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1 **BRENT SCOTT,**  
2 **FORMER CEO OF SYNCRUDE CANADA LIMITED**

3 **Date and place of birth (if available):**

4 **Date and place of interview:** Vancouver, B.C. at Brent Scott's home

5 **Name of interviewer:** Robert Bott

6 **Name of videographer:**

7 **Full names (spelled out) of all others present:** N/A

8 **Consent form signed:** Yes  No

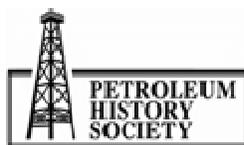
9  
10 **Initials of Interviewer:** BB

11 **Last name of subject:** SCOTT

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12 BB: So this is an interview with Brent Scott, the former Chief Executive of Syncrude Canada  
13 Limited and we're in Vancouver, B.C. in his home, and I guess Brent, the first question is just sort of  
14 the three minute overview of where you've been and what you've done. You grew up in Calgary.

15 SCOTT: Yeah, I was born in Calgary in 1925; I attended grade school in Calgary and university at  
16 the University of Alberta in Edmonton. I graduated in civil engineering in 1947. From 1947 to '65 I  
17 was employed by British American Oil, which subsequently became Gulf Canada and I worked in a  
18 sequence of refinery engineering, operations and administrative jobs while I lived in Calgary,  
19 Edmonton, Moose Jaw, Saskatchewan and Oakville, Ontario. From '65 to '72, I was employed by  
20 the Gulf Canada Refining Department as manager of engineering at the head office in Toronto.  
21 From '72 to '75 was loaned by Gulf Oil to Syncrude Canada Limited as Executive Vice President,  
22 my assignment was to establish a Syncrude organization which would manage, on behalf of the four  
23 oil company owners, the design and construction of the proposed Syncrude oil sands plant, and  
24 ultimately the start-up on operations of the facility. When the final permit to build the plant was  
25 received from the Province of Alberta in 1975, I was appointed President and Chief Executive  
26 Officer of Syncrude Canada and the plant started up in 1978 and I remained in the position until  
27 1982 at which time I retired from Syncrude. In 1982 I took a position with an engineering  
28 construction firm, Bechtel Inc. of San Francisco; I was appointed Vice President of Bechtel  
29 Petroleum, Chemical and General Manager of their London Division. We resided in London,  
30 England, the London Division was responsible for petroleum, chemical work in Europe, Africa,



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31 Middle East, and South Asia, in 1984 I was appointed a Director of Bechtel's principle operating  
32 companies and in 1986 I was appointed a Director of the Bechtel Group Inc. My wife Lillian and I  
33 were married in 1947; we have three sons, aged 54, 58 and 60 and nine grandchildren, aged 16-35. I  
34 retired from Bechtel in 1987 and we moved to Vancouver that year.

35 BB: And that brings you to here!

36 SCOTT: Yeah.

37 BB: The, now in your prior experience did you have any exposure to oil sands, really before '72?

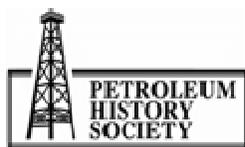
38 SCOTT: No, but as a Calgarian, you know even Turner Valley was active, you just had to walk to  
39 the brow of the hill and look out in the, it was sunset that would make the flares from Turner Valley  
40 dancing in the sky, so that was the oil industry. And everybody knew about the tar sands, but they  
41 were kind of something that was never going to be developed and we heard about it in school and  
42 so on, but that was very cursory knowledge, and then when I was Manager of Engineering in  
43 Toronto I had gone there in 1965 and Gulf's biggest expansion program started thereafter, which  
44 was for my good fortune and so I was involved in building a refinery in Point Tupper, in Nova  
45 Scotia and it was a project to top oil and send the bottoms to the States. Big tankers, the oil was to  
46 come in with the huge tankers and it was to move down the Coast to, the bottoms, and the upper  
47 part of the crude were supplying Nova Scotia and the Maritimes, so it sounded like a good deal. And  
48 the other plant that started up at that time was Edmonton Refinery was expanded and the project  
49 there was to build plate line systems which Gulf did and serve the west of the Edmonton Refinery  
50 who at that point, some of the little refineries, Calgary and Moose Jaw, Brandon, they had  
51 disappeared.

52 BB: Yeah.

53 SCOTT: Or weren't oil sands, asphalt plants.

54 BB: Yeah, Moose Jaw became an asphalt plant, yeah.

55 SCOTT: But anyway, where I heard, at the end of those jobs, then they really appreciated them  
56 because they each of them started with conceptual engineering, like I started right at the beginning  
57 and I worked right through to the end, so that was a little experience I had. Gulf was sending  
58 representatives at that point to meetings with Syncrude management and the owner companies every  
59 month and Floyd Aaring, I don't know, he's gone I think, Floyd, but at that point he was the  
60 representative of Gulf Oil on those sessions and so I heard through him, I heard some things about  
61 tar sands and as I finished the jobs I was doing there, Gulf asked me if I would like to go and be a  
62 candidate for a job at Syncrude, which I think was called, at that time, Vice President and General  
63 Manager and so I embarked, at that point, I embarked on learning about Syncrude and then I did  
64 start to see something and the first thing I was fortunate enough to do was to go and look at the  
65 Sunoil Plant which was constructed at that time, but not operating, but then I also was sent around  
66 to see all of the owner presidents, so I visited with Jerry McAfee, who I knew from being at Gulf,



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67 and Dick Reid from Imperial Oil and City Service, I went down to City Service and I met their two,  
68 the Chairman and the President, who were young guys, very impressive to me and then I went to  
69 Atlantic Richfield and at that point, they showed a little less interest in me than I thought I deserved,  
70 but they put on, the people who I knew went to the owner meetings who were middle management  
71 guys for the other companies they, the top guy was there, so that might have a signal of some sort,  
72 but anyway, I talked to all of them and without exception, they were so enthusiastic, you wouldn't  
73 believe it. I can remember at City Service, they were saying that this was a really important thing to  
74 them that this was the first plant, and it was really an experimental plant, it was a research job at a  
75 plant level base and there was this start of a future industry, so I came home full of this stuff.

76 BB: Well right from '59 Cities was really, very active.

77 SCOTT: Was active, through Royalite, and of course, that Royalite was what bought the Gulf. At  
78 least 17, I think, the Royalite head and that was the first one that the Syncrude Plant, and it was a  
79 good lease, it was the best, so anyway, that was my kind of my introduction to it and I did go and I  
80 visited the Syncrude operation in Edmonton, met Frank Spragins and all the staff and I went home  
81 and I was very interested. I thought it looked pretty good. So I accepted and I took off in February  
82 of '72 to Edmonton.

83 BB: At that stage, they had the application before the ERCB.

84 SCOTT: The thing that triggered my departure to Edmonton was the application, I think the  
85 government had accepted the application but they hadn't, well they had accepted it and the job  
86 wasn't going to go to a head until it got final acceptance from the company I guess. I forget now  
87 what the, but anyway, that was an initial acceptance by both parties that we're on.

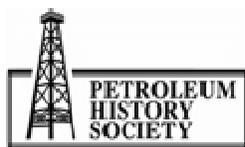
88 BB: Now at that point it was still just a small staff in Edmonton.

89 SCOTT: 120 people, I visited them and I felt very comfortable with them being that they were all  
90 Albertans. They went to kind of the same universities and had the same background as I had I  
91 immediately liked them, which is a good thing. There was an engineering component, none of it was  
92 huge, 120 people, so there was an engineering staff with girl named Ron Grey as the leader, there  
93 was a research department out in Edmonton, which was a very good research department, it was  
94 staffed by a fellow named Ron Goforth, was the head of it.

95 BB: Yeah.

96 SCOTT: And then in mining, they had a mining test pit up in Fort McMurray and they had a plant  
97 sized pilot plant there that I forget how much it processed, but not a bunch, tonnes or something a  
98 day, and that was and really separating the oil from the tar sands.

99 BB: Now had they settled on the design, you know, the four draglines and the...



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100 SCOTT: No, no at that point, let me put it this way, at that point that engineering department had  
 101 settled on the draglines, they didn't know how many, or how big they would be, or anything like  
 102 that, but with draglines. They had a very good bias, if you want, toward that, and one of the things  
 103 that we had to do, obviously, was to find out whether that was the right answer but using far bigger  
 104 staffs and great science and more people, so we could get into it whenever you want, the  
 105 engineering, I'll drop the engineering. I'll start off with, they were there and they were good,  
 106 competent, hard workers, dedicated to the job. Frank Spragins was of course, totally dedicated. He  
 107 was, I would use the word obsessed though, you know, but he was a real enthusiast. But they had a  
 108 good plan; they certainly knew more about separating the oil from the tar sands than anybody else,  
 109 like I had felt they had a really good hold on that. Perhaps even better than Suncor would have and  
 110 the mine, they had a small dragline, called Little Beaver, which didn't dig the tar sands, it was a  
 111 dragline, dug the same way the big ones would do, so they had a little bit of knowledge of it, but not  
 112 enough to design a big plant.

113 BB: So you joined the staff and what were the relationships, Frank was still very much the executive?

114 SCOTT: Frank, yeah, he was the Chief Executive, but I was the General Manager then and I was  
 115 also Vice President originally, and then we got some more Vice President, I became an Executive  
 116 Vice President. But the relationship with Frank, Frank had a dedication to seeing the project go  
 117 ahead and I think most of his time and effort was in the support of the idea of building a tar sand.  
 118 So we didn't conflict because I was interested in building it and he was interested in selling it and  
 119 well really, it really is a big sales job to the public and in Edmonton, for instance, he did a great lot of  
 120 good work in selling it to the public and I always felt he didn't have to sell it too much to the owners  
 121 because he already had the knowledge and the total support of the owners no matter what. So we  
 122 didn't conflict in that respect, we didn't intervene too much either. I had a big job to get done and I  
 123 started on it, and he had a big job to do that he was doing and he kept at it, and he was involved  
 124 with the university and with the engineering society and he was very active with involvement there.

125 BB: So he left you and the staff to work on the details.

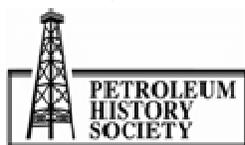
126 SCOTT: We started on it yeah. We just knew what we had to do and so we went ahead and did and  
 127 the first thing we had to do was get a staff.

128 BB: So we were talking about, you're in Edmonton and starting to tackle the...

129 SCOTT: Yeah, so I actually, there were two sides to answer that question, one was what happened  
 130 when the owners came. Like they came once a month, there was a management committee; I don't  
 131 know whether John Barb may have...

132 BB: Well I've heard somewhere that...

133 SCOTT: ...well there was a management committee and each of the four owners had two  
 134 representatives and they came once a month and Floyd Aaring was the Gulf one who I knew, and  
 135 then they had a number of other people and they were senior people, they were pretty competent



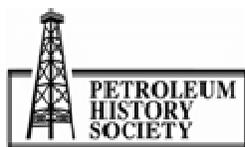
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136 VP type people and so that was the management committee and Frank kind of dealt with them, he  
137 was the chief contact and he had been for seven years, I think. Actually it was a good group, again,  
138 there's lots of camaraderie, they'd known each other for a long time and they'd been through the  
139 hoops, the ups and the downs of getting the plant done, so they had good meetings. I never saw any  
140 contentious behaviour between any of them. And I attended those meetings but I didn't feel is my, a  
141 necessity for me to have a major contribution so I was shut up pretty well, I didn't speak at the  
142 meetings, I didn't contribute and I didn't. I sometimes ended up with jobs to do, which was fine,  
143 because I was there and they weren't. The other part of that was that there were about four or five  
144 committees, there was an oil separation committee, that would take the oil out of the tar sand, and  
145 there was a committee on processing and a mining committee. Now these again were the technical  
146 people from the owner, so you can imagine another series of eight people, so again, our people, well  
147 I didn't participate in them, and I think as we built our staff, we did send people from Syncrude to  
148 those committees so that they were, and as time went on, we had the bigger role and they had the  
149 much lesser role and I don't recall that they lasted forever.

150 What did I do? Well the first thing I saw was necessary was to plan an organization, and I knew it  
151 was going to have about 5,000 people and I knew that it had to have facilities and capabilities of  
152 doing mining, refining, building power plants, all these things and so, at that point, there was a  
153 personnel man who came from Imperial Oil, actually that was about it, he and I started and then the  
154 first things I had to do, I wanted to get a couple of people who were skilled and going to be the vice  
155 presidents of the refinery side, and vice president on the mining side and I, it was quite a bit of soul  
156 searching and eventually we discussed it in the whole company but we all agreed that a miner is so  
157 different from a refinery guy that your better to let them have their own track up to the top, and  
158 then it doesn't matter who it is, it's someone with the know. And so we, actually, we went to  
159 Imperial Oil, well, we went to the owners first, that would be the next step, we made an appeal to  
160 the owners for some of their best people and we put them into our organization and two of them  
161 we got immediately, one was a fellow named Chuck Collyer.

162 BB: Right.

163 SCOTT: And another was Neil Wun. And we brought those guys on board and then from there, we  
164 started to go down the echelons, it was our plan, as I'd done in Gulf, that we would try and put the  
165 operating people that we got immediately into the organization of the construction so that they  
166 knew what was going when they started to operate the plant, they had a head start and so we did  
167 that. We got actually, the numbers, we got 120 people out of Imperial Oil, now they are a big  
168 company and they believe in having people and they have extra people sometimes, and we got some  
169 of their extra people at that time. Gulf, it was a much different company, it was a very kind of elite,  
170 minimalist thinking, that, you know, your staff is as small as you could get it and so we got, we did  
171 get eight people, including me from Gulf and from City Service, we probably got, over time, we got  
172 four. So Imperial Oil supplied us with a bunch of really good people and after that, we had to get,  
173 well the engineering people were the top of the list, but we had to start getting instrument people,  
174 more specific technologies, we needed soils engineering in the mining, various equipment people,  
175 specialists in equipment handling and we needed process engineers who could design our units and



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176 make the choices of what kind of equipment we were going to use and we got all of those from  
 177 Imperial Oil. We had to get personnel people to do all this work that we were laying out. And we  
 178 just gradually built up, we had to eventually hire a legal staff, we had to hire personnel, another  
 179 personnel man; the Imperial man left from Imperial Oil. So for me, I was involved in both  
 180 establishing the organization, what it was going to be and getting the people to staff it, making sure  
 181 that the people we got were the best we could get and that we didn't get too many duds accidentally  
 182 or otherwise, so we did that and actually, in that time, so once a month, I would be in the  
 183 management committee meeting and I hear all the chatter there, when meetings were held with the  
 184 government I went too, so I was kept fully involved. And Frank, of course, he was it, he was the one  
 185 who was the one who was carried the can if we didn't get it right.

186 BB: Frank had a couple of things that he has been noted for, the involvement of the people in the  
 187 north, and the aboriginal people.

188 SCOTT: Yeah absolutely, he was great on that. And **John Barlett**, one of his ex-girl was a, like if  
 189 you're talking to a press person and he's getting at you, you switch the subject somehow tactfully or  
 190 not, not even noticeably, over to Indians, well then Frank could talk for 15 or 20 minutes and give a  
 191 hell of a good lecture on why we had to have our Indians. Well actually, he did a good job at that.  
 192 But I had just as much belief in it as he did, I felt that if the native people are ever going to do any  
 193 good, if went into that country and didn't make room for them for jobs, then we're not doing a  
 194 good job and so I was fully supportive of Indian, and we hired really good people to undertake our  
 195 Indian program, or what do you call that, our native whatever the right words are for that.

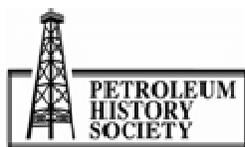
196 BB: That was Terry Garvin.

197 SCOTT: Terry Garvin and Alec Gordon and both of those, well Terry Garvin's written quite a few  
 198 books on the north, and he was in the mounties, he wasn't an Indian, but he was very great familiar  
 199 with the Indian problems and Alec Gordon, he was half Indian anyway, I guess the other part, the  
 200 Gordon probably was Scotch, but his mother I guess probably was a native person and he grew up in  
 201 the north and could tell stories about his experiences and when he first had to take a sleigh load of  
 202 stuff and he was with dogs, a dog team, in the dark arctic night, and he took off after a more  
 203 experienced native who took off ahead of him, and actually, he apparently was kind of losing out a  
 204 bit and he thought he'd go cross-country and he could see, go across that way a little bit faster and I  
 205 guess he went straight down this way and he landed on top of all his dogs. So he, to show what kind  
 206 of a guy he was, he got off and pulled the sleigh off and got all his dogs, lined them all up, had to  
 207 put ice in their runners again, got it back up the hill and away. But he was a great guy, in fact, I think  
 208 at one point Trudeau was trying to get him to be a senator or something, he had some cushy job for  
 209 him, but he chose to come to Syncrude, I don't know, he might still be there.

210 BB: I know Terry Garvin's definitely on our list but...

211 SCOTT: Oh yeah, well Terry you'll enjoy, there's no subject he loves to talk about more than that.

212 BB: Now had Bechtel already been selected as the contracted?



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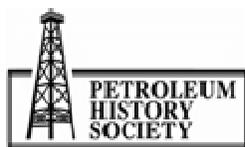
213 SCOTT: That's an important point because some point very early on, the owners, in fact it was  
 214 before I got there, the owners had sent out a request to four contractors for proposals and actually, I  
 215 was there when the proposals came in. Now they put the proposals, I can't tell you why they had the  
 216 proposals, because I don't think anyone ever really understood really why, but the proposals were  
 217 taken to Denver, to a hotel in Denver and received there. And so the management committee, we all  
 218 went down to Denver and there were the proposals, when you get proposals from four big  
 219 contractors, you know, they're that...proposals, some of them were that high. We had a little  
 220 meeting and decided, well the only way to handle these damn things is to get them up to Edmonton  
 221 and let our guys get at them, so we quickly, in these days, I don't know whether you had to have  
 222 your plane fares all ahead and everything, because we seemed to go right out to the airport and get  
 223 on the plane.

224 But anyway, so there we were with, and each of us about 40lbs of books in each hand and I can still  
 225 remember going through after Frank, Frank was leading the stairs into the airplane and taking all  
 226 these books and we got them there. And it began an evaluation by contractors and by that time, we  
 227 must have had, I think we had Chuck probably, and a few engineering people, we had Ron Grave  
 228 and some others, and everybody was pro-Bechtel, you know, one of the contractors that did very  
 229 well in our appraisals, and I'm going to forget their name, not Fluor, not Fluor. Braun, Braun, C.F.  
 230 Braun.

231 BB: B-R-A-U-N.

232 SCOTT: Yeah, and they did something which I thought was a very good stroke, they had a big plan  
 233 in their proposal for fabricating off-site big models and they turned all that stuff over to us and said  
 234 use it which I admit [not understood] hired him, but they were a really substantial company, but  
 235 Bechtel was the really clear choice and so they were advised and then we began our group and  
 236 Chuck and I began to interact with Bechtel and they would then, I don't recall, but what they would  
 237 do is they would supply us with ideas of how they going to divide their people up and what, and  
 238 we'd put our people with them, in kind of monitoring jobs, so that was done fairly early, Bechtel was  
 239 there and we started, and the other thing that was of interest, at that point, the management  
 240 committee told us to go ahead with the job as though it was going to be approved and that was very  
 241 common in the oil industry, because if you waited until you got the final approval, you had a tough  
 242 time catching up and then everybody would be asking for the thing and you couldn't get it, so [not  
 243 understood], was not unusual to go ahead and do the work.

244 So at that point we were fully going to design the plant and we started to make the...it takes time, it  
 245 took three years really, but would we choose the draglines versus bucket-wheels or whatever, truck  
 246 or shovel, and we had to make choices between, in the processing units, we had to make a choice  
 247 first between fluid coking, which was an Exxon patent, and hydro-treating which was a City Services  
 248 patent and the way some of these things worked, I actually phoned the City Service research  
 249 department and I found that they hadn't even had a successful research test model, so that kind of,  
 250 we just kind of dropped that and we went with fluid coking, which had a, there was quite a bit of  
 251 fluid coking already in the world, in various fluid cokers, but what we were going to build were two



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252 fluid cokers and each of them was bigger than the total world production at that time, so they were  
253 big fluid cokers.

254 BB: So a lot of that research came out of New Jersey, the Exxon research or whatever it was called.

255 SCOTT: Yeah, they were Exxon patents and we had our chief processing in there, was an Exxon  
256 person and of course, in a case like the fluid coker, no matter which contract you have, you would  
257 be dealing with the Exxon for the patent, sort of patented information, they have a role in designing  
258 the plant.

259 BB: I am trying to get the division of responsibility between Syncrude and Bechtel.

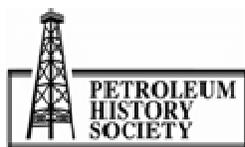
260 SCOTT: Well Syncrude, this a common relationship is the owner, I guess if you're a multi-  
261 millionaire you can hire Bechtel and they'd build a plant and there would be no one between you  
262 and Bechtel, but in this kind of plant, the owners have to have a fairly large group of people who are  
263 bothering to see that these the specifications are properly prepared for what you want and what the  
264 owners want and then you want to make sure that the contractor delivering that, and the only way  
265 you can do that is you put kind of a parallel organization alongside of Bechtel's organization and the  
266 beauty of it is, that then these people become very familiar with the project and then they transfer, at  
267 some point, they morph into operating people, like once that relationship with the contractors is  
268 kind of finished, they morph over into the operating, I mean, so you get your operating  
269 superintendants and your various people.

270 BB: Now, let me start with the mining side, the one of the...well big decision was truck and shovel  
271 versus dragline, or bucket-wheel, or conveyer.

272 SCOTT: Well we started off, of course, with the Syncrude thought that draglines were better, the  
273 reason they were thinking they were better, you could actually sit up on top and you could reach  
274 over and take the overburden and you throw it back in the hole, once you got a hole, you'd throw it  
275 back in the whole and then you'd mine the tar sands and put it in the windrow, and then with  
276 bucket-wheels, you'd take it off the windrow and move it along conveyers to the plant, that was one  
277 option. The other option was the one that Suncor used which was to take bucket-wheels up against  
278 the face of the thing and mine it there. Now there were advantages to each, but to make the  
279 decision, well first of all, the third option which was truck and shovel, at that point, trucks were, I  
280 don't 85 cubic yards or something and it wasn't economic or anything.

281 BB: About 60 tonnes or...

282 SCOTT: Yeah, they weren't so big and where Syncrude found out, okay, let's say, we went ahead  
283 and made the decision but it was based on a soils committee, and I don't really, I mean Dean Hardy  
284 and University of Alberta, he was a soils specialist and he was Dean of Engineering, he was a very  
285 authoritative man on soils and then there was a guy named Turk Sargis, I can't tell you how to spell  
286 that, but he was a foreign soil specialist who was world renowned, he'd written this text book and  
287 there was a few other people who very renowned were on a committee and they were asked to



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288 compare the two things, one was the dragline at the face, first was the dragline with a particular  
 289 attention to whether the draglines would fall into the hole, or if it was kind of a, it was a necessary  
 290 concern, and at the final meeting when Bechtel found that in all their calculations of the two systems  
 291 they were about equal, you couldn't, from an economic point of view, you weren't much ahead  
 292 either way, so I think Syncrude, probably just favoured it because of the draglines and then the  
 293 Syncrude thing that was equal and try the draglines, it's an experiment again, maybe it's better,  
 294 maybe it isn't. But anyway it had to be sure, we had to be sure that they weren't going to fall into the  
 295 hole and at the meeting when they finally presented these factors, I can remember Hardy getting up  
 296 and he was very serious, and he said, well, after a lot of consideration, you do not believe that there  
 297 would ever be a catastrophic failure of the tar sand face, and there was a dragline in it, and he said,  
 298 but there are some provisos, and the provisos are that you cannot leave any water possibly can get  
 299 into any of the [not understood], you have to take all of the water off the top, make sure that its  
 300 draining somewhere but it's not going into the tar sands, because there's [menses?] of sand in the tar  
 301 sands and if the water gets down in there, then you've got a swip? face.

302 So we had to do that, and then he said you have to put instrumentation on all the faces, so you can  
 303 imagine this is a tar sand face, you got to have indicators, electronic indicators that indicate  
 304 movement. And then there was, what was the other thing, well those were the two big things, you  
 305 had to do that and then he would put his name on it and say, well that looks good. So we went  
 306 ahead with the draglines and what actually happened, when after a few years with the draglines, the  
 307 first thing was that you cannot, I can't remember just why, but you couldn't throw the dirt off, or  
 308 the overburden off, beyond where you were mining, it wasn't, it just wasn't working out, so they  
 309 were talking of putting a lot more of the overburden through the plant, in the separation plant, it  
 310 would just come out in the separation plant, so that was a dumb idea, so that wasn't done. So  
 311 eventually the overburden was stripped off the top, so they went in with the truck and shovels and  
 312 stripped the overburden off, which then, it made the tar sands an easier operation to, so that was a  
 313 better operation. What happened then though, was that over a period of years, trucks were built  
 314 bigger and bigger and I think they were up to about 85, then up to about 300, whatever.

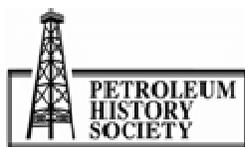
315 BB: Yeah.

316 SCOTT: So then the economics changed and the truck and shovel, dumping into a hopper  
 317 somewhere, that's the way they are now, I think still.

318 BB: Now there were a couple of different dragline designs too, what were they, they were two or  
 319 four, or big or small.

320 SCOTT: Oh yeah, that would be a calculation, yeah, no to me there was, in Bechtel's calculations  
 321 there were four draglines, I think?

322 BB: Yeah.



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323 SCOTT: I keep forgetting. They were big draglines and they were, it was a good enough operation,  
 324 but I think the truck and shovels eventually, the trucks became so big and the things that would dig  
 325 into the face of the shovels were huge.

326 BB: And you didn't have to worry about the oxidizing and, you know, with the dragline, bucket-  
 327 wheel operation, there was so much exposed surface and the...

328 SCOTT: I don't remember... oxidizing. I can't remember any problem.

329 BB: Maybe that was later, that they...

330 SCOTT: Yeah, I think that might have been after my time, yeah.

331 BB: And then you had the transportation to the plant, the conveyer belts and then the separation,  
 332 was it still the, pretty much the Clarke Process.

333 SCOTT: Oh, the Clarke Process. He certainly started everything, there is no question, and I forget  
 334 the stories about it, but he used his wife's washing machine or something and he did, he was very  
 335 highly thought of, he was the Alberta Research Council, in the Alberta Research Council and that  
 336 separation process was good but I think our own lab did a lot of work and I think at that point, our  
 337 lab would be more, doing more contribution really to the success, than anything that Clarke had  
 338 done originally.

339 BB: Well they played around with the temperature.

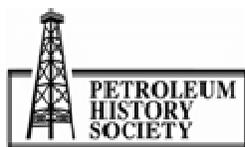
340 SCOTT: Yeah, and they put a little chemical here and there, and yeah, no they did, and the  
 341 equipment was not designed by Bechtel and that was kind of difficult mining equipment, its huge,  
 342 everything was huge.

343 BB: Then you've mentioned in the upgrader, the fluid cokers, but then there was also hydro-treating  
 344 and these other components.

345 SCOTT: Well the main thing is that you've got to get the coke out of the feed, the tar sand, and that,  
 346 the fluid coker actually uses a catalyst, that it's the heat and the circulates the catalyst and the coke  
 347 catalyst I think comes out with the coke, or, I forget just how it works, but you usually get catalysts  
 348 and your high temperature and high pressure and separating the coke out and it just continues,  
 349 whereas on the, I think if I remember correctly, Sunoil still uses a delayed coking, where you put it in  
 350 a drum and then it turns it all to coke and then you get in and drill it out, which is not uncommon  
 351 either, I had that at Moose Jaw in Gulf.

352 BB: And you also had sulphur. 5% sulphur.

353 SCOTT: Yeah, yeah, with sulphur, there is a, I can't tell you what's happened since, but he sulphur's  
 354 taken out of the...my recollection, that the feed, once you treat the material, you go through the



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355 hydro-cracker and you fractionate it and so on, and you sent the crude oil, the syncrude down the  
 356 line, it's a straw-coloured, nice, put it in a bottle it looks like something you could eat. But the  
 357 sulphur was taken out, I'm sure it is now.

358 BB: Oh yeah. So you do all this planning and the work is just starting, and then ARCO pulls out.

359 SCOTT: Yeah, and that was early in the game and if you visualize meeting of the management  
 360 committee and they're all sitting there feeling, you know, their talking and joking and having a  
 361 reasonable time and Sam Stewart Have you ever heard of Sam Stewart?

362 BB: Yeah, S-T-U-A-R-T?

363 SCOTT: I think it is, but, it might be E-W, I can, I think that might be, I brought only one book  
 364 here but it has a couple of pictures which have people in it that I, let's see what this says, this is  
 365 owners reps, here's Sam Stewart, here's Bill Dickie. Well he's first, second row left, Ken, and that's  
 366 back row, Sam, E-W.

367 BB: S-T-E-W...

368 SCOTT: Sam S-T-E-W-A-R-T. Atlantic Richfield, he was a particularly kind of agreeable kind of a  
 369 guy, he was very calm and cooperative and so on, and he came to the door on this morning, he  
 370 wasn't there and we were waiting for everybody and he came to the door and he said, and he really  
 371 looked horrible and he said, we're pulling out. We got bad news from head office, I guess. They  
 372 were leaving \$18 million dollars on the table so to speak and they were going to leave and that was  
 373 because of problems or requirements from the north face oil production which they were big in.  
 374 And he looked absolutely devastated and he left and the rest of the group looked devastated too,  
 375 that was a horrible thing to have happen.

376 BB: Now was he Atlantic Richfield Canada or?

377 SCOTT: He was in Canada and it must have been Atlantic Richfield Canada.

378 BB: So that was in late '74, because while Winnipeg was I think February, '75.

379 SCOTT: Yeah, what's this say? With signing of the letter of intent to proceed, that was '73, I don't  
 380 know, look at that picture that's got some people in it, that you might be, if you haven't got that  
 381 picture or seen it, that's them down at the bottom there.

382 BB: This book is called the Syncrude Story in Our Own Words. Oh yeah, I've heard reference to  
 383 this book, I don't have a copy of it, but I am going to get one, or find one in the library.

384 SCOTT: Yeah, well if you can't find one, you can borrow that one from me. And there's some other  
 385 names though, there might be guys there that you might be interested in, I don't whether they're  
 386 around now but just let me, give me that book and I'll look at it again.



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387 BB: It's interesting, they're talking about a billion dollar plant to produce 80,000 barrels a day, and  
388 that was later increased to 125.

389 SCOTT: Yeah.

390 BB: Yeah.

391 SCOTT: What the hell was his name? Chip Collins, Department of Treasury, that is the Alberta  
392 Treasury, now he was a strong character, like he was one of Lougheed's soldiers.

393 BB: Yeah, I remember that name from those days.

394 SCOTT: Anyway, you can look, I think we have some other names there, but Sam Stewart, that was  
395 a very traumatic day in the life of Syncrude and we kept all our staff, I'd go back to the office after  
396 the meeting and I'd tell the staff, I'd get the staff together, and I'd say, you know, are we up or  
397 down? So I kept them informed and that would be a down day, and then I can't remember just how  
398 all of it happened, but of course, the...well there was a meeting, that would be the Winnipeg meeting  
399 after that where the three governments came in, and that was, there's a picture there, Mooney is in  
400 there.

401 BB: Yeah.

402 SCOTT: Bill Mooney and, Mooney, I was interested to hear saw Donald McDonald, that I think was  
403 the contact that Mooney had with the government, and I don't know, Mooney was not, he was not a  
404 scientific guy, he was kind of a fixer.

405 BB: Yeah, or promoter or whatever you want to call it, yeah.

406 SCOTT: Promoter, yeah. And he would go and he would talk to McDonald and they'd have drinks  
407 together and they became friendly, which is fine.

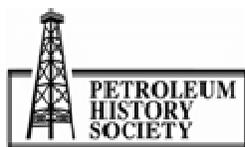
408 BB: They still are, by the way, McDonald said they still phone up regularly.

409 SCOTT: Well, that's Mooney, it was his job, and you never knew, like the only thing I knew about  
410 him, I used to talk to him and he grew up in Saskatchewan and he went to a school there that was  
411 operated by a priest, it was Father Murray or something.

412 BB: Yeah, that's a famous school.

413 SCOTT: And they had a hockey team, they had a hockey team and I guess Mooney was a hockey  
414 player and that kind of fit; he seemed like a hockey player.

415 BB: So you were at Winnipeg?



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416 SCOTT: No, I...

417 BB: No, oh you weren't? So that was Frank?

418 SCOTT: Yeah, definitely, yeah.

419 BB: But anyway, they saved it and then you had three new owners.

420 SCOTT: Oh yeah, we had three new owners, Canada, Ontario and Alberta.

421 BB: Alberta, yeah.

422 SCOTT: So Alberta people we knew, well if we didn't know the ones we got, they put  
423 representatives on board, on the, it's the Syncrude management committee that came on, the board  
424 of Syncrude is a once a year operation, the board of directors only meet once a year and it's kind of  
425 nominal thing, to meet the regulations of the law, but the thing, the one that people had to attend  
426 were the management committee meetings they were making the decision on imminent things.

427 BB: Because I was surprised to be reminded that Syncrude didn't really own very much, that in fact,  
428 the owners, everything flowed through.

429 SCOTT: It's a flow through company, yeah. They get their rewards as a percentage of the crude  
430 produced and they get it in percentage of their ownership. So it's a pretty neat operation really from  
431 that point of view, and then when it comes to paying the government, there's a deemed net revenue  
432 or something like it is, formula or something.

433 BB: It was a royalty agreement. Now the construction period, you say that Syncrude sort of was  
434 parallel with Bechtel.

435 SCOTT: In the construction too, we had inspectors for instance, out on the job, looking at the  
436 construction, we had people in all of the design groups who were representing the owners, our  
437 owners that are in fact, on our staff.

438 BB: Now did that lead to any difficulties or...no?

439 SCOTT: No, it doesn't because that's conventional way of doing it and it depends, we are always  
440 very lucky on people, like we didn't have any snarky people, that you know, you can get somebody  
441 that you can't work with no matter what and we didn't have those, we had to ask for some changes  
442 in personnel but not for reason that they were uncooperative, it was maybe they were, we felt were  
443 not quite right for the job, so.

444 BB: One thing we didn't mention in the planning and everything was the tailings, which became  
445 over time, a major issue...



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446 SCOTT: ...with the people and...

447 BB: ...the environmental impact and well, and just how to solidify them or get them...

448 SCOTT: Yeah, well I understand from the TV, that now Suncor are solidifying them somehow.

449 BB: Yeah.

450 SCOTT: I don't understand it, I've never heard of it, I could look it up in Google I guess, but I  
451 don't know what they do, but that was the, the tailings though, it always struck me that everything  
452 that we put into the tailings ponds would come out right out of the dirt nearby, you know, so the  
453 only thing I wondered about is if there's any sort of chemicals or bad metals or something formed in  
454 the process and if they're in with the tailings water, then they should be maybe removed, but I'm  
455 not, I'm only good for up to my ten year term. I don't know.

456 BB: As you're getting close to start-up, then Frank took ill.

457 SCOTT: Frank was not involved in the operation, he was always in the...

458 BB: The selling.

459 SCOTT: Well the selling and the talking to the public and talking, he was, in his latter years while he  
460 was alive, he was very active in the University and you know, his reputation, that was what he was  
461 trying to build and that's what we needed, someone who really, they had trusted, the community had  
462 to have someone they could believe was going to serve them well and I think they got to know  
463 Frank well. But that was his main role, and I think, so far as starting the plant up and building it and  
464 designing it and so on, he wasn't really. Well, he was involved whenever he wanted to be, he was, I  
465 would never have figured he should be denied to any meeting we had, but he didn't, he had his time  
466 spent on his side, and I had my time spent on my work and...

467 BB: Did you, how did you interface? Did you meet every Monday or...kind of thing?

468 SCOTT: Initially, well yeah, okay, that's a good question, we met, I met, he could've been at our  
469 meetings, now at that point, one of my thoughts is that you have to have meetings and people have  
470 to talk to each other. And so every Monday morning we had a, what you might call, a staff meeting  
471 of the Syncrude, then company, which involved all the people, it involved all of the new ones and  
472 the old ones and everything else, and I flew up, I lived in Edmonton and I flew up there every  
473 Monday morning. In fact we had to buy an airplane to do it, we bought a second-hand King Air  
474 from New Year, that's like buying the Brooklyn Bridge, but it served well for the ten years I was  
475 there and a couple years after.

476 BB: You had the air strip right at the...



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477 SCOTT: We had the gravel air strip, yeah, and that was saving us time, because we'd land on the  
478 gravel strip and then we just got into a 4x4 or something, or whatever they were, and then, you  
479 know, over to the plant in five minutes.

480 BB: I keep forgetting that head office was all in Edmonton.

481 SCOTT: Yeah, it was.

482 BB: It wasn't until after you left that it was moved.

483 SCOTT: It was moved, yeah, it was moved to...

484 BB: '86 I think.

485 SCOTT: I was very close to, well yeah, oh '86. I left in '82 so it... was being talked about in '82, I  
486 would have, I always felt sort of guilty of leaving Syncrude because I didn't have the same feeling of  
487 essentiality that I thought it wasn't going to go ahead unless I was there. Like we had really good, we  
488 had with some of the things we did, we had very good succession plans and I personally knew every  
489 one of the upper staff, a hundred of them, we, more than one manager would give an appraisal to  
490 each of them, like whether one would be his direct boss and others who knew him, and I wanted to  
491 make sure that if we promoted anybody that they would be in the upper third of those appraisals,  
492 and if they were in the lower third, they needed some attention, they needed to be better trained or  
493 motivated or something, so I kept very close attention on that and I we had, I think, it ended up  
494 some of the people like Jimmy, Jim... I can't think of Jim's name, Jim ended up as a president more  
495 recently.

496 BB: Oh, Jim Carter.

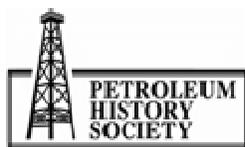
497 SCOTT: Jimmy Carter. He came in as a young guy and he showed really good science all the way  
498 through and he, I'm sure he was a good candidate, and I left a number of people who, well Chuck  
499 would have been one of them, only he left before I did and...

500 BB: That's Chuck Collyer. C-O-L-L-Y-E-R.

501 SCOTT: Yeah, yeah, yeah. He was...I had really good people, than really, I could talk about some of  
502 the other things that were non-process. But whatever, you lead the thing on.

503 BB: Well we were going to mention at some point, the team concept.

504 SCOTT: Oh okay, well first you asked a bit about the Indians, and in my view, one of the things,  
505 well I had three things on my kind of agenda that I figured that no one else was doing, I am going to  
506 do it and I'm going to make sure it gets done and one was safety. Like I've always been a big pusher  
507 of safety programs and another was environmental, like I figure, we had a guy named, I mentioned it  
508 before.



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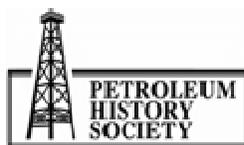
509 BB: Goforth?

510 SCOTT: Goforth. Goforth was a guy that you would see on a program, and companies would hate  
511 him because he was such a bloody tree-hugger, so, but he was our guy and I think he directed our  
512 directions really well, I felt he did a good job. And the third thing was, oh my...

513 BB: Labour or aboriginal.

514 SCOTT: No. Aboriginals. Indians. I pushed that as hard as I could and gave Terry Garvin and Alec  
515 Gordon all the support I could, I gave the safety guy all the support I could and so on, so I had  
516 those, but the other, you ask about the team concept and there, on the projects that I had just been  
517 doing with Gulf. The one plant was built and I want to be careful how I says this, because its 40  
518 years ago I guess that Point Tupper was built, and the difference between Point Tupper and the  
519 Edmonton Refinery was a stark difference and, in Edmonton, I think that a lot of our people came  
520 out of the farming background and western Canada had a real ethic, a work ethic, and a farmer  
521 doesn't dog off, yes you get up and beat the horses, or milk the cows or whatever whether its bright,  
522 or raining, or snow, or whatever, so actually that showed up in the work force, these guys would get  
523 out and work and down in Nova Scotia, there was a different work ethic and I don't want to slam  
524 them, because they had their own objectives, I guess, but we had about 50 strikes, short strikes,  
525 because what would happen, there was a slightly smaller workforce but if someone was gone to go  
526 moose hunting, the season, they'd put beer keg, or a beer carton with "on strike" at the gate and the  
527 whole staff wouldn't come in and so, kind of the theory was that, once they've made, if they needed  
528 so much money in a month, if they could make it in three days, that's how far they'd work, so these  
529 are very critical and unfortunate things, but what the result was, that if in our records, if you looked  
530 at how much time it took to install "X" amount of pipe, in Edmonton it would be one hour and in  
531 down there it was 2.3 hours, and that made me thing, it isn't so much what you're paying the guys,  
532 it's how much production you get out of them that's important.

533 So I think, when we went to Syncrude and I got, I found Chuck and Neil very sympathetic to this  
534 idea that we should operate the plant in a way that we got the maximum support out of the staff,  
535 maximum production, that could be far bigger than if we paid them a whole bunch of money or  
536 whatever, so anyway, we at that time, one of kind of the favourite thoughts was, every man a  
537 manager, like every guy should have some ability to influence his own work and make it good. So  
538 that sounded a little fairy to make, so we hired a consultant and he started to give courses on  
539 interpersonal relationships. Now we changed the name to a team concept, and that sounded to the  
540 owners, he had a good feeling about that, that sounds like a kind of hockey and every man a  
541 manager sounds like some way to lose money he said, anyway, we had another, we had one person  
542 on our staff, who worked with this consultant who came in and they established managing and sync,  
543 it was called, managing and Syncrude and we put all our, actually almost all our employees, not all  
544 for a full week, but all the top ones went through this course and they all came with ideas of who  
545 things should be and how they should, well the benefits of cooperation for one thing. But they also,  
546 I think we tried to operate on the basis of communication, so there were in teams, like they had a  
547 foreman, but they were kind of team leaders and they would hold a meeting with their staff, like



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548 even if it was a bunch of pipe fitters, you'd get them together once in awhile and talk to them, and  
 549 how, what do you recommend for improving our situation, so anyway, I think we had a lot of  
 550 success with it, like we never had a union, I don't think they've had a union yet. I think it was a really  
 551 good thing. We did one more thing before that, we put about 700 people through a course called  
 552 Kepner Tregoe, and that's decision analysis, its how to make decisions.

553 BB: What was that called again?

554 SCOTT: Kepner Tregoe. K-E-P-N-E-R T-R-E-G-O-E. And what that did is it gave everybody who  
 555 would be meeting in a meeting, a common way of assessing how to make the decision, you looked at  
 556 the options, you looked at the ups and you looked at the downs and you kind of put it on a piece of  
 557 paper and decided how you're going to do it. So it meant that you had a way of solving problems  
 558 without arguing about them, you could kind of put it to that test and you would all do it the same  
 559 way. So those were two things we did and I think, we had a good relationship with the people. I  
 560 think they still have. I think Jimmy Carter was one who kind of bought that, and a...

561 BB: Well quite a few of the Imperial operations are, now I think they even call it team concept or  
 562 joint something, or...

563 SCOTT: Is that right, yeah?

564 BB: ... if I recall right there's only one unionized refinery in Imperial, so a...

565 SCOTT: Yeah, they've always been non-union; they've used various ways of doing that.

566 BB: Yeah, I think IOCO is union but the...'

567 SCOTT: Yeah. In Gulf we had pretty strong, we were all oil chemical atomic workers and interracial.

568 BB: Yeah. Something else on that topic, what was it...

569 SCOTT: Team concept?

570 BB: ...yeah, but Bechtel during construction had the single-sided agreement.

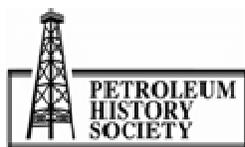
571 SCOTT: Yeah, the labour agreement.

572 BB: Yeah.

573 SCOTT: And those were union workers.

574 BB: Yeah.

575 SCOTT: Yeah.



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576 BB: So that was union.

577 SCOTT: That was union. Yeah, and they did, that was part of the difference between doing your  
578 work in Nova Scotia and doing work in Edmonton. We had Bechtel in Edmonton and they had a  
579 good labour relations guy that the union seemed to accept and the company was down, it was, the  
580 rough-in Parsons did the work in, and I don't think they were as strong on, and I don't know what  
581 Bechtel would have done in the east if they'd been there, because they were tough, boy, it's a tough  
582 labour scene there. It's not, I don't know whether they could've done any better.

583 BB: Maybe jumping around a little bit, on the safety side, during your time there, there were a couple  
584 of fires, including the big coker fire.

585 SCOTT: You know, I think that big coker fire was just after I left. I was brought into the law, there  
586 was suit over it.

587 BB: Oh.

588 SCOTT: Let me just think.

589 BB: I'll have to check the...

590 SCOTT: I think I was working and I don't know whether I was subpoenaed but I was asked if I  
591 would attend the legal quiz on what happened there...I think the Alberta Government, oh I think the  
592 Alberta Government wanted to sue Bechtel maybe, I think that's the way it worked.

593 BB: I'll have to look up the...

594 SCOTT: And I was brought in and had to answer questions on the sort of, it went around the  
595 principle of unlimited liability, like contractors never sign unlimited liability contracts, like if Bechtel  
596 had attempted to do that, I would have been killed immediately, because it just doesn't make any  
597 sense for unlimited liability, so there's usually liability clauses and restrictions and there was a, they  
598 were fighting, I'm not sure, and I'm not even sure, I think, I don't remember how it came out, or  
599 what, but I think it was initiated by the Government of Alberta, because they felt, they weren't quite  
600 so used to doing construction work and they felt that they ox was being gourd and they wanted to  
601 have some recovery on it.

602 BB: Yeah, I must have the date wrong. I remember, I think it was ultimately blamed on a having a  
603 non-thermal steel in one of the components or... something like that.

604 SCOTT: Is that right. Bad steel, well, let me see... this date is '73 and then there's only one other  
605 ticket in here, let's see what it says.

606 BB: Oh there's a youthful Brent Scott.



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607 SCOTT: Yeah, not so youthful. I don't think I have those dates you know, and they're kind of  
608 absent in my mind, but I don't think I was at...

609 BB: There's actually, there's on the web, there's a Syncrude chronology, I can go look it up.

610 SCOTT: Oh yeah, okay, well that would be nice if I could get it from you sometime, for my  
611 curiosity.

612 BB: Now, so there was safety, was there anymore you wanted to say about safety and how you  
613 implemented that?

614 SCOTT: Well so far as implementation went, I think we had an imperial oil guy, with a safety, a so-  
615 called Imperial Oil expert who was very competent, so it's a matter of staffing the thing and  
616 supporting them.

617 BB Now there were some deaths during construction but...

618 SCOTT: Well there were 50 deaths on the highway.

619 BB: That highway is scary.

620 SCOTT: Yeah, and the guys, you know, they'd have a case of a beer in the car and they'd be heading  
621 off down the road, so. I can't ever remember in our own operation a death during those years, you  
622 might be able to remind me but I can't remember one.

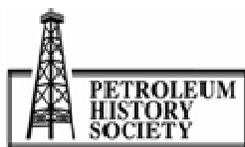
623 BB: I don't think so, well I think it was during construction and there were probably some later,  
624 but...on the environment side, I guess the air quality was the big issue about that time.

625 SCOTT: Yeah, air quality was the big issue, but we were meeting all the governments, as far as I can  
626 remember, we were meeting all the government, and if we went over a limit, then I think we'd do  
627 something about it, I think we tried to be very responsive, that was, at the time, Ron Goforth who,  
628 and the birds of course, they're a, that last bird thing, somebody forgot to put to put the guns out, I  
629 think, I don't know, I didn't hear the story on that.

630 BB: Yeah, John talked about that, he said that they brought in, you know, an international expert to  
631 design the scarecrows and the...

632 SCOTT: Yeah, I think we did, my view is that I don't feel guilty of having avoided any responsibility  
633 with respect to those things, I did everything I could do to make them happen right and I think it  
634 pays off, I don't think you lose money for that, you prevent all this future trouble, you do it right.  
635 Yeah, John, actually John had one comment that he always made was that if you want a good press  
636 report you have to have a good reality, and that's true you know, that's the only way you can really.

637 BB: Well John talked about a little bit about things like the Larry Pratt and the CBC.



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638 SCOTT: Oh Larry Pratt, oh yeah. They hit us pretty hard, I was in a fortunate position; they hit us  
 639 on using Americans. That was their big thing and the first time I had to talk to a newspaper person,  
 640 or a radio person, was in Edmonton in just about '72, I guess, and it was Terry Milewski, who talked  
 641 to me and I had never given a, I had never been, had an interview with a, but he got me outside the  
 642 Baker's Center where our office was and quizzed me and I can't remember, I felt being an Albertan  
 643 I was under less fire than if I'd been from Texas.

644 BB: But they didn't put you on as the token Canadian?

645 SCOTT: No, no, actually, well Frank had a, like I, who was the editor of the Harold for a long time?

646 BB: Well Bill Gould?

647 SCOTT: No, back...

648 BB: Or, Sanford?

649 SCOTT: No, back...oh God, what was his name?

650 BB: Kevin Peterson?

651 SCOTT: No, I think he was an older, he was a, the reason I say it, well we had a meeting, in '72 we  
 652 had a meeting and we went in to be interviewed by this guy and his thought was this is an American  
 653 company, I'm going to grab hell of [mumbles], so when he got me, I said well you know, what  
 654 school did you go to? And he went to the same school as I did in Calgary and that was fine. And  
 655 Frank had a line which he always used, was that I'm a Canadian by choice. You know, you can't beat  
 656 that, he came from somewhere in the States, but he was a Canadian by choice. I had to be born here  
 657 but he was a Canadian by choice.

658 BB: I think he came from Texas, but I don't know.

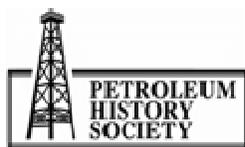
659 SCOTT: Yeah, I don't know where he came from, a southern, he had I think a southern  
 660 background, so Texan, maybe yeah.

661 BB: But he had been in Canada...

662 SCOTT: Yeah, for years. He probably married a Canadian and yeah.

663 BB: Now on the aboriginal side, did you actually go and meet with the chiefs and so on yourself?

664 SCOTT: Well yeah, yes I did, I was at Fish Lake, what was it the Good Fish Band at Fish Lake? Or  
 665 White Fish Lake or something, I can't remember the band but it was south of Edmonton and I went  
 666 with, I went to some of the, well we took a trip up to Athabasca, we took a crew up before, right up  
 667 to Athabasca to Fort Chipewyan and stayed there overnight and that. We had people from Fort



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668 Chipewyan and...but my main view, was that I had to staff it with people I could trust who knew  
 669 what they were talking about, and so far as my going there, I would have gone if they'd asked me  
 670 too, but Alec Gordon and the rest of the people really assigned to those kind of things did the work,  
 671 I pushed them out in front, I also, insofar, as our experts joining, like there's a questionnaire list  
 672 about what groups I think, I didn't belong to any groups, I was in the Conference Board of Canada  
 673 and I enjoyed that, and I was on a couple of committees in the University, the engineering  
 674 department, I think I was on a commerce committee at one point, but my whole operation tended  
 675 to be that I would, well I had 5000 people there, I had some of the best people in each of their  
 676 specialities and why would I got out and talk to the Mannix society if I could send Jimmy Carter,  
 677 Jimmy Carter should be out dealing with the mining and whatever good he could do and good for  
 678 him, that's good. So I didn't have, well I also felt we were well covered in public relations, and I had  
 679 John Barr, actually, I felt he did a lot of good writing, put out some good publications, gave me good  
 680 advice.

681 BB: Now you mentioned grooming successors, did you groom a successor yourself, or...?

682 SCOTT: Well when you groom, when I say groom a successor, I tried to make sure that people who  
 683 go into the top jobs and kept moving up, that they were the best, they were in the upper third or  
 684 they wouldn't move, I would see that they didn't. But I felt that I had staff, the upper part, Chuck,  
 685 Neil, the I'm starting to forget the names, I think I've got two of these things...I don't have a lot of  
 686 pictures of, there's the presidents, that was one meeting we held one day, I forget who was president  
 687 at that time, probably Jim Carter, but these were the...

688 BB: Oh there's Noel Oman, and then there was what, Shepherd?

689 SCOTT: That's Shepherd and I think he died, maybe, I'm not sure?

690 BB: Yeah, he did.

691 SCOTT: And that's Jim Carter and this one is... now what is that guy's name? I was looking for... he  
 692 was our construction man, he was an Imperial guy. He was president for a little while after I left.

693 BB: Oh okay, so he was the one after, it was, yeah.

694 SCOTT: Yeah. But they were imbued with all the thoughts that I had, like it didn't matter, it wasn't a  
 695 case of grooming them individually, they worked in a mode, that I think worked, and they were the  
 696 best and they were equal to the job, you know, if any had been slipped out or died or whatever, I felt  
 697 that we would be covered.

698 BB: Now you seem to have studied my question list maybe better than I have, do you have any  
 699 questions?

700 SCOTT: [laughs]! Let me look here and see what I, these are optional questions, what do you think  
 701 about the role of government in oil sands development, has it been supportive? And I can only



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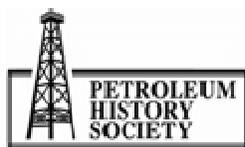
702 speak from the time that I was there, but I felt Lougheed was a tough guy in a negotiation, but I  
 703 think he was smart, he had good ideas, I kind of respected his ideas, I still hear him occasionally on  
 704 TV and he said something which I agreed with is that the Alberta Government didn't need to do all  
 705 this work overnight, that there were future generations in Alberta who should get the benefit of  
 706 some of the things that have been done and I don't know when, and I haven't been there, so I don't  
 707 really know what I'm saying, but it seemed to me that so many companies got approvals to go ahead  
 708 with projects all at once, and the more companies that are in the market to buy pipe and stuff, the  
 709 cost of every one of those plants is going to be higher, and I think that I personally would have liked  
 710 to have seen him, or the Premier ask all these companies to do same things that we were asked to  
 711 do. We built 3450 houses and we did that in three years, that's one of the, you ask what do you think  
 712 some of the successes were, well I think.

713 BB: Now that's something we didn't really mention, was the cost inflation that occurred '72-'77.

714 SCOTT: Doubling in a lot of things, yeah, it was just, it became crazy you know, and that was only  
 715 with, well Suncor was finished and we were started and there were other plants coming along and  
 716 other work, but it seemed to me that if it were planned by the government just a little bit, to slow it  
 717 down and try and make a steady progression of work over a hundred years, that you could actually  
 718 get some other industries in Canada that would make pipe, for instance, maybe you could get  
 719 enough pipe produced in Canada for a hundred years to equal all the needs of all these plants. So I  
 720 don't know why the Premier, I hear about on television here, is down in New York trying to spur  
 721 on, why the hell do you spur on a horse that's already running as fast as it can go.

722 Anyway, I feel the Lougheed period was pretty good, on these houses, when the meeting was  
 723 finished where the government agreed we were going to ahead, they signed a notice, what do you  
 724 call it, a list of things that they'd agreed to and one of them was that they would fund the housing,  
 725 like we had to build these 3450, plus supply the cash and so they said, yes, it was on there, but then I  
 726 had to go over to Bill Yurko to initiate this loan, and they wanted something like 3% over prime,  
 727 and so we went down, I think Chuck Collyer and I went down to the bank that we dealt with, CIBC  
 728 down on Jasper Avenue and asked him if he could get \$90 million dollars for us and I think we got it  
 729 at less than prime, and he was just like a dog, he was so tickled! You know Imperial Oil and Gulf  
 730 and all these companies backing up, why wouldn't he loan money to him. So anyway, we got the  
 731 money. So that's was a case where the government got us this, they would've got us this, but we  
 732 didn't take it, we didn't have to take it. Regulation, I think regulation, I don't feel it was offensive, I  
 733 think they regulate that group, regulated fairly well and I think we responded and I think all this talk  
 734 about Syncrude being dirty oil and everything, I think maybe some of that would be avoided if,  
 735 maybe if they'd had a city there now, I don't know whether they've got a city, but we built those  
 736 3400 houses and there should be another 10,000 houses there now. There should be a nice  
 737 downtown, recreational facilities, roads, schools, all that.

738 BB: Yeah, a lot of its there although it keeps getting bad press.



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739 SCOTT: Yeah, well maybe it is, yeah. Because actually, when I don't look to find out what the hell's  
 740 going on, I can't really comment, too old. What organization or associations have been influential in  
 741 oil sands development? Well certainly, a lot of them have been and since I left, you know, I think  
 742 there's been a lot of development, I think rather than development, I don't think it ever needed the  
 743 spurs, I think the companies were thirsting to get in there and in the future, I think Alberta should  
 744 come out of it with heritage fund and they should end up with good roads, I think when I go there, I  
 745 think they have good roads, but they still have trouble with doctors and why aren't there more  
 746 money going into the universities, and hospitals and stuff.

747 BB: Now I see you had made some notes over there, have we covered all those points?

748 SCOTT: Well, the first one is, how did you initially learn about oil sands? And I think we did. And  
 749 the other one where I was trying to think of achievements or highlights that I could claim, and I  
 750 think the plant was designed, successfully designed construction and operational start-up was good.

751 BB: Now the operational start-up though, right up to the last minute, there were little hitches.

752 SCOTT: Oh well one morning, yeah, one morning I got up and there'd been a fire in the something  
 753 and so the press asked me about that, and I think I said what I'd say today, that when you start-up a  
 754 big plant you get few hitches and it's how the people respond to them that you should be worried  
 755 about, they responded very well, so you can't avoid them. And that's true. Rockets going up into  
 756 space, they have hitches.

757 BB: Before that initial, official start, you must have had a bunch of moments, like first dragline  
 758 scoop, or first, you know, tonne through the plant or whatever.

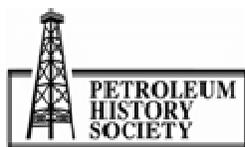
759 SCOTT: Oh yeah, they did actually, that's where John Barr would come in, we had, like I still have  
 760 something up on my desk, I think it's a thing with tar sand in it, although the **media's bare** or  
 761 something? And though there were many, many points that they kind of are, that's a long time ago,  
 762 25 years ago, but, no I you know building from 120 people to 5000, is what I think, in three years  
 763 really. I feel did we incorporate successful environmental native involvement program. We serviced  
 764 the raw land, we had a company called Northward Developments and I was the President of  
 765 Northward Development and so I had command of the housing as well, so if we didn't get the  
 766 housing built, it was my fault.

767 BB: Was it Northland or North...

768 SCOTT: Northward.

769 BB: Northward.

770 SCOTT: Northward, yeah, Developments Limited. And we had a good housing program, like the  
 771 new employees could buy those houses, I think with no money, I think they, I forget the...but it was  
 772 a good program.



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773 BB: It was funny, when Eric Newell was transferred over to Syncrude in '86, I think, his first job  
774 Finance Administration and Housing.

775 SCOTT: Is that right? Oh is that right.

776 BB: That was the title and then he became Operations President and CEO.

777 SCOTT: Well actually, he was a great communicator, like everything, he loved to give talks; he was  
778 like Frank in that respect.

779 BB: Good at selling.

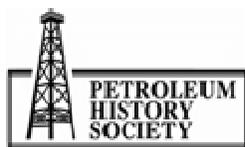
780 SCOTT: Good at selling and God bless him! Well the crisis, well when the crises, when ARCO  
781 pulled out, we talked about. Who were notable figures that you'd encountered? We had every  
782 company, practically in Canada that visited, we met their board of directors, all the boards of  
783 directors, one guy that impressed me, when I started at Moose Jaw Refinery with V.A. Oil, or I  
784 started in Calgary but I was in Moose Jaw, and J.K. Jamieson was the manager in the early years  
785 when that refinery started and he eventually moved to Imperial and became the President of  
786 Imperial, then he became the President of Exxon and the Chairman of Board of Exxon and he was  
787 one guy that came and visited, who I had a discussion with about his days in Moose Jaw, which he  
788 was kind of a hero figure in Moose Jaw, he was a great guy. Well anyway, I don't know just what  
789 other is of importance, like we had the oil minister from Saudi there, you know.

790 BB: Giovanni? Yeah.

791 SCOTT: Yeah. I was with him when Bill and I were in London, we were invited to dinner at Sir  
792 Peter **Baxondaws** home, he was the Chairman of Shell worldwide and I think the reason was that  
793 they were still contemplating their project and he maybe wanted a communication or something,  
794 anyway, we had a lovely dinner and met a very interesting guy and his wife. So there was quite a bit  
795 of, we've met a lot of interesting people. At that time, I met a lot of interesting people with the  
796 Conference Board, on the Conference Board I was the representative from the Canadian  
797 Conference Board, to go to some of the meetings at the Conference Board in New York, and that  
798 was very interesting, I met people like Kathleen, or it was Kathryn Graham?

799 BB: You're right, The Washington Post.

800 SCOTT: The Presidents of some very large companies, which I found very impressive. I always  
801 noted that one thing that the higher you went in these companies, the more easily to talk to you, you  
802 were, they didn't have anything to prove, they were just very nice people. Well did my involvement  
803 in oil sands end? We covered that, what else do we have here? Well what do you think of the  
804 progress of research and development in the oil sands sector? Or the different directions you think  
805 science and technology should have taken or should take in the future? Well there's a couple of item  
806 should have a hell of a lot of attention to it, CO<sub>2</sub>, and the coke and so on, and I presume they're  
807 working hard on it.



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808 BB: Oh yeah.

809 SCOTT: And I think their government money going after it. The social effects of oil sands  
810 development, it may be good, as you say, they may have in Fort McMurray, maybe a pretty good  
811 little city now, we talked about the environmental effects, what do you think about economic costs  
812 and benefits? Well it's a pretty important industry, I think it's a marvellous industry, I think it's well  
813 worth sorting out the environmental problems fast. I think the owners and all the oil companies  
814 should be willing to put all their efforts into that.

815 BB: Now you were there in '81 when prices started to go down?

816 SCOTT: Yeah.

817 BB: Remember, they peaked in 1980 and then they started to...

818 SCOTT: I'll tell you, when they really zoomed down was when I left England.

819 BB: Oh '86, yeah.

820 SCOTT: In '86.

821 BB: Yeah.

822 SCOTT: And we had, I was responsible for, I don't know how many million dollars worth of stuff,  
823 but there were two refineries in Saudi and there were a lot of AOSTRA programs and so on and the  
824 oil went from \$35.00 a barrel, down to \$10.00.

825 BB: Yeah.

826 SCOTT: And, actually, at that time, refineries, one of the refineries in Saudi, they paid to have it  
827 dismantled and put back in desert condition and that was a really, I haven't had any oil stock,  
828 actually since. How do you expect the oil sands industry to evolve in the future? It should have a  
829 really bright future, and there should be allowed some of these glitches, like the environmental ones  
830 to last. How has media coverage effected oil sands development, has bad press or other media  
831 coverage effected you personally? I wasn't exposed to as nearly as much as there is now, so I wasn't,  
832 my life and career outside the oil sands industry, I didn't do much for the, I did take a piece for the  
833 [mumbles], I'll let you read it, this, I don't know whether.

834 BB: Let's just talk briefly about, I've turned it back on, Brent just showed me the letter of  
835 congratulations or thanks from Bechtel about his four years there, and maybe you can tell me a little  
836 bit, how did your experience at Syncrude translate into this work with Bechtel.

837 SCOTT: Well I think the first element that needs to be understood is that for 15 years, the 10 years  
838 at Syncrude, and five years prior to that at Edmonton, I was responsible to the owners of those



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839 facilities to look after Bechtel's work, so we had a 15 year relationship where I knew them quite well  
 840 and when they offered me a job in England, looking after its important work, its work that I'd never  
 841 been in that construction industry before and they sent me to San Francisco for six weeks and down  
 842 to Houston for six weeks and give me a big book of the principles that the company operates on,  
 843 which I studied carefully, and then I went over and I worked with the fellow who had been in  
 844 charge of the office in London and I was with him for, I can't just remember, maybe six months,  
 845 and then he was transferred, he was promoted back into San Francisco and I took over and I think  
 846 when you ask what, I hadn't any experience in that particular side of the industry but I did have  
 847 experience in dealing with contractors and dealing with customers and so the job that I had again.

848 I had a good engineering staff under me, they were 3000 or 4000 people when I went there, when  
 849 the work was, when it was \$35 a barrel oil and we actually arranged to kind of build a greater  
 850 expertise in offshore platform design and offshore platform work and we hired a number of people  
 851 and really we established a really solid office. Bechtel was already involved in many offshore  
 852 platforms in Norway, where you're working with Condeeps and the big concrete structures, and we  
 853 were in the North Sea on jackets, where steel jackets fits all up on top of, and gas floating, gas  
 854 production. We had, actually, as I left, the last job that we got was the North, I think it's called the  
 855 North Dome Gas Field in Qatar, and we got that in partnership with Technip, the French  
 856 contractor, they did the onshore work and we did the offshore work and that was when oil was  
 857 \$10.00 a barrel so that was a good result, but anyway, the office was very successful and I'm sure  
 858 now again, it will be a very successful office, because it has to be able to handle those ups and down  
 859 and Bechtel handles them really well.

860 BB: Did you ever run into Sidney Blair?

861 SCOTT: Yeah I did actually, actually.

862 BB: Tell me your recollections of Sidney Blair.

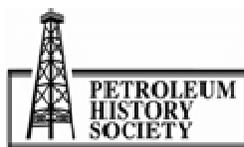
863 SCOTT: Sidney Blair and his son? What was his son?

864 BB: Bob Blair.

865 SCOTT: Sidney Blair was a Bechtel man, and he wrote a report.

866 BB: 1951.

867 SCOTT: Yeah and where I ran into him, well I actually worked in Bechtel and one of the people I  
 868 worked with was Bob Paul who lives in Vancouver and I see him quite often and he actually knew  
 869 Sidney Blair very well, Bob Paul was a 40 year veteran of Bechtel, but the connection that I ran into  
 870 was that he got an honorary degree from University of Alberta and my wife, who, we've married 64  
 871 years, but she went back to school when our kids grew up and got her RN and she got her BSc and  
 872 when she was, she went up on the stage to get her BSc, Blair was on the same stage that day getting  
 873 his Doctorate, so I met him that day. He had a rather tragic ending; I think he was killed down in



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874 Ontario by a car accident. But he's famous in Bechtel terms, and he's famous in the tar sands terms  
875 too I guess, he's kind of like.

876 BB: He had also worked with... he was Karl Clarke's graduate student back in the 20's.

877 SCOTT: Yeah.

878 BB: Yeah, he's one of the really notable figures, now he would have still been, was he still at Bechtel  
879 when they were doing some of the design work, or...

880 SCOTT: Not in my, no, not in my...

881 BB: No, I think he...no.

882 SCOTT: He was gone before that, I think he was living in Ontario on a farm or something?

883 BB: Yeah, growing fruit or something.

884 SCOTT: Yeah.

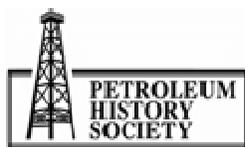
885 BB: I'm wondering if there are any other historic figures. I think we've covered most of what I've  
886 wanted to cover.

887 SCOTT: Yeah, I don't, unless you can think of some questions. It was a good time, but the time that  
888 the Syncrude Plant was built; those were good years for Alberta and good years for the people that  
889 worked in Syncrude really.

890 BB: After the operations were underway, and you know, you had to de-bottle neck and try to make  
891 things economic, what was the pressure like from the owners?

892 SCOTT: Actually, my recollection was that when we designed the plant, in mining, after they kind of  
893 worked out the designs, the mining was "X" percent too big, too big a production for the refinery,  
894 and our decision was there, was made to de-bottle neck, the cheapest way to get that plant in balance  
895 would be to wait, start-up the plant, it was 100,000 I think we were talking about, but once you get  
896 that plant on, there's going to be some bottle necks, and I think very commonly in the industry is  
897 that you look for the plugs or the restriction points and you fix those and then you get very cheap  
898 additional capacity and I'm sure that would be the first thing they would do when they start-up and  
899 now of course, for 20 years, there's been constant improvements in building it, 300,000 or  
900 something now.

901 BB: Yeah.



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902 SCOTT: Syncrude is a, I don't feel Syncrude deserves the brick bats that its getting, I think all over  
903 those years, I think all the people that I had anything to do with had worked very hard to produce a  
904 good product.

905 BB: Okay, well I think we will shut it off for now.

906 [END OF RECORDING]



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