early '80s there was a huge push to look for oil and gas in all of the Canadian Frontiers, and I was part of that. I was part of Dome Petroleum where we were up in the Beaufort Sea, in the Yukon, in the Northwest Territories.

I moved to Aquitaine to work for Tom Beck, and we were in the Davis Strait, we drilled in Hudson, and it's just off the coast of Baffin Island. So all through the Arctic. And it was a wonderful opportunity for me because I was kind of a jug hound, and did a bunch of other work on the Arctic Islands, and then came to work mostly on the offshore. And then when Aquitaine formed Canterra, CDC my career just switched from the Arctic to working the Western Canadian Basin. And all the time, so since the early '80s I was part of my career was always in the heavy oil business. And clearly when Canterra was bought in 1988 by Husky I spent a lot of time in the heavy oil business.

And I left Husky in 2000, did a bit of public policy for the Canada West Foundation, but I was a founder -- there was five or six of us came together with some money from ARC Financial, I think a hundred million seed money, and they wanted to get into the oil sands business. And the original or the founder of the North American Oil Sands was Pat Carlson, and he's a successful Calgary entrepreneur, and he brought a team together, and I was one of that team, and we formed North American Oil Sands. And the first sort of time I heard -- I left in 2000 and I did a little work for North America in 2001, but it kind of started in 2002, and was sold to the Norwegian national company Statoil in April of 2007. So I actually went on to work for Statoil on the executive of --

PMB: Now, what technology were you using?

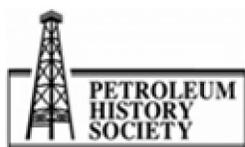
WORBETS: Again, at North American Oil Sands all of the --

PMB: That was the name of your company?

WORBETS: Yeah, North American Oil Sands which became and is now Statoil. All of the large and best leases in the oil sands were probably acquired in the '70s and '80s and those are the leases that Husky, and Imperial, and Conoco, all the big companies own, and then there's the deeper plays which technology really wasn't available. I mean Husky and Texas Gulf had these vertical wells, and then the horizontal SAGD came in, and North American was a SAGD company. So it was in that trend where the overburden is just too deep, and you have to get at the oil through drilling, and through horizontal drilling. And that was the business plan of North American Oil Sands.

PMB: But the company existed for how many years before you sold out?

WORBETS: Basically the idea was 2001 where our financial wanted to get into the business. They asked Pat Carlson and then he formed the team. So basically from 2002, and it was sold in 2007, so five years.



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PMB: And you had begun production in that time?

WORBETS: No, production never did come until we were with Statoil. Nut we were well -- and Statoil purposely wanted to buy these large national oil companies. They want to put their stamp and -- you know, Statoil has a reputation for technologically advanced, environmentally progressive, so they didn't want to get into an existing facility, they wanted more of an area where they could use their technology, and their expertise, and their knowhow to drive that.

So we had the regulatory approval for a SAGD project. It was going ahead so they just came in at that time.

PMB: Was that Statoil's entry into Canada, into the oil sands?

WORBETS: Yeah, clearly into the oil sands. They had a bit of production off of Hibernia and the East Coast, so they were on the East Coast. Yeah. And if you look at the Norwegian oil industry, I mean Norsk Hydro was here in Calgary, and they were trying to buy --

Norsk Hydro and Statoil, and I can't remember the other; there are three companies that the Government of Norway started to take advantage of the North Sea oil, and to ensure that the Norwegian people benefitted to the maximum extent. So here you had Norsk Hydro working for two or three years, and Statoil working for two or three years, wanting to buy oil sands reserves and buy something in Canada 'cause it's guaranteed safe, so here's these two companies that were owned by the Norwegian Government which were competing to buy the same assets.

So once Statoil was successful in buying North American Oil Sands they sort of scratched their head and they brought together Norsk Hydro and Statoil, and that's why you've got --

PMB: And combined, isn't it a national capital company worth something in excess of a trillion dollars now, with assets all over the world?

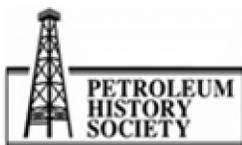
WORBETS: Yeah, I mean they're in 36 or seven countries. You know, Peter, I don't know the asset value but it's, you know it's one of those large national oil companies. But they pall in size when you compare them to Saudi some of the companies in the Middle East.

PMB: But also they don't compare to anything that Canada has.

WORBETS: No.

PMB: You know, we have the Heritage Trust Fund and we have a few other little things like that, and yet we have the resources, but nothing to compare to what Norway has done.

WORBETS: Yeah. So the oil sands has given me this incredibly wonderful career where I've been working with farmers in Saskatchewan and Metis and aboriginal leaders in Northern Alberta and Greenpeace in Scandinavia. I mean they were inviting me back to Norway almost on a weekly basis



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to speak to environmental groups, government employees, because they've wrapped themselves in this green shroud saying we're environmentally responsible, and their employees really had trouble buying an oil sands asset in Canada. So that was, for me, a really interesting part of my life where I being a born and bred Albertan, and working mostly in Western Canada in the oil patch, and having basically a pretty provincial view of the world, and then going to work for this national company and going all over the world and just seeing how provincial we are.

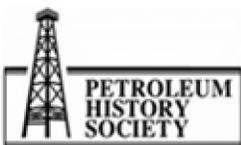
And, again, I can be very critical of the oil industry from an environmental perspective 'cause I think that we're suffering in the heavy oil, the oil sands industry by our lack of progressive action five, ten years ago. We don't need to be where we are, and the government, and the industry clearly dropped the ball a decade ago around being progressive around some of the issues that we're facing now. So we almost got what we asked for, and we've just dug ourselves such a deep hole around this environmental and aboriginal issue it troubles me. It troubles me because of --

PMB: Now, let's talk about that a little bit. There was a famous speech that Ralph Klein gave in -- did he retire in 2005 or 2006? And he literally started crying in his farewell presentation when he talked about the province was booming, things were just going flat out, and he talked about well I've done these things; we've proceeded to develop the oil sands too quickly; we should have been developing one project at a time and now we've developed three or four in the last five or six years; and we're developing another one, and he had a lot of concern. And I would mention that he died just a couple of months ago. But he had a great deal of concern about what he had done, and to a large extent he was reflecting the opinions of another provincial premier, Peter Lougheed, who said don't do it so fast, the environment can't really deal with it.

So you have two premiers of Alberta who made those kinds of comments. Do those comments make sense to you?

WORBETS: Yeah, I mean in 2000 I was so upset and frustrated with the oil industry I left. My guts were churning as an environmentalist, and I had to leave. And it's partially because of maybe what Ralph Klein talks about, this huge boom. And I was involved again in the oil industry, and in the environmental business almost from its inception, and it was such an exciting and creative and powerful time to get things done. I mean I've had a wonderful career of being able to get really interesting things over the goal line, and progressively into the 2000s it just stopped. And I was quite critical of the Klein regime in later years because when I look at the problem, or this issue that we're dealing with, is Peter Lougheed built a government and a bureaucracy that had a lot of planning and intelligence to it, and when it did things there was what I call a very strong public interest test.

And the Peter Lougheed Park, or the Kananaskis, or what they did in Fish Creek, I mean if you just look at the actions of Peter Lougheed over the years, clearly the free market was absolutely critically important, but there was an element of the public interest. And I talk about environmental stewardship, or social conscience, I mean that was clearly embedded into that government in a very important way, and when decisions were made they were made with a bureaucracy that was



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consulted, and there was a large kind of intelligence when these decisions were made whether it was along the Eastern slopes, or whether it was anywhere.

So I think that that era was a wonderful time for somebody with sort of my skillsets. But it was not sustainable. I mean there was just maybe too much government, too much of everything, and when Klein came in he had to get rid of all of that; he did get rid of all of that to the point where the free market was working probably better than it had ever worked ever in the Province of Alberta, but that other component around stewardship, and social conscious and public interest, that was missing, or it clearly wasn't the same as it was during the Lougheed years.

And from my perspective, and that's the area that I work in, I was very frustrated by it didn't matter whether it was what was happening in the oil sands with the activity, or the Eastern slopes with what I felt was being destroyed, it just bothered me as an Albertan and as an environmentalist.

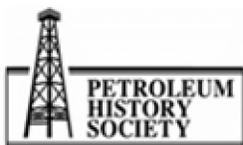
But the free market worked, and it worked really well. And you know what, it worked so well that it blew up, and things stopped. I mean like we couldn't sustain any of those projects because the costs just go so crazy. So the free market almost took care of itself, and it just was a crash, the whole industry crashed because of the cost.

PMB: Let me see whether I'm capturing that. What happened was that so much oil sands activity was going on that the cost of material, the cost of welding, the cost of projects, the cost of labour made these projects pretty uneconomic to some extent.

WORBETS: Well, I mean being involved with North American Oil Sands, instead I got more into the financial aspects of these. And, again, if you look at the cost of labour and the cost of equipment, and all of that, it inflated so much so fast, and there was so much activity, and there was no ability to deliver. And so it imploded. It could not sustain itself.

So it's come back, and it's a bit slower so Ralph Klein got his wish and Peter Lougheed got his wish. I mean things are progressing in a much slower way, and almost to the point where the environmental and the international community has had so much impact on the oil sands that we may never develop the oil sands to the extent that maybe we want to as Albertans because there is just such a stigma against oil sands around the world that people are going to choose, and are going to go elsewhere.

I mean I just read a piece in the Globe and Mail this morning where people aren't putting money in the oil sands. So it's reaping the benefits of its lack of planning, and I'd say again if you look at the government, they didn't update any of their land use plans, they didn't update any of their legislation around environmental assessments. I mean they didn't do anything, they just let it go, and they didn't have any civil servants to intelligently protect the public interest. So you had the government with no ability to do things, and you had the industry kind of a free for all. And they weren't as progressive as they should have been, so now you've got this international reaction to the oil sands, and it didn't need to be nearly to the extent it is perceived today. I can't believe how this



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anti-oil sands stigma is just worldwide. It doesn't matter where you go around the world, and it's wrong. I mean it's not fact-based, it's this perception.

PMB: Particularly in Europe.

WORBETS: I spent a lot of time in Europe. I mean I spent time with the CEO of Statoil, at the AGM. We had an aboriginal chief, and a scientist, and a Canadian conservation group which are trying to get Statoil to sell its shares. I mean so it was bizarre. And, again, it didn't need to be that way if the industry and the government would have been a little more progressive.

And I guess the other point that I would make is I've done a bunch of work, public policy work for the Canada West Foundation, and we talked about this a bit before, Peter, but I did a piece on improving environmental decision making in Canada and this really relates to the oil sands. But I remember one interview, we interviewed 25 thought leaders across Canada, but one interview, and he wouldn't mind if I used his name, but Jim Prentice was a former Environment Minister, you know.

PMB: We've interviewed him for the project.

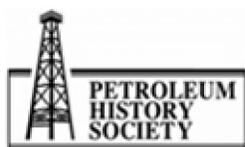
WORBETS: And maybe he said the same thing, but he said here you've got a -- there's probably only two or three countries in the world that have the level of regulation and transparency that we do in Canada, and our product is being criticized more than other products that are being shipped by countries that have no human rights, no environmental legislation, and the community would prefer to take that over ours, which is totally transparent. I mean it just doesn't make any sense. But his point is is that good on us. I mean we have a transparent system, and if we can deliver we can deliver this oil in an environmentally responsible and socially responsible way, that's good.

So I mean he wasn't critical of it, he just says we live in this democratic system, and it's good, and it's good for us to be going through this, and if we make it through the other end, this oil is going to be -- you know, it has to be better than other oils that are coming out in similar situations around the world.

PMB: I'm just going to mention this to you; I'm sure you know or have heard of Gordon Jaremko.

WORBETS: Yeah.

PMB: Well, he has just published a book about the ERCB, which is now called Alberta Energy Regulator, which just came out, and it's only available from the ERCB. I'm going to send you a link of how you get a copy of it. It really is superb. And Gordon and I have our differences. This is a really excellent commentary on how regulation is done in Alberta, and there really isn't anything else quite like it anywhere else and I'm convinced of that. I will send you some information on that. Do have them send you the book. You will really enjoy it.



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WORBETS: 'Cause Gordon was in Norway a couple times, and we sat down. Yeah. And, again when I was at the Canada West Foundation, and we were sort of trying to get more land use planning in Alberta, especially for the ranchers on the Eastern slopes, I mean Gordon and I spent a lot of time together, fighting the same battle.

PMB: Now, what I heard you say was that in 2000 you left the oil industry. Then I thought I also heard you say that you sort of immediately formed a group to develop the oil sands. Could you connect the dots on that one for me please?

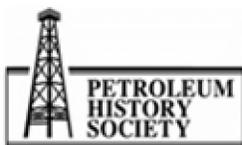
WORBETS: I left the oil industry out of a sense of frustration for again that if you look at the Lougheed years, the balance between free enterprise and what I call environmental social stewardship. I just thought that was way out of sync and we were getting ourselves into trouble. So I went to the Canada West Foundation which, in my opinion, is one of the leading think tanks in Western Canada, and I thought by leaving the industry and going to this think tank, which had the captains of university, and industry, and government working there on the board we could have them write a letter to the premier and we'd get things fixed. And five years later we ended up convincing the government to start a land use planning process, in particular along the Eastern slopes, and more importantly in the oil sands.

I mean we could have solved our entire oil sands environmental issues ten years ago by doing a few things a bit differently. So, yes, I left out of a frustration, and I went to a place where I thought my environment knowledge could be of benefit, and I guess it was a little bit. But I just say to change government policy is so difficult, and the story I often say is this just proves it to you.

So I worked five years of my life not making any money at all, trying to put a couple kids through university, and trying to change government and public policy in Alberta. And I gave speeches four or five times a week, I worked 80, 90 hours a week and we got the government to second base around fixing things.

And I also, at the same time, got enticed, or was basically browbeaten to join this startup oil sands company. So I was doing a little of both at the same time, so I was working on this Canada West file around changing public policy, but then I had to leave Canada West when I got to a certain point, and dedicate my full time to the North American Oil Sands. But you say why the difference? So I was again working in the oil and gas industry, and leaving out of frustration. I came back because the founders of the company clearly understood that the two biggest risks in the oil sands are environmental and aboriginal, and that was the reason that they wanted me as a founder.

So I tell people I might be -- I don't know if this is a fact or not, but I might be one of the only people in the oil patch with my skillset that has been brought in at the very beginning of a company because of the suite of risks and issues that they encounter, and for me they wanted my expertise on the environmental front and the aboriginal front and, of course, the regulatory stuff. I did that as well. So I was able at North American to do some really very exciting things and it wasn't like working for a large company where there are lots of profits. I mean every single penny



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that we had at that company you had to raise in the market. And I could, and I did things at North American Oil Sands that any large company, and again I'd worked for them, they couldn't do.

So we were the favourite in the community around the aboriginals in terms of engaging in business, and we were doing environmental things that were way more progressive than anybody else, but it was really fun to do that. So it sort of got my sense of the things that frustrated me about the industry, well I was working back in it, and I was doing things that you could do in a small company, and as a founder you have a lot of control over, and a lot of trust by the rest of the company.

So it was an absolutely fascinating time. You know, the story I say is I worked my guts out for five years and changed public policy. You know, I go from first to second base. I go that far. I work as hard as I can, and then in the same five years you start an idea. This is an idea. You start an idea, and five years later you sell it to a state-owned company for \$2.2 billion. I mean we hit it out of the park.

So I keep saying the oil industry and private enterprise is good, it's fun, it's very rewarding, and it's important, but you can be very successful here in this province. But if you want to change and make improvements to public policy it's hard, hard, hard work. So I have a huge amount of respect for people in government, in bureaucracy that are trying to serve the public interest, and for think tanks that are trying to help them.

PMB: Well that is truly interesting stuff. But please help me with this. I'm still trying to get the chronology set. So you work for Canada West Foundation from 2000 roughly until?

WORBETS: Yes, probably 2004.

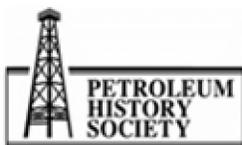
PMB: And then they told you there's a conflict of interest?

WORBETS: No, no there's not a -- no. No.

PMB: Oh it was about, you had to spend your --

WORBETS: No actually the reason I left the Canada West Foundation is we took this idea, I had this idea of valuing our natural -- we called it natural capital. It was a natural capital project so we value our human assets, our economic assets, but we don't value our natural assets to the extent we should.

So anyway, we started this, but where it did go, Peter, it went to the fact that Alberta was out of control. There was just so much happening everywhere, whether it's urban sprawl, or Eastern slopes destruction, or oil sands, it was just happening too fast. We needed a level of stewardship, and governance, and planning, and our government that wasn't there. So that's really what this started. And we got it going.



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Like the Canada West Foundation, Roger Gibbins who was the President of the Canada West Foundation. You know, I'd say he and I were instrumental in starting the land use planning process in Alberta. But it was interesting, once the government got involved and thought it needed to be done, there was a few of us that didn't get inside the government because they said we were too passionate about this issue. So it was the government itself that sort of pushed me away, and as soon as I saw that I thought hey, I'm out of here, so I started devoting more of my time to the North American Oil Sands.

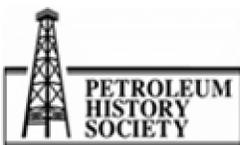
So the two of them, I mean I was doing more for Canada West at the beginning and less for North American and it just kind of did a flip and then I left Canada West. And that was probably 2004 or 5, 6, 7 where I dedicated many, many, many hours to the oil sands and to everything about it to build that company.

PMB: How would you say the government in recent times has dealt with these environmental issues?

WORBETS: I think Alberta, and this again is through my travelling in Europe when I was with Statoil. I think one of our problems, and it's doesn't matter where you go in the world, but here we're sitting on top of this incredible bounty in this province. It doesn't matter if it's the soil and the wheat crops, or the cattle, or the wind energy, or the oils -- like we've got this incredible bounty, and we've become smug about it. And I know that the government of the day, especially around the oil sands says well we've got this resource, who cares? Like we don't need to do a lot of work internationally because they'll come to us, and that alongside of letting the free market and not -- like there were people in the Klein government that were absolutely dismantling the government to get rid of the bureaucracy 'cause it cost, it cost too much. So they were very successful in that, but probably went too far.

So I'd say that once that was done and we got a few more premiers, I'd say there's been a steady improvement in terms of the governments realizing that boy, we can't sit on our laurels around this bounty, oil sands bounty. We've got to get out there and we've got to tell our story. You know, we are environmentally responsible, we're doing things right. The industry is changing.

So governments in industry started becoming more aggressive around not only actions but messaging this, and even to the point where the Stelmach and the Redford government have done a really good job around building back the public service and the bureaucracy to deal with some of these issues. So you talk to Canadians who are in the business, that they will -- you know, back when we worked together, Peter, is Alberta was seen as a leader around some of the thinking, it didn't matter where it was, especially in the environmental stuff. The oil industry was leading. You're coming back now to where there's some leadership and some really interesting things happening around environmental stewardship, governance, monitoring as a result of the deep hole we've dug ourselves.



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PMB: Now, two of the people that I've interviewed were Ron Wallace, who I mentioned, and last week I interviewed Neil McCrank, who I'm sure you know.

WORBETS: Well, he was one of my interviews in this decision-making thing, yeah.

PMB: And one of the things that we talked about was this sustainable resource monitoring system. They were the two guys who kind of initially came up with that notion. Could you talk a little bit about that, please?

WORBETS: Well, I would talk in general. I know a little bit about the new monitoring, but clearly what had happened for ten or 15 or 20 years in the oil industry is that a lot of the monitoring that was done probably didn't have the independence and scientific rigour that it should have, and there was problems in it. And I think the trend today in Alberta, especially around the monitoring, is to make it very rigorous, very transparent, and scientific, and that's good. So I think the government has learned from some of these problems that were present in the past, and lead to I guess my frustration for leaving the industry.

So I mean I just keep telling people that democracy is painfully slow, but there are some really good things happening in Alberta when it comes to stewardship and planning. A long ways to go.

PMB: Now, the work that you've done with the Canada West Foundation, so that kind of began in 2000 and it's now 2013, and except for a brief period, you've been working for that organization for most of those years?

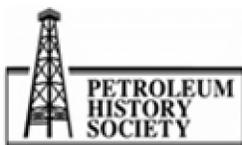
WORBETS: No, I guess I worked for it in earnest in 2001 to 4, 5, you know, when we did that natural capital land use planning in Alberta, and then I did that long stint at North American, and then I worked at Statoil for about two years, and then I left, and whether I semiretired or just went fly fishing to Argentina or whatever, I didn't really do much for (indiscernible).

PMB: Oh so you're not with them today?

WORBETS: I'm a senior Fellow with the Canada West Foundation and I'm affiliated with the Max Bell Foundation. So yes, I am. I'm basically a volunteer, so I don't go into the office. I have an office, but unless there's some active projects -- the last active project I did with the Canada West Foundation was almost two years ago, a year and a half ago where I did a piece on improving environmental decision making in Canada. So I'm not active.

PMB: Max Bell Foundation; I'm trying to remember what that is. I know there was a Max Ball.

WORBETS: No, no you're not thinking Max Ball. Max Bell was a -- the Glenbow Museum is a result of -- well I guess the Harveys is more the Glenbow. But Max Bell was an oil and gas entrepreneur and he left his money and started a foundation, the Max Bell Foundation which supports improving public policy in Canada, so works at the public policy, so they do a bunch of



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work in the medical area, in the environmental area. So they were quite interested in the work I had done. So I was affiliated with them and the Canada West Foundation in the work I did. So I came back. After I left Statoil, Canada West wanted me back, and I was helping form an environmental agenda for the organization. So I've been doing a bit of work for them, but not much.

PMB: When I first came in you said that you'd interviewed ten people was it, over the last --

WORBETS: No, we interviewed 25 thought leaders across Canada, and it was --

PMB: And you've done this over what period?

WORBETS: The interview, it was almost a two-year, year-and-a-half project where I chose the people that I thought could provide the best information, and I chose leading scientists, unencumbered civil servants, and politicians, NGOs and resource company people. But interviewed a group of them from mostly Western Canada, and similar questions, and from that wrote a report on how environmental decision making should be improved in the resource sector in Canada.

So the premise, and I think Deborah Yedlin talked about in one of her pieces is Canada is in the environmental penalty box and it's largely because of maybe our stands in Kyoto, but clearly the oil sands is a big part of it, and now the pipeline industry.

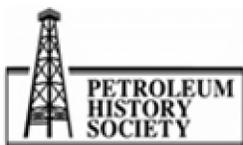
PMB: Okay, I'm sure you know a Joy Romero?

WORBETS: A little bit, but not really.

PMB: Well, she is a professor. We were having this discussion. A professor at Harvard has come up with a model of environmental process, a good environmental practice, which he calls the model of shared values, and he heard what was going on with the oil sands, and he got in touch with Joy. She works for Canadian Natural Resources Limited. And so she invited him up to look at what was going on in the oil sands.

And he basically said this is exactly what I'm talking about, and there's nothing like this anywhere else in the world. I don't remember his name, but he's at Harvard. And the notion in environmental management is called shared values. So you might want to do a little bit of looking into that. She was really pleased with that.

WORBETS: And again the point I would make is if some of the solution to a lot of the problems we have in the oil sands today is around our inability to consult properly anymore, and again if you look back at a time in Alberta, ten, 15, 20 years ago, there was a lot of consultation with people when we developed regulation or changes in policy, and we still do that in Western Canada, but we don't do it nearly as well as we have in the past, and should. And I just remember was it Patrick Moore; I interviewed him, he's the founder of Greenpeace. But his basic premise or conclusion is if you have a consultation process with stakeholders on any issue, you can solve any problem you want. So it goes back to that point of this person from Harvard is if you get -- and in BC -- is a



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wonderful example is they had to do land use planning for the province, and they basically got a bunch of people in a room that had responsibility, and said if you guys can't come up with a plan, we will in government. So it's a consultation shared value collaborative process to solve problems.

(SHORT PAUSE)

WORBETS: There are a couple other points I want to get across on this.

PMB: Well, I want to follow up on the shared values because basically the idea is, and the reason Joy was so excited about it is that basically it's about getting the local farmers, the local aboriginal community using the Fort McKay businesses that are available to be doing this thing. It's about bringing all of those stakeholders into the process. You know, nobody is going to get exactly what they want, but collectively they can get a lot of what they want each, and you do that by a process of shared values. So whenever you're ready....

REYNOLDS: We're rolling.

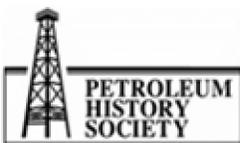
PMB: So I want to just comment on that. The idea of this fellow at Harvard is that it's basically collaboration among all of the stakeholders. So you'd have aboriginals, and farmers, and the business people, the various environmental groups and so on. Nobody would get exactly what they wanted, but each would get most of what they wanted. And you were talking about the fellow who founded Greenpeace who, as I recall, came from Vancouver.

WORBETS: Yeah. But, again, it's just I go back to my original comments working with Husky in these farming communities, and where there was a real connection between the oil industry and the farming community, and how they both could benefit together, so it's that shared value thing. And I actually experienced that at North American in some of these aboriginal Metis communities where there are some good examples in the oil sands of where companies are working very closely with aboriginal groups, and they are making a difference, and that's a really powerful and important point. I left the industry because I was frustrated, but came back to the industry and worked for North American Oil Sands. There was a huge amount of gratification around how we could do our business differently, and work with these communities, and do some very interesting innovative environmental monitoring.

So it was a great time. And we built some of those things that I experienced early days working in the Arctic, or working with farmers in Husky. So there are some good examples of that happening right now in the oil sands, and we need to continue to build that.

But, again, we've just dug ourselves such a deep hole around this that I just worry that we'll never be able to, as a society, benefit from our resources in the way that we should. I mean now there's teachers and doctors that are being impacted by the lack of oil revenue and our assets are stranded.

PMB: The so-called bitumen bubble in Alberta.



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WORBETS: And we may never accomplish the ability to produce the amount of oil that we can, or should to keep our economy strong because of this hole we've dug, A, and B, the perception of this industry around the world. It's really sad, and it didn't need to be that way.

PMB: Well, I just want to mention here, and I'd like your comments on this. Ron Wallace argues that the community of Fort McKay near Fort McMurray is the wealthiest aboriginal community on the planet because, first of all, it's a federal reserve, and aboriginal businesses are not taxed, and yet they do huge amounts of work with the oil sands. Any thoughts on that?

WORBETS: Well, one of the things that I've always -- you know, a principal for me in working with the industry is that you're going into an area trying to do something on somebody's land, whether it's traditional or their own private land, I mean you need to work very closely with those people, and try to work with them in a way that makes them whole. And sometimes it's they want to protect traditional values, and sometimes they want to take advantage of business, sometimes they want to do both. So that's what you have to do. I mean you have to be very close to the communities in which you operate, and try to benefit them in ways that they want to be benefitted. And that's the job of these companies, and some of them continue to do a really good job, and some of them have dropped the ball, and a lot of times government regulation or history or whatever sort of gets in the way of doing things that are innovative and creative.

So it's a big challenge. But Fort McKay has been -- I mean I remember working with that band when it -- you know, we owned Canterra or -- CDC had two townships of land up right in the Fort McKay area. I remember dealing with the chief and now owner of those businesses and there was a time where they didn't want to be involved, and then they said we want to be involved, and we want to be involved in a big way. Look what they're doing.

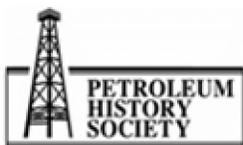
And there are a lot of aboriginal people in the Fort McMurray area that want to be successful. And I'm gratified to have been part of the start-up of a bunch of businesses that are thriving today in Conklin and Janvier. So I mean that whole area is in the SAGD language probably has 70, 75 percent of the oil sand.

PMB: Okay, I have almost no questions yet.

WORBETS: There's one point that I wanted to make, and it's around this whole stewardship and what we were able to do with virtually little or no money in North American versus some of these big companies can't do anything. I mean I'm not quite sure how to put that in a politically nice way. But I mean the -- there's --

PMB: Don't worry about being politically correct, just talk.

WORBETS: Yeah. The time I spent, early days in the industry, and then that frustration, and then going back to North American Oil, here's a private company that had to raise every penny. And me being in charge of the regulatory environmental aboriginal trying to create businesses for people, we at North American were able to out-compete our competitors, many of them multinationals, by



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doing things a little bit differently, and being creative. And that was a very exciting time for me because really I'm around when I was really interested in the oil industry because I'm an environmentalist and I like to make things good or better, and it was a lot of fun working at these small private companies, and at this one in particular.

And the story I'd say is if I wanted to get something from A to B, I could, in this small company, do it in sometimes five minutes. If I wanted to do that A to B at a previous company it sometimes took me three months. And if you get into these large national, multinational (indiscernible) companies, that five minutes or three minutes could turn into two or three years. So it didn't cost a lot of money, but you were able to do some things on the environmental front, and on the business aboriginal engagement front that was really fun simple things like a large company can't pay a bill for two months because of their procurement and their -- you know, blah-blah-blah. Like we could pay some of these aboriginal young businesses every two weeks so they could stay in business. They loved us. Or I could list ten or 15 small things where every aboriginal who had a business or wanted to work for us on the environmental front, I mean we did some things -- actually Statoil won two awards for the work that we started at North American Oil Sands. One was around, we got this world renowned scientist from the University of Washington.

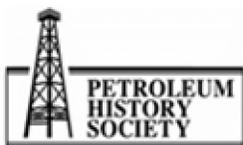
PMB: What was his name?

WORBETS: This guy's name is Sam Wasser. He's an endowed Chair at the University of Washington whose research is world renowned, and basically he has broken and through Interpol has caught elephant poachers through DNA mapping of feces or scat of animals. So I found out about this guy and brought him into the oil sands, and he did a three-year study which was part of our environmental impact assessment which looked at the scat of wolves, caribou and moose; moose because it's really important to the aboriginal people, it's their diet, and wolf because of how they prey on caribou and moose, and then caribou.

But through the use of finding scat was able to do some incredible scientific work on those three species in the oil sands. The information that has come out from this science has proven the populations of caribou are in fact larger than they were, has proved the impact of oil and gas activities, has enabled all kinds of things to come out. And basically they use drug dogs that can go find specifically moose, or caribou, or wolf scat. They collect it, and through that scat they can do population counts, they can do stress counts, they can do -- I mean they can just -- it's like taking a blood sample from you. So he has just kind of revolutionized the biology or the ecological health of the oil sands.

PMB: You mentioned Sam Wasser, and you said there was a second thing that you got an award for.

WORBETS: Well, it was Statoil got an award for the work of Sam Wasser in the work with caribou, moose, and wolf. But the other one was Statoil was really quite intrigued and interested in a lot of the work we did with the aboriginal community, and have continued some of that, and built on some of that, and they won an award for that as well.



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So the Canadian Association of Petroleum Producers do these stewardship awards. So I think it was last year and we at North American started all of these things. And it was really easy to do, and again it didn't cost a lot of money.

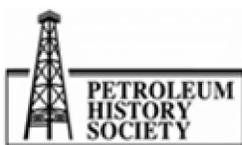
PMB: Barry, one of the ideas that I've heard, and he's from the University of Alberta, ecologist. Now there's the concern about the boreal forest, and his argument is basically this, that you have one part of the northern province, which is extremely wealthy in resources, the oil sands area, but there are other parts of the province, especially the western (indiscernible) and moving south along the boreal forest where you have a lot of sort of unproductive farms that were built into the boreal forest, and his argument is the following: You have the rich part of the province, develop it, but you don't want to lose the boreal forest, and the caribou and so on that are living there. But what you could do is reclaim parts of the rest of the boreal forest on the western portion of the province, and kind of make that an offset of the development that's taking place in the Fort McMurray and the oil sands area. What's your general thinking about that?

WORBETS: Really interesting comment. And the whole comment about offsets is important, and I'd argue both sides. But let me argue the side against is who is to say that the Eastern slope is more important than the boreal forest in around the oil sands? So it's hard to make that judgement.

But the argument in support of that, and we actually took -- I was part of the group of companies that started the oil sands leadership initiative which was trying to do things differently, and take more action around the environment. But we came with an idea, and it's a bit about the offsets, and it's not even an oil industry idea, it's more a forestry industry. Alpac was the company. But they own all of the Forest Management Agreement, the FMA, up in the oil sands, or most of it.

So the idea was, let's just get -- I mean if you were Chris Hadfield sitting up in space, and you're looking down on Northern Alberta, and you were doing that in a hundred years, what I think you'd want to do is you'd say the boreal forest looks like it's been protected. You know, there's a bit of a red mark here, but if I look at all of Northern Alberta I see that they've done a pretty good job. So at the end of the day what you want to be able to do is show that that part of our province has some ecological integrity. I mean it can sustain itself forever. So that it's got this ecological (indiscernible).

But the other really important part is the social fabric of those communities. They are there and they're healthy. So if you can protect both those things. So we actually went to the government with an idea, four or five companies, and went to the government and said, look, we know what parts of Northern Alberta has no prospectivity for oil sands. We know what parts of the province we can set aside and protect, so why don't we just set aside and protect a huge chunk of the boreal forest in Northern Alberta that has no prospectivity, but we allow this ecological protection to happen, and then protect it? Just set it aside and protect it. Don't sell leases in it, don't sell anything. And then there's another area where you have a mine, you know. And if you look at it, it's a relatively small area in Northern Alberta. But you have an area and you can't bring that back to its original state, but you can go a long ways to reclaim it. And then you've got this large area where it's



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SAGD, and you're not incredibly intrusive, and you can reclaim, and if you do it right you should be able to take those lands back to its original state in 50 or a hundred years.

So, again, looking in that satellite a hundred years from now the test is they did a good job there. You know, they had a tough time in the mines to get it back, but they've done a good job on SAGD. And look at this huge area that has no activity in it. It's been protected. So that's kind of the premise that we've got to work. So you're not offsetting the oil sands for the Eastern slopes, you're protecting the boreal forest in Northern Alberta, and you're looking at it as a large ecological entity, and you can say with your hand on your heart, we have done a good job stewarding that area. And, A, the people are there, they're happy, and they're employed, and they're sustainable, and the environment has ecological integrity. That's what you want.

PMB: Okay, Barry, then my final question to you, you've mentioned a lot of them. Who were the notable figures that you've encountered, and which of them would you recommend that we interview for this project?

WORBETS: Yeah, I mean I have been very fortunate to be involved with an oil sands company which, and maybe there's some personal bias, but the people that I was involved with, several of them know more about the oil sands and heavy oil than anybody else. And I could have told you seven or eight years ago which companies in SAGD (indiscernible) were not going to be successful and which ones were 'cause we already knew that.

So the people that I think you should talk to is there's a gentleman by the name of Lorne Cannon who worked at Pikes Peak, at Tucker Lake. He is just retired basically last week; he was a senior executive of Statoil. He's one of the founders of North American Oil Sands along with me. He was an employee of Husky. He was an employee of Texas Gulf and has worked, unlike me, 35-plus years in the heavy oil, oil sands area, and knows everything about everything, in particular on the SAGD stuff, but a lot on the mining as well.

And the founder of North American Oil Sands is a guy by the name of Pat Carlson. But I think the deep, deep knowledge is Cannon.

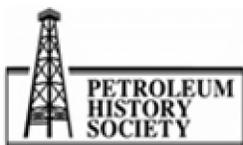
PMB: Okay.

WORBETS: Carlson would be good, too.

PMB: Anyone else?

WORBETS: Well I think you've got this UTF 'cause Cannon actually worked it. He was there; he ran it for Husky, so he's got a pretty deep technical understanding.

I mean I'm not sure who you've talked on some of what I call the softer, the environmental and social sides of the oil sands.



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PMB: Actually you're one of the very first, you and Ron Wallace. And your information is tremendous. So I think we're probably done. And here is your last chance; anything you want to say, the microphone is yours.

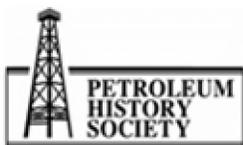
WORBETS: Let me just go through these questions. Good enough. Yeah.

PMB: That's it?

WORBETS: Yeah, I think you should try to talk to an aboriginal person, I don't know.

PMB: Well actually we're going up there next month, and we're going to talk to aboriginal businesses. We're going up to the CNRL plant. Thank you very much, Barry, for a great interview.

[END OF RECORDING]



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