



# WATTS NEW

## BUSINESS e-NEWSLETTER

### Message from the MD

Welcome to our first issue of Watts New Business for 2022. It's been a full year of our revamped e-newsletter written for our commercial customers and business associates. We've had feedback from readers that is helping us hone our content and make the publication more valuable. Please keep it coming, and we promise to continue to work to make it more and more relevant to you.

Much of the content of this issue is focused on Light & Power's evolution to increasingly renewable and efficient delivery of electricity to customers across Barbados, driven by our Clean Energy Bridge (CEB), which is on track for commissioning in April. The St. Lucy plant, which will reliably and efficiently meet about 27% of the Island's electricity needs, represents a significant milestone towards achieving our Company's and our country's clean energy goals. Read on for details and stories as we approach commissioning of this new, efficient addition to our generation fleet.

I know that we are still dealing with the ongoing impacts of COVID-19, and our economy is continuing to recover. However, if we can hold tight to the lessons the pandemic taught us, among them that we are undeniably connected as communities and must look beyond ourselves for the greater good, we will emerge stronger for it.

In closing, I want to take a moment to recognize the immense challenges put upon those impacted by the Russian invasion of Ukraine. I know that I speak for the Light & Power team when I extend hope and prayers for a quick and peaceful resolution for the people of Eastern Europe.

Roger Blackman  
Managing Director



### The CEB: connecting fossil fuel and renewable energy generation

As of writing, Light & Power's Clean Energy Bridge (CEB) project team is working around the clock to prepare for full commissioning in the coming weeks. The 33 MW CEB, located at Trens, St. Lucy, will provide reliable, efficient base load generation and serve as back-up for grid resiliency and reliability beyond the achievement of our national renewable energy targets. The new engines – four in all – are highly efficient, resulting in immediate fuel savings which will be passed along to customers through the Fuel Clause Adjustment.

During February's Watts New Radio programme, Dave Skeete, Light & Power's Engineering Manager, Planning & Projects and Project Manager for the CEB, gave listeners an audio tour of the plant. Here are a few highlights:

- The CEB is a modular plant, allowing scalability to increase or decrease the capacity depending on future requirements.
- Four 8.25 MW generators make up the 33 MW generation capacity of the plant, which is designed to ensure air quality requirements in the environs are met.
- The CEB is also equipped with ultra-low noise radiators for quiet operation, and a fuel treatment house to ensure fuel is of high quality and cleanliness for ultimate efficiency.
- Also onsite are a two-storey substation, a 5 MW Tesla Battery Energy Storage System, a warehouse, workshops and administrative building to house CEB's staff.
- Safety is paramount across Light & Power's operations and the CEB is no exception. There are fire alarm systems and fire suppression systems in place, and the team worked with the Barbados Fire Service to ensure the highest safety standards.



To take the full tour, tune into the February edition of Watts New Radio at <https://www.blpc.com.bb>

### Gratitude and well wishes for a long serving Board member

Recently, we bid farewell to Mr. Richard Edghill, a member of the Company's Board of Directors who retired following almost two decades of insightful and generous service.

Mr. Edghill was appointed to the Boards of Light & Power, Emera (Caribbean) Incorporated (ECI), formerly Light & Power Holdings Ltd., and Emera Caribbean Renewables Ltd. (ECRL). He brought a progressive global view, applying his expertise in many areas – engineering, business development and entrepreneurship, leadership and Caribbean perspectives – to his Directorship roles.

Light & Power, ECI and ECRL are forever grateful to Richard, and we will miss his valued contributions tremendously. Fair winds, Sir!

## Gail Inniss appointed new Plant Manager



The Clean Energy Bridge is the latest generation investment in Light & Power's portfolio and requires skilled and experienced leadership to ensure it delivers reliably and efficiently – every moment of every day.

Gail Inniss, a 20-year veteran of Light & Power, was appointed CEB's new Plant Manager and Watts New Business caught up with her to pose a few questions as she readies to take on her new responsibilities.

*Congratulations on your posting. Can you tell us a little about you, what has prepared you for this important role, and how you are feeling as Light & Power's newest – and first female – Plant Manager?*

*I have been a BLPC employee for over two decades, initially in the role of Performance Analyst and then as Trainee Electrical Engineer in Generation Maintenance. As a Light & Power Engineer, I quickly realized that there is always something new to learn – troubleshooting a failed component on a unit or finding a new way to document and communicate the safety hazards associated with a job, as examples. As CEB Plant Manager, I am blessed to have the opportunity to continue to grow while working with technology and a great team as we bring this new, efficient plant into operation, which is critical to helping manage the fuel charge for customers, especially in this time of global uncertainty.*

*As the project team gears up for commissioning later this month, what are you most looking forward to as the CEB's Plant Manager?*

*I think I can safely say this on behalf of the whole team at CEB – we are looking forward to pressing 'start' on the first unit and running it all the way up to 8MW. It's been great to witness the extraordinary efforts of the CEB project team, led by Dave Skeete, come to fruition as they worked together to ensure this significant investment serves our customers and our country as the bridge between fossil fuel and renewable energy generation.*

*What are the biggest challenges ahead for you and the CEB team?*

*Every new plant comes with its teething problems, which will likely present us with our most immediate challenges. After that, we will be more focused on the ever-constant challenge of maintaining and dispatching our units, both renewable and traditional, to produce a high-quality dependable product as we transition to cleaner energy.*

## Rising fuel costs – and no relief in sight

The Fuel Clause Adjustment (FCA) component of customers' bills is directly influenced by the cost of oil on the global market. Fuel cost is a straightforward pass-through; it is passed directly to consumers as incurred, and Light & Power does not benefit or in any way profit from fuel charges.

Crude oil has seen an increase of over fifty per cent since the start of the year, surging past \$100 a barrel for the first time in seven years. The Bloomberg Market Index shows that the cost of West Texas oil internationally has increased from US\$61 per barrel at the end of March 2021 to US\$120 per barrel in March 2022.

Compared year on year, the FCA has risen from 24.7693 cents per kWh in March 2021 to 36.9305 cents per kWh in March 2022, a direct result of fuel prices on the international market. We know that such a significant increase results in a notable impact to your bill.

In addition to shifting global fuel costs in any specific period, monthly energy costs are driven by electricity consumption, and

we implore customers to be efficient in their use of electricity. Here are a few examples of small, simple changes in practices in your businesses and homes that will have immediate impact on your electricity costs:

- Turn off unnecessary lights, and switch from incandescent to LED bulbs.
- Unplug unused electronics to lessen the cost of standby power.
- Turn air conditioning down or off while away for long periods of time.
- Promote cool air flow with the use of fans, and block the afternoon sun with window coverings.
- Minimize hot water use by fixing hot water leaks and taking shorter showers.
- Launder in cold water, and hang clothes and linens to dry if you can.

Fuel to run your fleet and personal vehicles is rising too, and we encourage you to be mindful of fuel use for transport by minimizing rapid acceleration, high-speed driving and sudden braking, by not idling, by removing excess cargo from your vehicle, and keeping your engine properly tuned up and tires properly inflated.

## The countdown is on! A word from CEB's project lead



Dave Skeete, Project Manager for the Clean Energy Bridge (CEB), paused in his busy day to share a few thoughts as we enter the final stretch on the road to commissioning the plant.

*"The CEB project team has been putting in a tremendous amount of work to ensure that the plant functions as efficiently and reliably as it is designed to. The game plan from here on is to push through this last leg of the marathon for a strong finish, and to do so safely.*

*The contractor teams are focused on the finish line and the Light & Power team who will operate the plant, led by Plant Manager Gail Inniss, is eager to lend their support to the commissioning team. It's all hands on deck for this powerful team."*



## Light & Power welcomes new leaders to the team

Over the past few months, we have welcomed two skilled, experienced and enthusiastic players to the Light & Power Team. Cherie Jones, Legal Counsel and Annette Morrison, Director Shared Services are fitting in like comfortable safety gloves! Here are a few words from each of our new recruits after their first few weeks on the job:



"It is such an honour to join the BLPC Team. The experience throughout the two months that I have been with the Company could be described as informative and exciting as I seek to get up to speed quickly on priorities for the function. The team has been extremely accommodating and supportive given that Barbados is also a new environment for me. As I continue to appreciate the warmth of the people at BLPC and Barbados, I look forward to serving all stakeholders as we seek to achieve mutual goals."  
– Annette Morrison



"My first few months at BLPC have been awesome! I'm on a steep learning curve and there's definitely a lot of work to be done, but the collaborative working culture has contributed greatly to making this an enriching developmental experience. I'm part of a great team, in a dynamic environment and learning every day."  
– Cherie Jones

## Inquiring minds want to know

Watts New Business is written for you, our commercial customers and business associates, and is only as meaningful as the value it delivers to you. We have shared info on a number of topics over the past year – hurricane preparation and response, customer service, community involvement, clean energy evolution and, of course, COVID-19 and its many impacts – and there is certainly never a shortage of information to share. But is it delivering value to you and your business? What would YOU like to see in a future issue? Please share your candid feedback and content ideas with us anytime at [wattsnew@blpc.com.bb](mailto:wattsnew@blpc.com.bb). Your every suggestion will be considered, and we will work to deliver on your information needs. Thanks in advance for your input.

## Ten nuggets of good advice

1. Decipher what's important and what's urgent. Then act accordingly!
2. Take time to breathe.
3. Find something (a hobby, a sport or a good pastime) to help keep you calm and keep you focused.
4. Have a positive outlook and better yet, a spiritual one!
5. Find the situation that best fits your circumstances and that works best for you.
6. Set realistic goals and deadlines.
7. Take time to relax. You can't be a superhero 24/7.
8. Take time for you and invest in you!
9. Set boundaries for yourself. When you're unavailable, say so!
10. Ask for help sometimes. You can't do it all alone. And never be afraid to get advice from persons who seem to be managing well.

Shared by Light & Power team members Eleanor Morgan, Manager Finance, Tamara Browne, Customer Care Supervisor, and Paula Palmer, System Engineer on the occasion of the Company's International Women's Day 2022 celebrations.



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