

Gary Kalynchuk, P.Eng

EDUCATION

- Bachelor of Science in Civil Engineering with Distinction, University of Alberta, 1979

PROFESSIONAL AFFILIATIONS

- Professional Engineer, AB, Member 28080, 2020

EXPERIENCE SUMMARY

Gary has over 40 plus years of diversified experience and expertise in the areas of executive leadership, engineering, construction, project controls and management consulting. Specific education, career background and expertise includes:

- Former Civil/Structural Department Head of Cosyn Technology, a Syncrude/Worley Parsons Engineering Alliance;
- Founder and President of GKO Engineering Inc, an industrial multi-disciplined industrial EPCM Firm, which grew to over 450 employees, before it was sold to Stantec in 2002, with revenues of over \$50 million;
- President of Agra Foundations, western Canada's largest Foundation Contractor, with revenues of over \$300 million;
- Construction Claims Negotiation/Settlement Expertise;
- Corporate Business Plan Development Expertise;
- Procurement Strategy and Project Business Case Development Expertise;
- Business Process Development Expert in ERP Evaluation and Implementation Solutions for Clients, EPCM Firms and Contractors;
- Design Build Project Team Management and Leadership Expertise;
- Senior Project Director, Senior Project Manager, Engineering Manager and Design Manager of Projects over \$2 billion in capital cost;
- Mergers and Acquisitions experience/expert for private and publicly traded firms looking to expand;
- HAZOPS and RAMS Risk Management Expertise in the Infrastructure and Industrial Sectors;
- Chief Technical Analysts for the Captain Ewave Website providing advisory and investment consulting services on the crude, gold, silver, US 10 Year Bond, S&P markets and various gold indices/gold stocks;
- Board of Director experience on private and publicly traded firms and on Conservative Federal and Alberta Provincial Constituency offices (Edmonton West and McClung);
- Appointed Senator of the University of Alberta (2021 – 2024), by the UCP Alberta Government.
- Government Relations and Engagement.

SELECTED EXPERIENCE

NUNA Group of Companies

May 2023 - Present

Vale Copper Cliff Mine Project: FEL3 and Prime Contract

- Acting as Engineering Manager for NUNA managing BBA Engineering in the preparation of FEL3 Study and development of the associated Prime Contract for contract mining for the Vale Copper Cliffs Mining Project in Sudbury, Ontario.

Ellis Don Capital**2022 – May 2023****Government Relations Director/Technical Advisor on the Edmonton/Calgary High Speed Rail Project**

- Ellis Don Capital (EDC) is Lead Proponent on the 100% privately financed \$10 billion High Speed Rail Project proposed between Edmonton and Calgary. EDC is currently completing the Business Case and working through the final Stage 3 Gate of the Alberta Government's Unsolicited Proposal Approval Process. It is anticipated that the Business Case will be submitted by the end of June, 2022, after which the Alberta Government is expected to issue EDC a Definitive Project Agreement. This will permit the project to move to regulatory amendments to the Rail Act, development of an EIA, consultations with affected Indigenous Nations/Private Land Owners and the start of detailed engineering.
- Gary's role as Government Relations Director has been to continuously engage with the Alberta Premier, Minister of Transportation and her associated staff and other affected Government Agencies to advance the project through the Alberta Government approval process.
- As Technical Advisor, Gary participated, reviewed and presented the Final Business to the Minister of Transportation, which included the following key elements:
 - Project Definition
 - Alberta Economic Benefits Analysis
 - Indigenous Engagement and Participation Description/Letters of Support
 - City and Community Engagement to locate infrastructure and alignment
 - Subcontracts and Procurement Plan for local community participation
 - Projected Ridership, revenue streams and project economic analysis
 - Capital and Operating Cost Estimates and Financing Model
 - Project Execution Plan and EPC Milestone Schedule
 - Project Risk Analysis
 - Alignment Plan Drawings
 - Station Renderings

NUNA Logistics: De Beers Snap Lake Mine Rehabilitation Bid and Award**2021 - 2022**

- The RFP requested pricing but a significant write-up to support the price related to previous experience, indigenous relationships, safety, quality control, preliminary execution plan and schedule, arctic logistics capabilities around winter road, remote camp, equipment maintenance, fuel and environmental monitoring during the site reclamation and closure program. Duties included working with the NUNA Bid Manager and Estimating Team to manage and write the section write-ups, identify and mitigate risks and participate in the final pricing development for submission in June, 2021. Worked with NUNA Bid Manager on follow-up questions from De Beers.
- Project awarded to NUNA Logistics in November, 2022, and Gary wrote and managed the development of the following for submission to De Beers:
 - Project Management/Execution Plan
 - Construction Management and Demolition Plan
 - HSE Management Plan
 - Quality Management Plan
 - Subcontracting and Procurement Management Plan
 - Logistics Management Plan
 - Materials Management Plan
 - Information Management Plan
 - Risk Management Plan with risk matrix
 - Project Close-out and Handover Plan
- Gary also participated the final contract negotiations with De Beers, including subcontracts with major Subcontractors.

Michel's Canada: Design Manager on the North Shore Sewer Project in North Vancouver 2020 - 2021

- Design Manager managing WSP in Vancouver as they redesigned the previous deep tunnel alignment to an open cut alignment due to soil conditions that prevented tunneling operations from continuing. Also wrote all of the associated subcontracts, undertook bid evaluation and made recommendation to senior Michel's Leadership on award of the subcontracts.

Michel's Canada: Bid Manager on various Region on Vancouver (GVS&DD) Infrastructure Bids 2021

- Bid Manager on various GVS&DD bids for sewer rehabilitation projects ranging in cost for \$8 million to \$100 million, including the Golden Ears HDD Project.

Michel's Canada: Region of Peel – 16th Avenue Sanitary Sewer Rehabilitation Project 2020
Phase 2: Construction Advisor/Design Manager/Subcontracts Manager

- Acting as Construction Advisor in the preparation of a lump bid for the restoration of the 16th Avenue Sanitary Sewer – Phase 2, that involves the design and installation of a 900 mm above ground 5 km HDPE bypass pipe and trenchless crossing under the Metrolinx rail line while the existing deep sewer is being lined with new geopolymer. Specific duties include:
 - Prepared the overall bid risk register, including a detailed drawing, contract and specification review that was used in the final pricing allocation review;
 - Developed detailed Subcontractor scopes and managed the bid evaluation process.
 - Participated in final pricing completion and risk analysis.
- Upon award I assumed the role of Design Manager and Subcontractors Manager.

Michel's Canada: Region of Peel 2020
East to West Diversion Sanitary Truck Sewer Tunnel (Contract 1): Construction Advisor

- Acting as a Construction Advisor in preparation of a lump sum bid for the construction of a 7km- 4 m diameter sanitary sewer tunnel in the Region of Peel, Ontario. Specific duties include:
 - Prepared the overall bid risk register, including a detailed drawing, contract and specification review that was used in the final pricing allocation review;
 - Prepared the value engineering opportunity log for implementation after award;
 - Detailed review of major subcontractor bid submissions related to scope completeness and pricing;
 - Participated in final pricing completion and risk analysis.

Hatch: Coastal Gas Link (CGL) Pipeline Project 2020
Audit of Field Engineering RFI/DCN/MOC Processes and Procedures

- Undertaking a cold eyes review of the current field engineering processes and procedures to look for opportunities to streamline them while ensuring that all required regulatory and TC Energy documentation is adhered to. Specific duties include:
 - Review of the current Field Engineering and Geohazard RFI/DCN and MOC processes and procedures, including all referenced TC Energy change/redlining/MOC procedures and flowcharts;
 - Interviewing current field engineers to assess if the current field change processes/procedures are being followed and how they can be improved;
 - Interfacing with Coastal Pipeline Engineering Manager and Owner's of the applicable engineering change processes/procedures to assess and determine a short Coming and potential areas for possible improvement;
 - Present findings to the CGL Engineering VP and assist the roll out of the streamlined processes and processes to the affected CGL Field Engineers and Project Managers.

Hatch: Coastal Gas Link (CGL) Pipeline Project**2020****Audit of Re-Baselined Cost Estimate, Schedule and Risk: Senior Project Manager, Edmonton, AB**

- Acting as the Senior Project Manager for an audit of the Coastal Gaslink Pipeline Project prepared re-baselined cost estimate, schedule and associated risk. Specific duties include:
 - Interface and progress reporting with CGL Project Manager;
 - Managed the Hatch estimating, schedule and risk SME audit assessment team;
 - Scheduled and facilitated five (5) speciality discipline and five (5) Work Package information gathering sessions between the Hatch SME Team and the applicable CGL Project Management and support Teams;
 - Provided SME audit expertise in prime contract and risk assessment;
 - Managed and provided input in the preparation of the final report and power point presentation;
 - Presented the findings of the audit to the CGL Executive Leadership Team.

Hatch: Valley Line LRT**2017 - Present****West Leg Preliminary Engineering/Owner's Engineer, Edmonton, AB**

- Acting as a Senior member of the Hatch Team that is responsible for all systems scope development. Specific duties include:
 - Provide input in the development of the procurement strategy with the City of Edmonton;
 - Lead in the development of the Project Agreement that is an integral part of the procurement strategy;
 - Manage and develop the HAZOPs assessment program on the preliminary engineering;
 - Involvement in the final assessment and selection of the final Design Build Contractor for the West Leg.

Hatch: Enbridge Pipelines**2017 - Present****Line 5 Tunnel/Pipeline Project in the Straits of Mackinaw – Project Manager, Michigan, USA**

- Acting as Project Manager for the Pre-Feasibility Study, Deputy Project Manager for the Feasibility Study, Project Manager for the Geotechnical Field Program and Deputy Project Manager for the FEED Development. Specific duties include:
 - Project Manager for the Pre-Feasibility Study to develop the proof of concept and business case;
 - Deputy Project Manager for the Feasibility Study to develop initial scope, feasibility of engineering/construction and Class 5 cost estimate for review and approval by Enbridge and that State of Michigan;
 - Project Manager for the execution of the on-shore and off-shore geotechnical field program and preparation of the final geotechnical report to be used in the final design of the tunnel, and associated pipeline and above ground facilities;
 - Deputy Project Manager in development of the FEED for the tunnel, new pipeline, pipeline tie-ins and modifications to on-shore pumping facilities. Development of the procurement and contracting strategy (Design Bid, Build, Design Build, Contractor Alliance), was also undertaken.

Chief Technical Analyst**Jan 2016 - Present****Captain EWave...an Elliotwave based Investment Advisory/Consulting Service, Edmonton, AB and Toronto, ONT**

- Chief Technical Analyst providing a daily/weekly investment newsletter and advisory/consulting advice on the gold, silver, crude, S&P, USDX, 10 Year US Bond, GDX Gold Index and various gold stocks based on the elliotwave technical theory. **Website: www.captainewave.com**

Hatch: Valley Line LRT**2016 - 2017****Southeast Leg Detailed Design Phase within a P3, Edmonton, AB**

- Acting as Edmonton based ARUP Deputy Project Manager with responsibilities that include:
 - Liaising with TransEd P3 Partners (Bechtel/Ellis Don JV) on design issues and seeking responses from the Toronto/NYC based Arup Design Teams;
 - Leading and managing Arup Edmonton based resources including sub consultants Associated Engineering and IBI;
 - Responding to RFI's through the ARUP Project Manager;
 - Liaising with third parties including Bombardier Transportation, City of Edmonton, Utility Providers and Other Stakeholders;
 - Providing timely feedback to the ARUP Design Team on emerging issues that arise in the Edmonton TransEd Project Office;
 - Supporting TransEd in Public Engagement Events;
 - Attending site visits to understand field conditions;
 - Assist in business development activities for Arup in western Canada specifically in the oil/gas and infrastructure sectors.

Enbridge Pipeline**2013 - 2016****Liquids Pipelines (LP) Interface Manager: Northern Gateway Pipeline/Line 3 US and Sandpiper Projects**

- Responsibilities include acting as single point of contact to establish interface between LP Engineering Services and LP Operations Engineering and Project Team/Consultants for all Project scope areas as outlined below:
 - Lead activities to define applicability of current Enbridge Engineering Standards to Project scope; identify requirements for TSDRs, updates to current standards or development of new standards by Consultants;
 - Interface with the Project Engineering Management Team and Consultants and provide input into technical matters to support Project objectives by identifying issues that may otherwise impede Project advancement through stage gates;
 - Identify and coordinate Subject Matter Experts (SME) support as required. Solicitation, and management of specialty Consultants, if required, to support the SME resource pool;
 - Ensure appropriate representation, review and input provided by LP Engineering into design documents and reviews;
 - Establish requirements and timing for START review(s) and oversee Project inputs to LP Engineering; establish timing and coordinate resolution of any items identified during START review(s);
 - Submit to the Project Team, LP Engineering support group budgets for Technical Studies (FEED phase) and execution phase (Class 3 estimate);
 - Participate in the HAZOPS and RAM analyses as the LP Engineering Management representative;
 - Solicit, manage and implement continuous improvement to existing Enbridge standards/specifications by interfacing with Project Consultants, without compromising Enbridge's safety, operability and maintainability guidelines;
 - Scope and manage specific engineering studies and/or detailed reviews of Consultants deliverables as requested by the Enbridge Project Team.

Special Project Director: Morgan Construction and Environmental Ltd.**2012 - 2013**

- Development of the 1 and 3 year rolling Business Plan. Responsible for the development of business process mapping, policies and procedures and their implementation, all to be enabled by an integrated Project Management System to manage all aspects of the Project Cost Lifecycle. Elements affected included:
 - Document Management;
 - Equipment Assets and Inventory;
 - Supply Chain;
 - Finance, AR, AP and Invoicing;
 - LEM Generation and Project Reporting;
 - Project Management/Operations;
 - Change/Claim Management.
 - Responsible for developing and maintaining new Client Relationships;
 - Managing Design-Build and Constructability Projects from an engineering point of view;
 - Development of a Project Filing Index;
 - Development of a Project Document and Records Management Business Process;
 - Development of a Project Initiation Manual;
 - Responsible for all Claim Development/Resolution.

Special Projects Advisor: Thompson Construction Ltd.**2012**

- Developed plan to implement of a 1 and 3 year rolling Business Plan. Completed a gap analysis and plan for the development of company-wide business process mapping, policies and procedures and their implementation, all to be enabled by an integrated Project Management System affecting of the following Business Units:
 - Human Resources;
 - Document Management;
 - Information Technology (IT);
 - Environment and Safety;
 - Equipment Assets and Inventory;
 - Supply Chain;
 - Finance, AR, AP and Invoicing;
 - LEM Generation and Project Reporting;
 - Business Intelligence;
 - Project Management including Change and Claim Management.
 - Responsible for developing and maintaining new Client Relationships;
 - Responsible for Claims Development/Resolution.

Senior Projects Director: Nuna Logistics**2011 - 2012**

- Responsible for the development of the Construction Execution Plan, Schedule, Equipment Logistics and Capital Cost Estimate for various Pre-feasibility and Feasibility Studies for the following Projects:

KWG/Canada Chrome Chromate Mine Project Railway**2011**

- \$2.2 billion, 325 km railway from Nakina, Ontario, north to the Ring of Fire Mine Site. This was a paid study by KWG with a fee budget of \$800k.

Mining, Bending Lake Iron Group Limited**2012**

- Three (3) Projects involving a 100 km access road, surface mine development and tails pond for a new iron ore mine in north western Ontario. This was a paid study by Bending Lake with a budget of \$50k.

All Season Access Road, Cliff Resources Ltd.**2011 – 2012**

- A 326 km All Season Access Road from Nakina, Ontario to the Mine Site in the Ring of Fire Area of north eastern Ontario. (2011-2012)

All Season Access Road, Noront Resources Limited**2012**

- A 300 km All Season Access Road from Pickle Lake, Ontario to the Ring of Fire Mine Site, site airstrip and access roads. This was a paid study by Noront Resources Limited for \$500k.

Other Director role tasks included:

- Responsible for the development of business process mapping for internal Nuna systems in the areas of Project Award, Budget Development, Cost Coding and Change Management;
- Provided due diligence and made recommendations on two (2) potential acquisitions that Nuna was investigating for companies in Ontario.
- Project Manager on the preparation of a \$100 million design build proposal for 3 x 10 Mw Hydro Projects in northern Ontario for Northland Power.

Engineering/Home Office Manager: Newmont Mining Corporation**2009 - 2010**

- Responsible for all conceptual and detailed engineering on the \$770 million Hope Bay Gold Mine Project: Phase 1;
- Responsible for the selection and management of all EPCM Firms;
- Responsible for the selection and management of the EPC Firm selected to provide the 800 t/day gold processing plant (\$35m);
- Responsible for managing individual EPCM Firms and overall engineering Project budgets;
- Responsible for Project permitting as it relates to engineering deliverables to support all permitting applications;
- Responsible for managing the Home Office activities within the Newmont EPCM Team as it included a selected CM Contractor;
- Responsible for reporting engineering progress to the Newmont Project Leadership Team;
- Coordinating engineering efforts to support large sealift and airlift programs to support the 2010/2012 construction program.

President: Agra Foundations Inc.**2009 - 2010**

- Appointed President in April, 2009 due to retirement of previous President. Responsible for the overall development and performance of western Canada's largest foundation installation Contractor, with offices in Edmonton, Calgary, Vancouver, Regina, Saskatoon and Winnipeg as it relates to:
 - Short and Long Term Business and Strategy Planning;
 - Yearly Revenue in excess of \$300 million, with monthly reporting;
 - Equipment replacement program;
 - Equipment maintenance program;
 - Building facilities improvement program;
 - Corporate safety program;
 - Review and approval of bids over \$1 million;
 - Prepared Quarterly Financial and Safety Reporting for the AMEC Executive Leadership Team;
 - Reporting and sitting on the AMEC Board of Directors;
 - After completion of the 2010 Short and Long Term Business Plan, AMEC decided to divest of this Division.

Engineering/Management Consultant: North American Construction Group**2005 - 2009**

- Liaising with Senior Executive on claim settlement, business plan development, project controls enhancements, forecasting and project management improvements and providing engineering management and coordination on EPC Proposals and Projects. Specific achievements included:
 - Preparation and settlement of a large multimillion claim with Opti/Nexen as it relates to the Long Lake Oilsands Project.
 - Development of the frame work for the yearly and long term business plan process.
 - Acted as Engineering Manager for the \$60 million EPC Albion Airport Project. Duties included contract development of the scoping and construction contracts, hiring and management of the engineering subcontractors, and client and field reporting. This project provided a return of 27% and is one of the most profitable projects in the history of NACG. Members of this project team were presented with an award by the Executive in recognition of outstanding achievement.
 - Facilitation and Development of all Operations business processes.
 - Lead on the Business Process Improvement Program, Phase 1 Scoping which has the objective to prepare integrated companywide business processes that are to be enabled with the correct mix of qualified personnel, and the JDE ERP system supplemented with integrated 3rd party bolt-ons.
 - Provided engineering expertise on EPC proposals.

Vice President – Power, Resources, Chemicals: Stantec**2001 - 2005**

- After the purchase of GKO Engineering Inc, by Stantec Inc, in 2001, a new practice area was created which Gary was appointed as Leader. Responsibilities included the growth of the Power, Resources and Chemicals Practice Area, beyond Edmonton to other Stantec offices within North America. Growth was to be achieved by either organic or acquisition methods; Actively participated in all strategic and business planning sessions; Served on the Teshmont Consulting Board of Directors, as the Stantec Inc. representative.

Founder and President: GKO Engineering Inc.**1991 - 2001**

- Founder and President of GKO Engineering Inc, until it was sold to Stantec Inc. Under Gary's direction the EPCM firm grew from a single employee to over 450 professional and technical personnel in 2001. Revenues grew to over \$50 million, before its sale to Stantec Inc., over a ten year period.
 - GKO provided multi-disciplined EPCM services to industrial clients such as Suncor Inc, Albion Oilsands Inc, CNRL, ATCO Power, TransAlta Inc, EPCOR, Enbridge Pipelines, etc...;
 - Headquartered in Edmonton, Alberta;
 - GKO Engineering Inc was selected by TransAlta to provide EPCM services for the Edmonton Co-composter Project which to this day remains the world largest composting facility;
 - Introduced the MSE Retaining Walls System to the Alberta Oilsands in 1986 and developed technological enhancements to the system that continue today;
 - Won various awards for "Fastest Growing" and "Best Managed" EPCM Firm in Alberta and Canada.

Structural Consulting Engineer: Various EPCM Firms**1979 - 1991**

- Started his industrial EPCM consulting career as a junior civil engineer with Associated Pullman Kellogg in 1979;
- Between 1979 and 1991, Gary gained experience and expertise in the area of dynamic foundation design, mining infrastructure and equipment design with special focus on the Oilsands sector;
- Introduction of the MSE Retaining Wall System for truck dumps to the oilsands in 1986/1987;
- Appointed Civil/Structural department Head of Cosyn Technology Inc, upon its inception in 1991, and remained in that position until he founded GKO Engineering Inc.

BOARD OF DIRECTOR ROLES

- Appointed Board Member by the Minister of Economic Development, Trade and Tourism, Honourable Tanya Fir for a three (3) year term. ACAUR acts as a two-way information resource for Alberta's Ukrainian Community and the Government of Alberta, while strengthening relationships between Alberta and the Ukraine. The Council also fosters a better understanding of Ukraine-related matters across Canada, including other provinces, territories and the Government of Canada;
- Appointed Senator of the University of Alberta by the Alberta Minister of Advanced Education for a three (3) year terms starting in 2021.
- Teshmont Consulting: EPCM Firm working on high voltage transmission lines, jointly owned by Stantec and AMEC. Board Member acting for Stantec;
- AGRA Foundations: Acting as President participated in the quarterly Board of Directors Meetings. AGRA Foundations was owned by AMEC;
- Stantec: Acting as Stantec Board Member representing the Power, Resources and Chemicals division; as its VP;
- Edmonton West Federal Conservative Constituency Association (Kelly McCauley MP): Board Member acting as VP of Fund Raising;
- Edmonton McCLung Provincial UCP Constituency Association: Board Member Acting as VP of Fund Raising.

SOCIAL MEDIA

- Active on LinkedIn with over 5100 connections promoting conservative free speak for Alberta/Canada/USA, including supporting the Alberta and Canadian oil/gas and mining sectors.