

MICHAEL FLETCHER

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PROFILE

A resourceful and results-oriented professional with 30 years of success in progressively more challenging roles in process industries and asset management. Effective leadership and managerial abilities supported by strong communications, problem solving, analytical and decision-making skills. Solid experience in championing change, integrating technology into operations, and reduction of all consumables. Expertise in four types of fermentation. Bilingual, English and French.

EMPLOYMENT HISTORY

CITY OF OTTAWA, Ottawa, Ontario

Sept 2012- Current

Project Manager, Climate Change and Resiliency (From April 2019)

- Technical leader in the development of the City of Ottawa's renewable energy and climate change mitigation strategy

Project Manager, Building Engineering and Energy Management (Until April 2019)

- Benchmark and audit city facilities for energy and water efficiency. Audits are done cooperatively with facility staff.
- Leading energy retrofit projects involving lighting, boilers, control and HVAC. Ensure proper commissioning that includes training of facilities staff, realization of planned benefits
- Managing all City of Ottawa electrical accounts (1340 in total). Maintain an account checking system. Working with Hydro Ottawa on a project to introduce bulk e-billing.
- Currently leading projects in electrical demand response and the monitoring of City remote sites in rural Ottawa.

IOGEN CORPORATION, Ottawa, Ontario

2003-May 2012

Senior Manager Utilities and Engineering 2010 to 2012.

Led utility and project teams in the Iogen Ottawa plant.

- Championed energy conservation activities resulting in over \$300k in utility savings in the 2012 fiscal year – this was ahead of target and represented a 12% savings.
- Led two new product introductions in the enzyme plant. The introductions involved new equipment (commissioning of solid / liquid centrifuges) and new operating procedures.
- Led initiatives to increase the reliability of plant services. Reduced forced outages over 50% through continuous improvement and expansion of the maintenance PM program.
- Managed a wide variety of plant projects, in safety, utilities and process. Developed a chiller system upgrade proposal that minimized capital expenditure while ensuring excellent energy conservation results. Obtained \$86,000 in conservation incentives for Iogen.

Manager, Operational Readiness – March 2009 - 2010

Worked in a small team with the operations director, business systems analyst and project HR manager to target a fault free start-up of the first commercial plant.

- Developed plans for energy purchasing and sales (plans called for power exports).
- Employed Shell and Iogen management systems to ensure that a prospective Saskatchewan cellulose ethanol plant and an Ottawa enzyme plant would be ready on the start up date.
- Reviewed plant designs for safety using Shell level of protection (LOPA) analysis. Led plant reliability and turn around modeling.
- Developed manpower and training plans, and design packages in multi-disciplinary teams.

Enzyme Plant Manager – March 2008 - March 2009

Responsible for: utilities, operators, (16 employees), enzyme production planning, warehousing and logistics, and process engineering

- Changed production planning to move electrical consumption into lower price periods.
- Engaged with the Ministry of Labour. Updated lockout and permit to work procedures.

Assistant Plant Manager – 2007, 2008

Led all production planning, maintenance, process engineering and capital projects up to two million dollars in the plant.

- Planned and implemented a rush two million dollar capital investment required to increase enzyme plant capacity. The installation factor for the project was kept below two in a brownfield installation. Project safety and operator buy-in exceeded expectations.
- Implemented a program to divert enzyme plant solid waste to farm based anaerobic digesters.

Ethanol Operations Manager 2006-2008

Led the operators team (20 employees) and the ethanol plant process engineers

- Made changes to the fermentation area to align its operations to the plans for a commercial plant. Installed the first hybrid nozzle / bowl opening centrifuge in North America.
- Resolved a persistent ethanol quality problem unique to cellulose ethanol.

Supervisor, Plant Process Engineering – 2003 – 2006

Led a team of eight process engineers responsible for various unit operations in the enzyme and ethanol plants

- Implemented an engineering management of change procedure to enhance process safety
- Active participant or leader in all cross – functional technical teams.
- Led a project to introduce a toll produced enzyme product to the plant. Project aspects included regulatory approval, equipment changes, client business relationship and cost accounting.
- Commissioned the fermentation and distillation areas. Resolved contamination issues.

EDUCATION / PROFESSIONAL DEVELOPMENT

- Bachelor of Science in Agriculture. Major in Microbiology, Minor in Food Science. University of Guelph - 1988

Professional and technical development:

- Leadership through Team Building and Business Analysis courses - York University, Schulich School of Business
- “Communicate with Power”, Media training course – McLoughlin Media
- Supervisory Development Program – University of Guelph extension education
- Dupont safety course and several Industry Accident Prevention Association courses
- Past President – Master Brewers Association of Canada