

From: scotto'brien@lowerchurchillproject.ca
To: [robert.woolgar@nlhydro](mailto:robert.woolgar@nlhydro.ca); [faustina.cornick@nlhydro](mailto:faustina.cornick@nlhydro.ca)
Subject: Fwd: Resume for Senior Contracts Administrator - Mel Melhem
Date: Tuesday, October 29, 2013 10:10:31 AM
Attachments: [.png](#)
[MMelhem_2013_Nalcor.pdf](#)

Scott O'Brien

Project Manager - Muskrat Falls Generation

PROJECT DELIVERY TEAM

Lower Churchill Project

t. 709 570-5987 c. 709 764-6537

e. ScottO'Brien@lowerchurchillproject.ca

w. muskratfalls.nalcorenergy.com

Begin forwarded message:

From: "Ron Power" <RonPower@lowerchurchillproject.ca>

Date: October 29, 2013 at 9:24:28 NDT

To: "Scott O'Brien"
<ScottO'Brien@lowerchurchillproject.ca>, "Pat Hussey"
<PatHussey@lowerchurchillproject.ca>, "Lance Clarke"
<LanceClarke@lowerchurchillproject.ca>

Cc: "Jason Kean" <JasonKean@lowerchurchillproject.ca>

Subject: Fwd: Resume for Senior Contracts Administrator - Mel Melhem

fyi - potential CH0007 Contract admin

Begin forwarded message:

From: "Ed Bush" <ebush@pmx.ca>

Date: 29 October, 2013 8:39:12 AM NDT

To: "RonPower@lowerchurchillproject.ca"

<RonPower@lowerchurchillproject.ca>

Cc: "JasonKean@lowerchurchillproject.ca"
<JasonKean@lowerchurchillproject.ca>

Subject: Resume for Senior Contracts Administrator - Mel Melhem

Ron;

Please find the resume for Mel Melhem for consideration in the role of Senior Contracts Administrator. Mel has over 30 years' experience in the area of procurement and contracts. Most of his project work has been in the areas of industrial and mining that has a significant heavy civil aspect to the work. I worked with Mel on the Stora, Port Hawkesbury project in Nova Scotia and later Mel worked for me on the Hemosol Biopharmaceutical Manufacturing Facility between 2001 and 2003. He is extremely capable and passionate about his work and would be a trusted member of the LCP delivery team. He has expressed a preference for working out of St. John's as he would be considering moving his family to the city for the project but I think he would also consider a site based role given the magnitude and complexity of the major contracts potentially under his responsibility. Please let me know if you would like to arrange for an interview.

Ed

Ed Bush, MBA, P.Eng., PMP

Principal

PMX Inc.

Ph : (416) 222-7691 ext. 231

Fx : (416) 222-0485

Cell: (416) 577-9769

ebush@pmx.ca

www.pmx.ca

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MEL MELHEM, P. Eng.

Senior Contracts Manager

Mel Melhem is a respected Senior Contract Administrator and Capital Projects Procurement Manager with over 30 years' experience in the contract administration, procurement and construction for domestic and international projects.

He has excellent knowledge of all aspects of procurement and contract administration, including law, tendering negotiation, claims management and dispute resolution. He has experience in working with all types of contracts including traditional design-bid-build, design build, EPC and EPCM.

Mel is a Professional Engineer registered in the Province of Ontario.

Relevant Project Experience

Kinross Gold Corporation, Toronto, ON*

Manager, Capital Project Controls responsible for contracting and procurement for Capital Projects and corporate services; oversaw the work of EPCM contractors and provided support for tendering, negotiating and finalizing contracts and purchases, administration of contracts, review and resolution of claims; and when required, liaison with legal departments for resolution of exceptions to standard terms and conditions.

Developed in collaboration with the corporate legal department the standard requests for proposals and contracts templates for use on Capital Projects, including coordinating with regional legal counselors and tax advisors to cover necessary modifications to the templates and issued contracts to conform to local taxation or governmental requirements.

Established project control tools and assisted the Capital Project team in budgeting, project analysis, evaluating contract scope and progress, and change order management.

Developed and maintained project cost data to provide the Capital Project team with the necessary budgetary benchmarks and information for project controls.

Projects Included:

- **Fruta Del Norte, Exploration Portal and Decline, Ecuador, S.A.**
Manager, Capital Project Controls responsible for contract preparation and leading the team in the development, negotiation and execution of the exploration portal and decline for Aurelian Ecuador S.A. (Ecuadorian subsidiary of Kinross). Ensured that company's interests were protected by minimizing legal and financial risks and that compliance with policies and procedures, specially health, safety and environment policy and requirements were met
- **Tasiast Mine Expansion Project, Mauritania, West Africa**
Manger, Capital Project Controls responsible for managing all the contracting and procurement for the Tasiast Mine Expansion Project in Mauritania for Tasiast Mauritanie Limited (Mauritanian subsidiary of Kinross). Supervised and oversaw the procurement and contracting work of the EPCM contractor for the project. Ensured accurate issue and finalization of the various consulting and engineering contracts and equipment purchases kept outside the scope of the EPCM contractor. All contracts and Purchase Orders for the Project were issued on time, resolving all exceptions to standard terms and conditions and commercial terms in win-win positions, and achieving cost savings by leveraging multiple purchases and reductions to costs, rates and mark-ups.

Vale Canada Limited, Toronto, ON*

Supervisor, Capital Projects responsible for oversight and review of the work of contract administrators and buyers on Vale's Capital Projects and Exploration Group. Responsibilities included training of new staff, developing and updating contract templates and procurement procedures, negotiation of proposed exceptions to terms and conditions, review of prepared technical and commercial evaluations of proposals and letters of recommendation, and resolution of claims.

Managed various projects involving engineering studies (FEL 1 to FEL 3), detail design, equipment procurement and site construction, qualified bidders, ensured confidentiality of all documentation, protection of ownership of developed intellectual property, accurate completion of contracts, compliance with safety, health and environment policy and

* Denotes projects undertaken for other firms



MEL MELHEM, P. Eng.

Senior Contracts Manager

Education

Bachelor of Applied Science, Civil Engineering – University of British Columbia, 1980

Alternate Dispute Resolution Workshop – Stitt Feld Handy Group with University of Windsor Faculty of Law, 2005

Construction Contract Law Certificate – Ontario General Contractors Association, 1989

Professional Associations

Member of Professional Engineers Ontario (PEO), P. Eng.

Employment History

2013 - Present	PMX Inc., Toronto, ON
2011 – 2013	Kinross Gold Corporation, Toronto, ON
2006 – 2011	Vale Canada Limited, Sudbury, ON
1995 – 2005	Stantec Consulting Ltd. (Formerly RPA Consultants Ltd.), Toronto, ON
1994 – 1995	Associated Engineering Ltd., Toronto, ON
1992 – 1993	RPA Consultants Ltd., Toronto, ON
1987 – 1991	Piggott Construction, Toronto, ON
1982 – 1986	Almabani Construction Group, Saudi Arabia
1980 – 1981	Northern Construction Limited, Vancouver, BC

requirements, fulfillment of all contractual obligations and close out documentation.

Lead the contracting and procurement effort on assigned capital projects. Reviewed work done by contract administrators and buyers, advised and coached them, as required, in selecting and qualifying bidders, preparing requests for proposals, negotiating and finalizing contracts / purchase orders, and resolving exceptions to terms and conditions and claims.

Developed and maintained cost and rates data for evaluating commercial proposals and providing input and benchmarks for budgeting, estimating and project controls.

Projects Included:

- **Coleman Mine 170 Orebody, Sudbury, ON**
\$133 million execution project comprising ramping and development of 2 mining production levels at 5440 L and 5700 L and associated infrastructure.
- **Creighton Mine, Sudbury, ON**
\$12 million pre-feasibility (FEL 2) engineering study for mining down to 10,000 feet, including a winze, ventilation, refrigeration plant, mining infrastructure and level development.
- **Pipe and Kipper Mine, Thompson, MB**
\$2 million pre-feasibility (FEL 2) engineering study for tailings and comminution (ore grinding) alternatives and geochemical data collection.
- **Totten Mine Project, Sudbury, ON**
\$400 million execution project to dewater, rehabilitate existing shaft, new hoisting and surface facilities to re-open the Totten mine.
- **Clarabelle Mill Challenging Ore Recovery (COrE) Project, Sudbury, ON**
\$228 million feasibility / execution project for upgrades to Clarabelle Mill Plant.

Inco, Sudbury, ON *

- **FBR SO2 Abatement Project, Sudbury, ON**
Senior Contract Administrator responsible for \$115 million project comprising the design and construction of a Wet Gas Cleaning Plant, a Weak Acid Treatment Plant and major modifications to an existing Acid Plant.
- **Concentrate Receiving and Handling Facility, Sudbury, ON**
\$26 million project comprising the design and construction of a new Hopper/Feeder Plant, electrical room, conveyor gallery, and modifications to existing facilities.
- **Flux Handling Project, Sudbury, ON**
\$3 million project comprising the design and construction of a new Flux Handling Facility.

Hemosol Inc., Mississauga, ON *

- **Biopharmaceutical Production / Research Facility, Mississauga, ON**
Senior Contract Administrator responsible for administration of the Design Build and EPC contracts for design and construction of a \$90 million blood substitute manufacturing plant and biopharmaceutical research facility.

Ontario Lottery and Gaming Corporation, Toronto, ON *

- **Racetrack Slot Gaming Program, Various Locations, ON**
Senior Contract Administrator responsible for managing supply and construction services contracts for a \$500 million dollar program to develop racetrack slot gaming facilities at 13 sites across Ontario.

* Denotes projects undertaken for other firms



MEL MELHEM, P. Eng.

Senior Contracts Manager

Stora, Port Hawkesbury Limited, Port Hawkesbury, NS*

- **New Paper Machine, Pulp Mill and Related Facilities, Port Hawkesbury, NS**
Contract Administrator responsible for managing Traditional, Design Build and EPC contracts for the \$750 million project that included the construction of the world's largest and fastest paper machine and a thermo-mechanical pulping plant.

Provincial Papers, New Westminster, BC*

- **Paper Machine Coater Conversion, New Westminster, BC**
Contract Administrator responsible for all contracts and procurement for the construction of a \$25 million paper coater line.

Abitibi Price Inc., Iroquois Falls, ON*

- **New TMP Plant, Iroquois Falls, ON**
Contract Administrator for all major contracts and procurement for a \$136 million thermo-mechanical pulping construction project.

* Denotes projects undertaken for other firms