

GAIL SIMPSON

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

Date and place of interview: June 27th, 2013; Gail's home in Calgary, NW

Name of interviewer: Peter McKenzie-Brown

Name of videographer:

Full names (spelled out) of all others present:

Consent form signed: Yes

Transcript reviewed by subject:

Interview Duration: 53 minutes

Initials of Interviewer: PMB

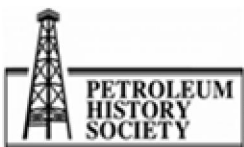
Last name of subject: SIMPSON

PMB: I'm now interviewing Gail Simpson. We're at her house in North Western Calgary. This is one of the days of the catastrophe in which the river flooded and much of the city has really been washed away. It's been an awful catastrophe for many people. The date is the 27th of June 2013. So, Gail, thank you very much for agreeing to participate in this. I wonder whether you could begin by just telling us about your career, especially in respect to the oil sands, because I know you've had a very diverse career since you left.

SIMPSON: Yes, well I would be happy to Peter. Thank you.

PMB: Including where you were born, when you were born and where you went to school and so on?

SIMPSON: Okay. Well, I was born in Edmonton, Alberta and haven't strayed too much further away than that. I lived in Edmonton for about 30 years I guess, before I moved down to Calgary. I relocated here in 1997. So, I grew up in central Alberta and I went back to Edmonton after high school to take some further training and education. I did some of a Bachelor of Arts degree at the



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University of Alberta, but I never did complete that degree. So, I've got a partial BA. I was doing that actually while I was working at AOSTRA part-time, evenings.

PMB: So, AOSTRA stands for?

SIMPSON: Alberta Oil Sands Technology and Research Development.

PMB: Authority, Authority.

SIMPSON: Okay, you'll have to cut and paste some of this stuff; Alberta Oil Sands Technology and Research Authority. I began working at AOSTRA in 1977. I initially got a position there as one of the support staff, one of the secretaries I guess we were called at that time. Then, a couple of years into my tenure there, Clem Bowman the chairman approached me and asked me if I would like to take on the role of public relations. It was interesting, he just said to me, "You've got a nice smile and you're good with people. So, I think that you might be wonderful for this job." So, I took on the challenge.

I have to tell you, I didn't know much about public relations but, alas I took on the challenge. I stayed in that role for the remainder of the time I was with AOSTRA up until 1988. I really enjoyed that role very much. It gave me lots of great opportunities, not just public relations getting the message out I think, more about liaising with a lot of the people who were doing the research in the oil sands area and with some of the government officials who were part of the formation of AOSTRA. Then, we certainly are direct connection to the Alberta Government. So, it gave me lots of great opportunities which then I think sent me in the direction of public relations. I went on to go work for the ATCO group of companies.

SIMPSON: That's correct. I went on to work there for about 12 or 13 years.

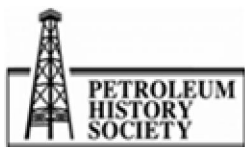
PMB: In what capacity?

SIMPSON: As the manager of corporate communications. I led a team of about nine people in the act for ATCO gas, which was Canadian Western Natural Gas at the time. I left ATCO in 1997 and I started my own business. I owned my own consulting, a small consultancy called, GWHIZ Consulting.

PMB: Is that G-E-E-W-H-I-Z?

SIMPSON: Just the initial G for Gail and Whiz, W-H-I-Z.

PMB: So, it's G-W-H-I-Z?



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SIMPSON: That's right. So, since I hung out my shingles, so to speak, in 1999 or so I have, in an informal way, gotten myself into a field called, public engagement; which is sort of an off-shoot of public relations I suppose, but it's more working with members of the public on items that may impact their lives. So, I have done a lot of work for the city of Calgary, a lot of work in transportation, some in land-use planning, affordable housing. I've done some work up in Edmonton for the City of Edmonton. So, I've had a very interesting few years, admittedly about 13 years now, and I am still enjoying the work so very, very much. I should retire, but alas I still carry on.

PMB: Now, today as we know, this last week there has been a disaster that has hit Calgary and this part of Alberta. For anybody in the future who doesn't know about this, it was a huge, huge flood, which took out a large part of the two rivers and made the downtown basically unusable for the best part of a week. To drive here to Gail's place from mine today ordinarily would take about half an hour. Today it took an hour and a half, because so many roads are closed down and so on. Looking into to the future as all of this gets resolved and it will take years I think for Alberta or Calgary to back and thoroughly recover from this completely. I don't mean to sound opportunistic, but do you think that will offer opportunities for you?

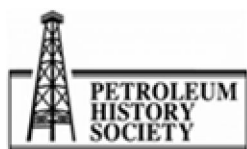
SIMPSON: For me personally?

PMB: Your business....

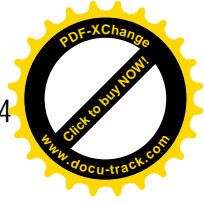
SIMPSON: For my business? Well, I certainly think that there is some potential for the work that I do. I think that perhaps I see, in disaster planning or developing disaster planning, engaging the public would be the best thing to do. So, that people have a really good disaster recovery plan in place supported by members of the public. I think that some of the land will have to be re-developed and perhaps, there is an opportunity there to engage the public on that kind of thing. So, I see it not as a huge influx of business, but there is potential perhaps in this field, yes.

PMB: Okay. Really, I wanted to put the problems of the flood onto the record. Now, when I go through your career, I remember a fair amount about AOSTRA and I am always really interested by the people who were involved in that. It was originally created by the Premier, Peter Lougheed. Do you recall what his thinking was about that?

SIMPSON: Well, certainly that was before my time, but when I arrived at AOSTRA it was clear that his thinking seemed to be of developing a new source of energy to eventually replace conventional. I think he saw the opportunity of starting at the test tube level in the universities across Alberta and beyond, because AOSTRA certainly funded projects outside of Alberta as well. But, predominantly



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in Alberta looking at: how do we perhaps better develop the oil sands more efficiently, more economically develop the oil sands for the future.

PMB: There are absolutely two parts to the oil sands and the ones that were developed first obviously were the minable oil sands and the original Great Canadian Oil Sands plant followed by Syncrude. My recollection is that one of AOSTRA's greatest successes was the Underground Test Facility, which led to SAGD (Steam-Assisted Gravity Drainage). Now, to what extent can you recall your involvement with the Underground Test Facility, the UTF, as it is called and its impact, because its impact was enormous?

SIMPSON: It was. Well, the Underground Test Facility started as sort of a pilot size here in Calgary under the direction of Bill Taciuk. So, it was the Taciuk Processor, I believe, that moved the technology and advanced it enough I guess, to take it forward to the underground test facility. So, AOSTRA funded that program for several years while I was there. Then, the Underground Test Facility was just really starting at about the time when I was ready to leave. So, my involvement with it is very, very minimal.

PMB: Ironically, I was just talking to Bill Taciuk a couple of days ago.

SIMPSON: Really?

PMB: I am trying to get him to be interviewed for this process. Can you tell us how his process worked? As I recall, the idea was to take oil sands and put it in a tumbler?

SIMPSON: That's correct. I don't know whether it was different speeds?

PMB: Was it with steam or hot water or?

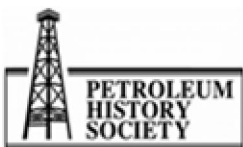
SIMPSON: I am not even sure. I thought it was dry. I thought he was focusing on a dry process and putting it through the tumbler and providing certain effects to it. But, I probably can't tell you more than that, Peter, sorry.

PMB: Now, the Underground Test Facility?

SIMPSON: Yes?

PMB: That project was a huge underground, sort of a mine.

SIMPSON: It is. It was.



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PMB: It was an underground mine with two deep shafts and two tunnels underneath with all kinds of, at the time, extremely sophisticated equipment, drilling equipment, pumping equipment and so on. Did you actually visit the Underground Test Facility at any time? I think you left just about the time they were completing it?

SIMPSON: No. I never did get an opportunity to get a look. I never did see it in the flesh.

PMB: Okay, fair enough. Now, just after you left AOSTRA or about the time you left AOSTRA, the organization put out a book subtitled, "A Fifteen Year Portfolio of Achievement." It lists the premiers and ministers that directed the organization. You told me earlier on that you have had contact with all of these people. So, I am going to ask you first to give me impressions about Premier Peter Lougheed, Premier Don Getty, Premier Bill Dickie (who was the Energy Minister), Merv Leitch (who was also an Energy Minister), John Zaozirny, Neil Webber and Rick Orman. So, those are a lot of people who were really influential at that period of time.

SIMPSON: Well, I would like to share probably just a funny story about one of them that was a devastating moment for me. We were holding a conference in Calgary. I think it was in probably May or June. I don't know which year it was, but I was the organizer. We got Neil Webber to speak and he had just gotten to the podium and was just about to give his address to, I am sure, there were probably 300 to 350 people in the room.

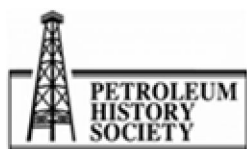
PMB: Did you recall the name of the conference? Sorry, the purpose of the conference?

SIMPSON: Well, AOSTRA put a conference on each year and it was the AOSTRA conference. So, he had agreed to be our keynote dinner speaker. Just as he was about to speak, in fact, I think that he had just launched in, next door in the convention center a grad band started. Well, of course we couldn't hear a thing and I was absolutely mortified and running around trying to get this band to stop and of course they wouldn't stop because they had rights to the room as well. Alas, it was a bit of a fiasco, but he was such a gentleman. He was very, very kind to me afterwards because it was not good and I was extremely embarrassed.

PMB: It was so embarrassing. That was Neil Webber; he was the second to last Energy Minister, wasn't he?

SIMPSON: Yes, that's correct. That's correct.

PMB: So, during the AOSTRA period, he was the second last Energy Minister and he was active from 1986 to 1988.



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SIMPSON: That's right.

PMB: Okay. Let's start with the others, beginning with Peter Lougheed.

SIMPSON: Well, I didn't have any real contact with Premier Lougheed at all, although I do believe that our chairman saw him on a regular basis and that kind of thing. I think his mandate was very clear and we all felt it: his desire to move oil sands development forward.

PMB: Particularly, the non-mineable area which I think is of course, at least 90% of the resource.

SIMPSON: Exactly. I mean, I think we had some evidence of the mineable, but we didn't have much proof or technology to tell us we could actually get into the un-minable down to the lower levels.

PMB: Don Getty, also a Premier.

SIMPSON: And, Energy Minister.

PMB: First he was the energy Minister.

SIMPSON: That's right.

PMB: He was the Energy Minister from 1975-1978.

SIMPSON: That's right. I would say he was the Energy Minister that was there when I started AOSTRA. So, again, not much contact, Peter, but his hand was certainly on AOSTRA as well, some of his influence, yeah.

PMB: Bill Dickie?

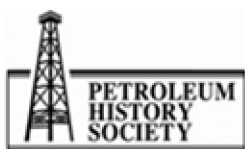
SIMPSON: I think he was prior to me starting.

PMB: He was, yeah. Okay, Merv Leitch?

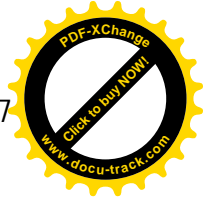
SIMPSON: Merv Leitch? Yes, another fine gentleman. I did manage to have a little bit of a contact with him in the course of his time with us, because I do believe he was also a keynote speaker at one of our events.

PMB: Then, John Zaozirny?

SIMPSON: Again, probably not as much contact with Mr. Zaozirny.



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PMB: What was your impression of him?

SIMPSON: Of him, particularly?

PMB: Yeah?

SIMPSON: He seemed like a very, very nice man and I would find him approachable. He seemed approachable and kind and that kind of thing, but I just didn't get much contact with the Ministers.

PMB: And, of course, Rick Orman?

SIMPSON: Again, a very nice man, but very little contact.

PMB: Now, a thought has just escaped my mind, so we're going to go back a little bit on this. Bill Yurko was your boss. He was initially your boss. Any comments on him?

SIMPSON: Well, he was a chairman of AOSTRA prior to my leaving for a couple of years and then at my departure. He was a member of the board for a few years prior to that and then when the chairman role came open, he applied for it and became the chairman. I do believe he was on the board as the government representative. I think the Alberta government rep. So, I got to know him over the course of several years; a nice man.

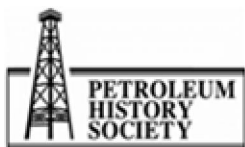
PMB: Now, I suspect you had a lot of contact with the people who were members of the authority?

SIMPSON: I did.

PMB: This would have been people like I mentioned, Yurko. But there was Dick Aberg, Ray Allison, Fred Kidd, Bud Miller (a very well-known guy), Joseph (Joe) Richardson, Ernest Wiggins, Gordon Shrake, any thoughts about them?

SIMPSON: Well, I had a lot of contact with board members absolutely, because they always came to the AOSTRA offices for their meetings. So, over the years I got to know them very well. Probably, I got to know Ernie Wiggins the most, because he was the vice-chairman for several years prior to my departure and that was a man that you could dearly love. He was a real sweetheart. I really enjoyed him. He had been with the Alberta Research Council for many years during his career and was sort of on the tail-end of his career at AOSTRA. I always respected his opinion and advice. He always gave you sort of a 'from the heart opinion' when you asked for it. I liked that.

PMB: Anyone else you want to talk about or mention there?



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SIMPSON: Well, the others while I knew them well, I maybe knew them less well. Fred Kidd, always a little twinkle in his eye, always liked to tease you a little bit and was always great with a little bit of a story and that kind thing. So, I really enjoyed Fred's humor very much. Bud was another one, great sense of humor.

PMB: Bud Miller?

SIMPSON: Bud Miller, yes indeed. And, the others perhaps, I knew a little bit less well.

PMB: Can you recall any of their backgrounds at all? I am trying to remember?

SIMPSON: Other than Ernie Wiggins who I got to know quite well, I think probably I couldn't tell you what the others had done prior, no.

PMB: Okay, now two people that I think are extremely important and one of them is Clem Bowman and I am still in touch with him. He must be almost ninety now, but he's just tremendous. I think he's somebody that we've interviewed for this project and I just have all the time in the world for him. What was your impression of Clem Bowman?

SIMPSON: Well, I'd have to rate him as one of my favorite bosses. He was a great fellow to work for, for sure. He, I thought was very fair-minded and he was very engineer-ish if you know what I mean. He was very serious. So, we took it upon ourselves quite often at the office to tease him and he loved it.

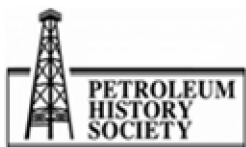
PMB: What kind of thing did you do?

SIMPSON: Oh gosh, jumping out of coat closets when we knew he'd be scared and just crazy things, just crazy things; just trying to get him to be less serious.

PMB: I can imagine him having a lot of fun with that.

SIMPSON: Yeah.

PMB: Excuse me. Another one that is extremely important and I in fact just interviewed his wife, Nell Spragins. But, of course Frank Spragins died. He was the President of Syncrude and he got cancer just before it was completed. And, then he died only six weeks after it opened. I am wondering if you can give me any impressions of Frank Spragins?



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SIMPSON: Well, Frank Spragins was certainly a member of the board for many years while I was there. Again, probably one of the quiet ones and so one that I knew a little bit less than some of the others, but a real gentleman is what I probably would say about Frank; a real gentleman all the time.

PMB: Okay. I asked somebody about that the other day and he said he was the kind of person that you would like to have as your grandfather; everybody says kindness and just fundamental decency.

SIMPSON: I would say.

PMB: A few other names, there are a couple that I can't even remember, but E.E. Ballanyne, P.E. Gishler, these were members of the authority. Maurice Carrigy, E.P. Johnson and we've mentioned Wiggins; any thoughts about them, because those are actually brand new names to me?

SIMPSON: Are they? Okay. Peter Johnson is a lawyer in Edmonton or was at the time anyway. He was doing a lot of work with AOSTRA in copyrighting materials and things like that; trademarking, I suppose.

PMB: He was a lawyer by background?

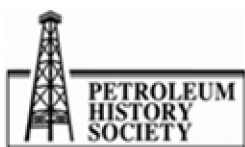
SIMPSON: Correct; a very nice man. A lawyer and an engineer, I understand. So, the double degrees, but he was practicing as a lawyer. So, I always enjoyed my contact with Peter; a very, very nice man. Paul Gishler, well he wasn't there very long. He was there when I first started and he was an older gentleman at the time, so he retired shortly thereafter. But, I enjoyed him very much and he always had a nice kind smile and something to say. Harry Gunning is someone you haven't mentioned and was also a board member; who I really, really enjoyed talking to. I am sorry I can't remember the capacity, but he'd been a senior and president at the University of Alberta. Anyway, in a senior capacity at the University of Alberta before retirement and becoming an AOSTRA board member and I think he was a very valued member of that board.

PMB: And, another one and this name rings some bells, but it's F.A. Kidd?

SIMPSON: Fred Kidd?

PMB: Is it Fred Kidd? All I have in this document before me are the initials. What do you know about him? I just have a feeling that I might know his son.

SIMPSON: Okay, well he's from the Canmore area I believe; so, the Kidd family. He was great; jovial, a jovial fellow. His background, I think was in some oil company. I don't know which one though. I can't even hazard a guess I don't think. So, that's probably all I know about Fred.



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PMB: Ballanyne, does that ring any bells?

SIMPSON: Well, I definitely know the name, but I can't even picture his face.

PMB: It looks as though he left just about the time you joined. Okay. I am going to show you this graphic which shows--how good are you with financials?

SIMPSON: Well, I guess we'll test me.

PMB: I am going to have you take a look at this pie chart which shows how the organization was spending its money in 1988 when that was released. Maybe you could talk about the different elements that were involved there.

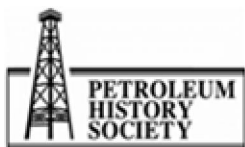
SIMPSON: Well, clearly we were investing a lot of money in in-situ oil sands at the time, which was some of the larger projects up in Fort McMurray; actually, testing different methods to go along with the conventional process for getting oil out of the oil sands. Then, it looks like our second biggest expenditure is around the institutional programs which was the university research and we had a lot of university programs.

PMB: Oh, okay. Would you talk a little bit about that, please?

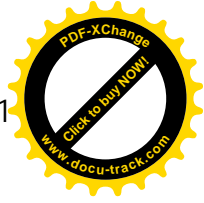
SIMPSON: Sure. I don't know numbers per say, Peter, but there were lots of programs at the University of Alberta, University of Calgary, Lethbridge and even some outside of Alberta. Although, I will not hazard a guess on the names anymore, it's been a long time. We had all a manner of departments involved like chemistry. So, professors of chemistry were doing research. Professors in various of fields of engineering: mechanical, some chemical, some environmental, those kinds of things. So, we had just an array of projects. How it worked was you submitted applications to AOSTRA for funding. There was a process to go through that and that was of course what the board was looking at and deciding on who would get funding from AOSTRA. That was their function.

PMB: Okay, now. Please go through the rest of that pie chart and then I would like to come back to that?

SIMPSON: Okay. Then, a couple of the next larger expenditures would be the mining, extraction and upgrading and environmental projects that we were involved in. An underground access, so that must include the Underground Test Facility I would suggest. Some of these smaller expenditures around heavy oil: carbonate trend and administration is a factor here. So, that would about take care of it. So, the biggest expenditures clearly were the in-situ and the institutional projects.



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PMB: Okay, now that's a good commentary and it fortunately twigged a few things in my mind. When Peter Lougheed originally set up AOSTRA, a really important part of its function was to invest in technology development. In this pie chart of course, it notes that there are about \$572 million expended over that period of time. Of course, if you looked at that in 2013 dollars, that would be probably a couple of billion dollars in investment. Now, when I worked for Gulf, we did have a project, which different companies are still developing and the basic deal was that our experience was that if we agreed to put in \$20 million, (I don't remember what the numbers were), AOSTRA would pay for half of that. So, basically it was 50/50 in most cases within industry.

SIMPSON: Correct. That's right.

PMB: What were your impressions around that idea?

SIMPSON: Oh, I think that was a great idea. I think it was stimulating research and development on the part of the large oil companies and with some input from the technical side, from AOSTRA. In addition to funding, because I think they offered expert advice as well on some of this. That would be the in-situ part of the budget.

PMB: Yes. So, that would be the in-situ. Of course, in this same pie chart, it has a very big block and I think that it was probably in the \$70 million sum, the amount of money to build the Underground Test Facility which was just a hugely important part of what they did. Of course, that was what unlocked the key which is SAGD to the in-situ development of the oil sands; any thoughts on that?

SIMPSON: Well, I do believe that's exactly right. I, unfortunately, can't remember enough about the test facility, the Underground Test Facility to really have much more thought on that.

PMB: And, of course you weren't there?

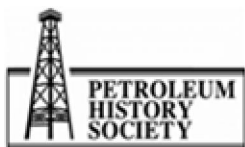
SIMPSON: No.

PMB: Have any idea of what the mining, extraction, upgrading and environmental part of the research that it funded was about?

SIMPSON: Well, I think that they were looking for ways to do the mining differently, if they could. So, I think that we had a number of small projects, if I recall, dedicated to that.

PMB: What I find quite interesting about this is that already there was an important environmental aspect to this.

SIMPSON: Exactly, exactly.



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PMB: That this was in the 70s, 80s.

SIMPSON: Exactly. And I think that that is just a little bit telling about how AOSTRA was. I think they were leading edge at the time.

PMB: The other element that is given in here (it looks like a fairly small slice of the pie) was technology transfer training, international programs and authority.

SIMPSON: Well, that's a little bit about where we had Peter Johnson involved in signing...

PMB: Peter Johnson?

SIMPSON: Yes. I spoke about him earlier. He was one of the board members and the trademark lawyer or the copyright lawyer, right? He was helping us to ensure that our technology was copyrighted for sale. So, part of the function of AOSTRA was to take the technology and offer it for sale to other organizations and other countries. So, one of the first ones that I remember was a trade mission to Venezuela. Venezuela has a lot of heavy oil and they thought that maybe we could market some of our product, if you will, to help them.

PMB: When you say "product", you mean technology?

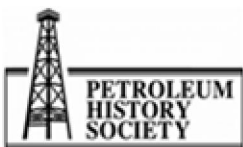
SIMPSON: Correct, correct. Yes, exactly.

PMB: Do you recall much more about that, because to me that is quite interesting?

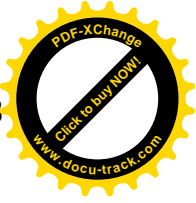
SIMPSON: It is interesting. Do you know one of Clem Bowman favorite sayings is, "there is no free lunch," so he believed he needed to put a price on it to get rid of it or to share it. So, what do I remember about that? Well, I remember we did lots of trade missions with Venezuela for sure. We went over to Hungary and did some talks with the Hungarians about some of their development or potential for development. Then there was a big mission to China sometime probably around the mid-80s to take our technology there and see if it would be feasible for them.

PMB: That's extremely interesting and that was in the mid-80s? So, that was really just as China was opening up. The Gang of Four being subdued and they developed the present system of having one leader per ten-year period and then funding new leadership.

SIMPSON: That's right. I remember that. And, certainly the people from AOSTRA who went over on that mission had some comments on that when they returned. It was an interesting time.



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PMB: Do you have idea whether they were successful in selling or somehow commercializing Alberta technology?

SIMPSON: Oh, I think they were. Specifically, I think that there were some contracts written and signed with Venezuela, for sure. I think also with China, but I am kind of less sure about that, because that was a little bit closer to the time that I was leaving, so I don't really recall.

PMB: Clem Bowman. I asked you about Frank Spragins. Clem Bowman; how was he as a leader? I've kind of asked you that question already?

SIMPSON: Yes. Well, I think that Clem Bowman was a very good leader. He was a very personable fellow. Now, while he was he was pretty serious most of the time and very much dedicated to the serious side of business. I think he had a nice personal side as well, he was certainly very approachable. I think his greatest gift is the fact that he is a visionary; he could see into the future.

PMB: Well that's very interesting, because ironically I got the idea from him that there were certain oil sands' visionaries, but he didn't include himself in it. Which would be typically him, wouldn't it?

SIMPSON: Well, that would tell me that's exactly him that he would not do that but he should, he should. He is one.

PMB: But, he listed five visionaries going back to Karl Clark in 1920 and then right up tot he present.

SIMPSON: Oh for sure, oh for sure.

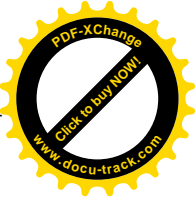
PMB: Again, I am looking at a map from this period. I notice that AOSTRA funded, or partly funded, 23 different projects. I think they were all 50/50 partnerships with oil companies, but there were 23 of them. They went right up from the heavy oil in southern Alberta, south-central Alberta, right up to the Athabasca area and then over to the Peace River and so on. Was there kind of a vibe there of excitement when people talked about these things?

SIMPSON: Oh, I think I remember that for sure. I think we were all pretty keen at working at AOSTRA because of the fact that they were doing so many innovative things really and sort of pushing things forward. Yeah, you bet.

PMB: One of the criticisms I've heard about this is that AOSTRA's deal the industry was that if we fund half of the technology, we own the patent. So, AOSTRA owned all of the technologies that were developed in that period, but they were never really able to figure out how to give other players access to those technologies. So, in effect and I heard this from the guy who's now running Alberta



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Innovates, which is one of the successors to Alberta's research organizations. But, basically he said, we have these technologies. We have these patents. We don't know how to license them. I am just putting this on the records, so in that sense the work of AOSTRA, a lot of it was just lost forever into the law of government.

SIMPSON: Yes, wow.

PMB: Well, that is something you didn't know about obviously?

SIMPSON: No, no I did not.

PMB: Okay. I have this book covers endless amounts of stuff which somebody sometime will read. Including, there is a great very famous photograph of Karl Clark. I've kind of run out of questions at least for the time being. Are there any other notable figures that you would like to mention?

SIMPSON: Well, there is certainly lots of the AOSTRA staff that I think certainly I am sure you must be in touch and thinking about interviewing them that I think are very notable. Dr. Rick Luhnning was probably one of the leaders at the Underground Test Facility; one of the project managers, one of the first anyways. As far as I know he is here in Calgary.

PMB: What can you tell me about him? I think, actually the name might've come up a little while ago, but I've never really encountered him?

SIMPSON: Okay. Well, I think he spent a lot of his career at AOSTRA. I am not sure where he would've been before. I just don't remember that, but a highly, highly capable fellow.

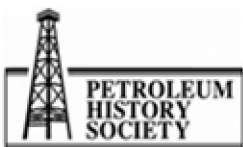
PMB: Was he an engineer?

SIMPSON: Definitely, yeah; A Ph.D. engineer. Rick was just a great fellow as a colleague and certainly, I think that he was a great project manager for all of the projects that he looked after.

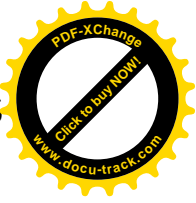
PMB: That's quite interesting, because the one person I interviewed who was tremendous, was the guy who actually built the tunnel, the shafts and tunnels for the UTF. He was brilliant, but he was talking about the project as a mining engineer. It would be quite interesting to talk to him.

SIMPSON: I think it would. I think it would.

PMB: Okay, anybody else that you can think of, besides Rick Luhnning?



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SIMPSON: Besides Rick Luhnning? Well, there were all of the project managers there. The managers, John Nichols who headed up the in-situ side of things. He was managing all those projects. Since, I think John has passed away. Bob Turner, another Edmontonian. He was looking after the heavy oil in the mining and extraction section. I am trying to think. Dave Redford who had spent quite a career at the Alberta Research Council and who then stepped over into AOSTRA and he was doing a lot of the missions to other countries regarding the technology transfer. So, I think Dave did a fabulous job in that area.

It was Clem Bowman who spear-headed AOSTRA's involvement with UNITAR, the United Nations Institute for Training and Research. One of the things that resulted from that partnership was a couple of people from the AOSTRA office went and worked in the New York office of UNITAR. We had people that came to AOSTRA and worked in the Edmonton office that were seconded from UNITAR. That was a really good exchange program and I think there was a lot of documentation of research being done worldwide. I don't know that UNITAR is still in existence. I have a feeling it probably isn't considering cuts all over the place, but I think it was really a forward, a leading organization at the time.

PMB: Now as I recall, UNITAR or the United Nations...

SIMPSON: Institute for Training and Research.

PMB: Institute for Training and Research. Thank you, I didn't realize that's what that acronym stood for.

SIMPSON: Exactly.

PMB: But, they held a conference here or it was probably up in Edmonton?

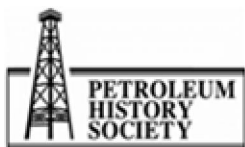
SIMPSON: It was in Edmonton, yes.

PMB: Just toward the end of your term, is that correct?

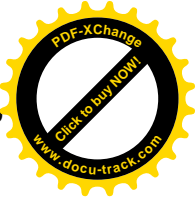
SIMPSON: That's right. That's right.

PMB: What you told me the last time that we discussed this was that the program for that conference is available online. You get it through Google books or something?

SIMPSON: That's right. That's right. I had just been doing some sort of browsing around in preparation for the interview, so I did notice that it's online; the proceedings from the conference. I think that the Edmonton one was the third conference and that was a result of the partnership with



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the UNITAR organization. So, I remember one for sure in Venezuela, possibly two and then the Edmonton one and then I don't know where it went after that.

PMB: I find it interesting that all three of them. The ones that you're aware of at least, they all seem to have to do with oil sands and heavy oil, because Venezuela of course that's what it's noted for.

SIMPSON: That's right. I think it's because of the partnership with AOSTRA that it maybe took on that focus at least for the first three.

PMB: Oh, I see.

SIMPSON: I do think so.

PMB: I will check to see whether that still exists. You were somewhat involved in organizing that conference?

SIMPSON: I was. I was in charge of logistics and various things associated with that. Sort of the PR function, I guess you could say. Yes.

PMB: I barely remember it. Was there a huge amount of interest in it?

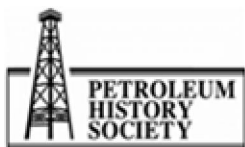
SIMPSON: There was at the time. There absolutely was. Gosh, well I did a lot of conferences while I was at AOSTRA, but I am thinking we probably had 300 people attend global; global representation which is fantastic. It's one thing to get 300 people in Alberta, because you've got a lot people interested in Alberta, right? So, our annual conference usually attracted that many people, but to have that many people come in from UNITAR from around the world was pretty fabulous.

PMB: So, you were primarily the public relations person. Who was organizing the various conferences or was that being done out of the United Nations?

SIMPSON: No, if I recall, the program chair was Dave Redford, who I already mentioned. He worked at AOSTRA. I think we had a spousal program and various other kinds of things that you normally have attached to conferences. So, there was an AOSTRA person managing each of those functions.

PMB: Now, do you happen to recall whether there was a tour of the Syncrude or Suncor or something at that time?

SIMPSON: Well, I know that I went up and our keynote speaker was a gentleman from PDVSA, Petróleos de Venezuela.



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PMB: Okay, please spell that?

SIMPSON: P-D-V-S-A and that stands for Petróleos de Venezuela. So, our keynote speaker was from there and brought his wife with him to the conference and part of my role was to travel up to McMurray with them afterwards and give them a tour of some of the projects.

PMB: How many people actually went on this tour?

SIMPSON: Three of us.

PMB: Only three?

SIMPSON: He, his wife and myself. That's the one I remember. Whether other tours were part of the conference, I just can't remember anymore. But, I remember my role was to look after he and his wife on the tour.

PMB: It seems to me almost impossible to imagine that if they were in Edmonton they wouldn't have gone up to Fort McMurray.

SIMPSON: Exactly, we would not have gone there. So, I am thinking absolutely, absolutely yes.

PMB: The year was?

SIMPSON: 1986, I think?

PMB: Yes. So, Syncrude would've been in good shape.

SIMPSON: Oh, yes. Oh, yes. Well, Suncor was operating up there too, but Clem Bowman had a direct relationship to Syncrude, because he had worked there prior to AOSTRA. So, normally when we did tours we did Syncrude sites.

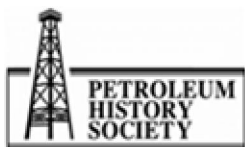
PMB: It was a much bigger operation too.

SIMPSON: It was bigger.

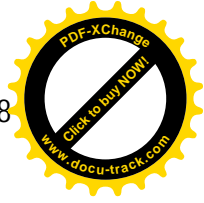
PMB: Clem Bowman had been working with Imperial Oil which is one of the owners.

SIMPSON: Exactly.

PMB: I am going to ask you a couple of optional questions which I didn't give you a chance to review. This one is kind of key: What do you think about the role of oil sands development? Has it



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been supportive? Has regulation been effective or should it have been more stringent? That last one, probably is not your bag, but the first one, the role of government in oil sands development?

SIMPSON: Well, I guess I'll have to say that I think government should have a role in oil sands development, because I firmly believe that government should have a role in research of various kinds. Not only oil sands development, because I see how much benefit there was by doing that early research at AOSTRA. I just can't help but think that if the government doesn't fund this, other companies won't and how are we going to sort of enhance what we have or develop new if somebody isn't funding the research to start it.

PMB: Good, all right. ERCV, Energy Resources Conservation Board. Do you have any thoughts on that and its effectiveness?

SIMPSON: Well, I don't. I had nothing to do with ERCV in my role with AOSTRA and in my career to date I haven't really had any dealings at all.

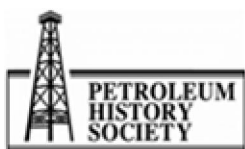
PMB: I think I probably know the answer to much of the rest of this. I am sure you're not aware of this, but a couple of years ago there was a movement within Calgary to get the prevailing government, the provincial government, to create an organization called AOSTRA 2. The provincial government agreed. I believe Alison Redford, during the election campaign about a year and a half ago, said that was the first statement she made. That she would create AOSTRA 2 and the idea was to have a government funded organization that totally zeroed in on the environmental questions around oil sands development. About six months ago when she submitted her budget, I am pretty sure she said that there is no money for it now; any thoughts on that?

SIMPSON: Well, I think it just relates back to what I said before. I think that if government should make it somewhat of a priority to look into the future and to fund research of all kinds, because if they don't do it, I don't think it will be done elsewhere. I don't think corporations will do it.

PMB: Okay. I am going to leave it now up to you now. Is there anything that you would like to say about the oil sands, about your involvement with AOSTRA, about anything in relation to this project that you absolutely think you really want to put on the record?

SIMPSON: Well, I am really proud to have been a part of AOSTRA. I really think that what we see today is it can be hooked right back to what we did in the 70s. So, yes, I think that if anyone is going to look at this they should think about continuing that similar kind of a strategy.

PMB: If you were given a vote, you would vote for AOSTRA 2.



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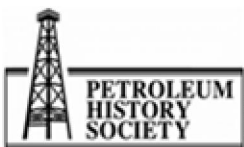
SIMPSON: I would vote for AOSTRA 2. Yes, I would.

PMB: Okay, fair enough; anything else?

SIMPSON: No, I don't think so; thanks, Peter.

PMB: Thank you very much.

[END OF RECORDING]



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