

Page 1

1 November 24, 2015
 2 CHAIRMAN:
 3 Q. So, I think we are back to Mr. Johnson, not
 4 Mr. O'Brien. Mr. Johnson?
 5 MS. DAWN DALLEY - RESUMES THE STAND
 6 MR. BARRY BROPHY - RESUMES THE STAND
 7 MR. ANTHONY LYE - RESUMES THE STAND
 8 CROSS-EXAMINATION BY THOMAS JOHNSON, Q.C. - CONT'D
 9 JOHNSON, Q.C.:
 10 Q. Thank you, sir. Good morning, again, Panel.
 11 I'm closer to the mic here now. Yesterday,
 12 Mr. Brophy, we were discussing Hydro's
 13 isolated--I'm really close now--we were
 14 speaking about Hydro's isolated systems,
 15 community efficiency program. And I
 16 understand in reading some of the materials on
 17 the record that this is largely a direct
 18 install program about supplying of
 19 apparatuses, et cetera for peoples' homes, on
 20 these direct visits. Would that be accurate?
 21 MR. BROPHY:
 22 A. That is correct.
 23 JOHNSON, Q.C.:
 24 Q. Okay. And I understand that a company called
 25 Summerhill was commissioned in February of

Page 2

1 2012 to manage the implementation and the
 2 monitoring of that isolated systems community
 3 efficiency program.
 4 MR. BROPHY:
 5 A. Yes, you're right.
 6 JOHNSON, Q.C.:
 7 Q. Okay. And prior to Summerhill's retention and
 8 being commissioned in February of 2012, had
 9 Isolated Systems been targeted for energy
 10 efficiency initiatives? Because we heard
 11 yesterday that the general offering of, you
 12 know, takeCHARGE was not something that was a
 13 fit with many of those customers. So was
 14 there anything prior to 2012 offered?
 15 MR. BROPHY:
 16 A. Well, prior to -- the takeCHARGE partnership
 17 between Hydro and Newfoundland Power, that
 18 really began in 2008 and the programming
 19 didn't start until 2009 and then, so yeah,
 20 between 2009 and 2012, the takeCHARGE
 21 partnership did not offer programs
 22 specifically to the -- that were specific to
 23 the isolated communities. Although if there
 24 were customers in those isolated communities
 25 that were eligible for the provincial

Page 3

1 programs, they could take part in those.
 2 Having said that, the Provincial Government
 3 did do their own pilot that Hydro was a
 4 partner in in 2010-2011, I believe, in which
 5 similar work was undertaken with the isolated
 6 communities and that being direct install
 7 work. And I guess, in my own history, going
 8 back to the early '90s, we did similar work in
 9 our isolated communities as well, back in the
 10 early 1990s.
 11 JOHNSON, Q.C.:
 12 Q. I see. So the decision was taken to engage
 13 Summerhill, and why were they selected to do
 14 this work, as opposed to Hydro's forces say?
 15 MR. BROPHY:
 16 A. Again, I wasn't part of that decision making
 17 because I wasn't there at the time, but what I
 18 can say is that Summerhill, I think, were
 19 selected because they were -- they do this
 20 type of work in other provinces, particularly
 21 I think they're in Nova Scotia and Ontario.
 22 JOHNSON, Q.C.:
 23 Q. Okay. And I understand that there's a report
 24 on the record from Summerhill, and just for
 25 the record, it's at PUB-NLH-313, Attachment

Page 4

1 No. 3, and that's a report in respect of their
 2 2012 work.
 3 MR. BROPHY:
 4 A. That's correct.
 5 JOHNSON, Q.C.:
 6 Q. And are Summerhill still on the scene rolling
 7 out the programs in these communities?
 8 MR. BROPHY:
 9 A. They are.
 10 JOHNSON, Q.C.:
 11 Q. And it's Labrador plus the Island Isolated
 12 communities that they're working in?
 13 MR. BROPHY:
 14 A. They're doing work in our isolated
 15 communities, yes.
 16 JOHNSON, Q.C.:
 17 Q. Okay. And did they do similar reports for
 18 Hydro in respect of their activities in each
 19 of 2013 and 2014?
 20 MR. BROPHY:
 21 A. They did and they have been attached to --
 22 they are reported -- the '13 and '14 are
 23 reported in IN-165.
 24 JOHNSON, Q.C.:
 25 Q. 165, okay. Because the 2013 report was under

Page 5

1 another RFI number, okay. So in terms of what
 2 sort of potential does Hydro regard there
 3 being to, you know, meaningfully promote
 4 conservation and impact, say, the rural
 5 deficit? So, you know, a combination of
 6 reducing customer bills, having a good effect
 7 on the rural deficit, what sort of potential
 8 do you folks see there being in these isolated
 9 communities?
 10 MR. BROPHY:
 11 A. Potential when it comes to energy saving
 12 opportunities?
 13 JOHNSON, Q.C.:
 14 Q. Right, yeah.
 15 MR. BROPHY:
 16 A. I guess that's your question.
 17 JOHNSON, Q.C.:
 18 Q. Yeah.
 19 MR. BROPHY:
 20 A. Well, you know, we look at the end uses in
 21 these communities and what we can do to help
 22 customers conserve, and right now, I guess,
 23 for the communities that we've been into,
 24 we're doing lighting work. We do things --
 25 water saving measures to save hot water use in

Page 6

1 the way of faucet aerators, low flow shower
 2 heads. We do pipe insulation to again try to
 3 reduce heat loss. We do water tank wraps, hot
 4 water tank wraps to reduce heat loss. And as
 5 you'll see in the Summerhill report, we also
 6 looked at doing some insulation work and some
 7 drain water heat recovery.
 8 We looked at doing some building envelope
 9 work, and that was mentioned in the 2013 --
 10 2012 report, I'm sorry. But if you look in
 11 the 2013 report, we did or Summerhill did
 12 encounter some issues with that, whereby we
 13 need to take a step back and determine if we
 14 really should be doing that because of issues
 15 we found with condensation, mold, mildew,
 16 trouble with the building envelope. So, if
 17 Hydro, say, was to pursue doing a building
 18 envelope and insulation work, would we
 19 actually be contributing to doing more harm
 20 than good when it came to the structure, and
 21 then therefore where do we sit now? I liken
 22 it to when you're doing a home project and
 23 anybody who's been involved with doing home
 24 projects and once you start something and say
 25 "oh my, what am I into now", right. You've

Page 7

1 really hit a brick wall and you got to run off
 2 to Kent or Home Depot or you to call in an
 3 expert.
 4 So really, we're trying to target the end
 5 uses right now and we are still trying to --
 6 or assessing what we can do and if we can do
 7 more, but we got to tread carefully because we
 8 don't want to be doing more harm than good,
 9 and like I say, we found some issues with
 10 water infiltration, condensation and moisture.
 11 Some of that was due to leakage in the
 12 buildings, water leaks coming in from the
 13 outside, as well as poor ventilation systems.
 14 So, we found that there's not a high use of
 15 heat recovery ventilators (HRVs) in these
 16 areas. So as you tighten up a building
 17 envelope, you have to ventilate properly. So,
 18 you're getting into more cost and more expense
 19 and you know, Hydro as an electric utility,
 20 are we actually in the home renovation
 21 business or are we trying to help customers
 22 conserve energy at their end use.
 23 JOHNSON, Q.C.:
 24 Q. How much of the potential do you think your
 25 program is tapping, in terms of -- because we

Page 8

1 talked about the -- yesterday, it was
 2 acknowledged that with the high cost of
 3 generation in these communities that, you
 4 know, a lot of measures, you know, will
 5 probably be economical, and you know, what's
 6 your sense as to how effective you are
 7 relative to the potential that you're seeing
 8 for moving the needle on the bills people pay
 9 and on the overall picture of the rural
 10 deficit, for instance?
 11 MR. BROPHY:
 12 A. Well, right now, like I said yesterday, we've
 13 been into 83 percent of the residences in our
 14 isolated communities and right now, the
 15 isolated community program is contributing to
 16 63 percent of our program savings. I do have
 17 the percent of sales, I do believe, here
 18 somewhere. Just one second now.
 19 Right now, the isolated community program
 20 is contributing to -- as of 2014, 59 percent
 21 of our overall energy savings of the programs
 22 that we're doing. I don't have the percentage
 23 of what it is of our sales in the isolated
 24 communities, but we can certainly look that
 25 up.

Page 9

1 JOHNSON, Q.C.:

2 Q. Where are you taking that from?

3 MR. BROPHY:

4 A. That's just from my own notes.

5 JOHNSON, Q.C.:

6 Q. Okay. Perhaps what you could do is file that,

7 in terms of, you know, what you're referring

8 to there, how you arrive at that figure for

9 us? Not here now, but by way of an

10 undertaking. Would that be fair?

11 MR. BROPHY:

12 A. Okay. Sure, yeah.

13 JOHNSON, Q.C.:

14 Q. Okay, thank you.

15 MS. GLYNN:

16 Q. Noted on the record.

17 JOHNSON, Q.C.:

18 Q. Okay. Now in terms of the overall, say the

19 Provincial plan that's arrived at with

20 Newfoundland Power and Hydro as a joint

21 effort, there's a 2012 to 2016 plan. Does

22 Hydro have like a multi-year plan for its

23 isolated communities as well? I mean, there

24 was some reference to the isolated systems

25 community efficiency program within the

Page 10

1 takeCHARGE document, but it was like -- I

2 didn't see a lot on the plan itself. So, is

3 there a separate plan for these isolated

4 communities that's a formal document of any

5 sort?

6 (9:15 a.m.)

7 MR. BROPHY:

8 A. Well, the work that we're going to do in these

9 isolated communities is contained in the five-

10 year plan, in the 2012-2016 plan, and in

11 addition to that, we do correspondence with or

12 meet with Summerhill and they provide us with

13 our -- with their plan for each year.

14 JOHNSON, Q.C.:

15 Q. I see. So they're the ones recommending the

16 plan to Hydro?

17 MR. BROPHY:

18 A. In consultation with ourselves, yes. We meet

19 regularly with Summerhill. Actually, we have

20 weekly calls and we do meet with them a couple

21 times a year and we review the work that

22 they're presently doing and right now, they're

23 presently gathering information, as they have

24 in the past, to help, I guess, us develop

25 plans for what we can do in the future in our

Page 11

1 isolated communities. Because right now,

2 we've been in there -- this is our fourth year

3 in the isolated communities and we are -- you

4 know, we're kind of, I guess, running out of

5 opportunities for the present work that we're

6 doing.

7 JOHNSON, Q.C.:

8 Q. So you're -

9 MR. BROPHY:

10 A. There's only so many light bulbs you can put

11 in.

12 JOHNSON, Q.C.:

13 Q. Right, yeah. So are you looking at switching

14 gears now and doing something differently?

15 MR. BROPHY:

16 A. We are assessing that, based on the

17 information that we're going to receive from

18 this year's work with Summerhill to look at

19 what we can undertake in the future.

20 JOHNSON, Q.C.:

21 Q. KEMA was -- this is in relation to the

22 takeCHARGE program. KEMA, the consulting

23 firm, was commissioned to do a report that

24 they filed in June of 2014 assessing the

25 takeCHARGE program for the '09 to 2012 period,

Page 12

1 as I understand it from the record. And in

2 that regard, could I ask you to turn up CA-

3 NLH-215, Revision 1, Attachment 1? Just refer

4 you to the key recommendations section at --

5 it's page 135 of 206.

6 So we see there was recommendations made

7 under two umbrellas, as I read the report.

8 There was process and program design

9 recommendations and then secondly, there was

10 market analysis recommendations. And, so on

11 the process and program design, there was

12 talking -- discussions about continuing to

13 seek and implement procedures to streamline

14 the participation burden on customers and

15 retailers, et cetera. There's three bullet

16 points, build upon the existing relationship

17 with retailers, identifying ways to provide

18 more on one support, examining the technical

19 potential opportunities for offering new

20 emerging technologies.

21 Has there been work done since KEMA to

22 address some of these process and program

23 design recommendations?

24 MR. BROPHY:

25 A. Yes, we do work closely with our retailers to

Page 13	Page 15
<p>1 ensure that our retailers -- or I shouldn't 2 say ensure because we can't control what our 3 retailers do, but we do try to encourage our 4 retailers to stock energy -- the type of 5 devices that we would want customers to 6 install. Because that was particularly one of 7 the obstacles that we found in our isolated 8 communities, that retailers did not stock 9 products that customers could purchase and 10 those that did, only stocked a very small 11 amount and didn't have any interest really in 12 stocking very much. So we've been working 13 with our retailers in our isolated areas, as 14 well as our interconnected areas. But we 15 still find that in the isolated areas that the 16 retailers are not taking a keen interest on 17 stocking items like that.</p> <p>18 JOHNSON, Q.C.:</p> <p>19 Q. I see. In terms of the market analysis 20 recommendations, there was a mention, if you 21 scroll down a little bit further, about the 22 existing homes market and they talked about an 23 assessment of a Whole House Program where 24 bundle energy efficiency measures, speaking 25 about "a broader more comprehensive approach</p>	<p>1 A. So the windows is removed. So right now, we 2 still offer the insulation and the thermostat 3 programs.</p> <p>4 JOHNSON, Q.C.:</p> <p>5 Q. Yeah, I understand that, but in terms of the 6 recommendations towards moving towards a more 7 broader comprehensive approach, a whole house 8 program. Has there been work done on that 9 recommendation?</p> <p>10 MR. BROPHY:</p> <p>11 A. Not for residences, no.</p> <p>12 JOHNSON, Q.C.:</p> <p>13 Q. Okay. How come that has not been done? That 14 was a recommendation from KEMA when they filed 15 their report.</p> <p>16 MR. BROPHY:</p> <p>17 A. I can't answer that.</p> <p>18 JOHNSON, Q.C.:</p> <p>19 Q. Okay. Who's responsible for -</p> <p>20 MR. BROPHY:</p> <p>21 A. That would -- when it comes to developing our 22 five-year program, that is a partnership 23 between us and Newfoundland Power.</p> <p>24 JOHNSON, Q.C.:</p> <p>25 Q. Okay.</p>
<p>1 to the existing home is to take whole house 2 approach to energy efficiency. Whole House 3 Program will incentivize participants to 4 implement all eligible measures, rather than 5 just installing a single measure, example 6 attic insulation." So, and again, and I guess 7 this would have particular relevance to the 8 Island Interconnected System, and I'm just 9 wondering what further has been done, further 10 to that recommendation, on the whole house 11 program or the bundling?</p> <p>12 MR. BROPHY:</p> <p>13 A. Well, we continue to offer the programs that 14 we have always offered, and that's the 15 insulation and thermostats. Windows was 16 removed from that at the end of 2014 and 17 windows was removed based on actually KEMA's 18 report that the market had -</p> <p>19 JOHNSON, Q.C.:</p> <p>20 Q. Had already moved there.</p> <p>21 MR. BROPHY:</p> <p>22 A. - had already moved there, yeah.</p> <p>23 JOHNSON, Q.C.:</p> <p>24 Q. Right.</p> <p>25 MR. BROPHY:</p>	<p>1 MR. BROPHY:</p> <p>2 A. For customers throughout the province.</p> <p>3 JOHNSON, Q.C.:</p> <p>4 Q. So this is a report that was filed June 2014. 5 Are you aware of any work that's been done 6 towards going forward with that 7 recommendation?</p> <p>8 MR. BROPHY:</p> <p>9 A. With that particular recommendation, I'm not 10 on that one.</p> <p>11 JOHNSON, Q.C.:</p> <p>12 Q. Okay. I just want to turn to the strategic 13 road map for a second. Mr. Lye, this was your 14 bailiwick, as I understand it. And if we 15 could just turn up that document at CA-NLH- 16 322, Attachment 1, and in particular, Ms. 17 Gray, page 2 of 172. And we see there, at the 18 beginning of the document, it was requested by 19 Dawn Dalley and prepared by Tony Lye, customer 20 service manager, then approved by Dawn Dalley. 21 And as I understand it, Mr. -- and if we go 22 down further, at the bottom of the page, 23 there's Version 1, 27th of September, 2014. 24 Now I understand, Mr. Lye, that you came into 25 Hydro's employ in July of 2014. Is that</p>

Page 17	Page 19
<p>1 right?</p> <p>2 MR. LYE:</p> <p>3 A. Yeah, that's correct.</p> <p>4 JOHNSON, Q.C.:</p> <p>5 Q. Okay. And when was this assignment given to</p> <p>6 you to develop this strategic road map?</p> <p>7 MR. LYE:</p> <p>8 A. That assignment was given to me when I</p> <p>9 immediately started.</p> <p>10 JOHNSON, Q.C.:</p> <p>11 Q. Okay. And what -- so your task was to draw</p> <p>12 up, draft, prepare this strategic road map?</p> <p>13 MR. LYE:</p> <p>14 A. Yes, it was. It wasn't done solely by me, but</p> <p>15 yes, it was my task. When I say solely by me,</p> <p>16 it was input of others.</p> <p>17 JOHNSON, Q.C.:</p> <p>18 Q. Input of others?</p> <p>19 MR. LYE:</p> <p>20 A. Yes.</p> <p>21 JOHNSON, Q.C.:</p> <p>22 Q. And who'd you take input from?</p> <p>23 MR. LYE:</p> <p>24 A. Well, in the document, it references the</p> <p>25 internal staff that we have there that are</p>	<p>1 myself and Dawn and other people in the</p> <p>2 organization, and I drafted a report. It was</p> <p>3 reviewed by Ms. Dalley. Together we filed it</p> <p>4 with the Board.</p> <p>5 JOHNSON, Q.C.:</p> <p>6 Q. Okay. So I see down on the bottom there, it</p> <p>7 shows revision history, and so I take it that</p> <p>8 there was one version and that was created by</p> <p>9 you and it was approved? I don't see any</p> <p>10 further drafts or revisions, so am I to take</p> <p>11 it that the revision that you submitted was</p> <p>12 approved?</p> <p>13 MR. LYE:</p> <p>14 A. This revision was approved, but this is not</p> <p>15 the only version. This would be the only</p> <p>16 version of the final document right now. One</p> <p>17 of the things that we do, as you will see in</p> <p>18 this document, we will review it on an annual</p> <p>19 basis to update the document. That was one of</p> <p>20 the items that we committed to in the</p> <p>21 strategy.</p> <p>22 JOHNSON, Q.C.:</p> <p>23 Q. Yeah, but what I'm talking about now is this</p> <p>24 strategy has been tabled as a strategic road</p> <p>25 map and I understand that it might be subject</p>
<p>Page 18</p> <p>1 currently working, talked about information</p> <p>2 from focus groups that would have been</p> <p>3 consulted, who would then, based on some of</p> <p>4 the surveys that were done -</p> <p>5 JOHNSON, Q.C.:</p> <p>6 Q. Yes, but in terms of the authorship of the</p> <p>7 document, this is solely authored by you? Is</p> <p>8 that right?</p> <p>9 MR. LYE:</p> <p>10 A. Yes, it was authored by me, absolutely.</p> <p>11 JOHNSON, Q.C.:</p> <p>12 Q. Yes, okay. What work had been done on this</p> <p>13 strategy prior to your arrival?</p> <p>14 MR. LYE:</p> <p>15 A. I can't answer that. I'm sure Dawn can and</p> <p>16 Mr. Brophy, in his previous role.</p> <p>17 JOHNSON, Q.C.:</p> <p>18 Q. Okay. Were you looking at any initial drafts</p> <p>19 or did you start out with a blank sheet?</p> <p>20 MR. LYE:</p> <p>21 A. I didn't start with a blank sheet. There was</p> <p>22 work done previous. I consolidated some of</p> <p>23 the work that was done, plus my -- that first</p> <p>24 three months that I was there, this was my</p> <p>25 sole focus, and again, we work as a team,</p>	<p>Page 20</p> <p>1 to revisions on an annual basis, but what I'm</p> <p>2 asking is whether this -- was there further</p> <p>3 versions of this or was this the version that</p> <p>4 got approved as the strategic road map that we</p> <p>5 see here?</p> <p>6 MR. LYE:</p> <p>7 A. This one here is the one that got approved as</p> <p>8 a strategic road map.</p> <p>9 JOHNSON, Q.C.:</p> <p>10 Q. Yeah, so there was no further drafts? This</p> <p>11 was the -- this was it?</p> <p>12 MR. LYE:</p> <p>13 A. Yes.</p> <p>14 JOHNSON, Q.C.:</p> <p>15 Q. Yeah. And in terms, Ms. Dalley, and I'll come</p> <p>16 to this in a moment, revisiting the strategic</p> <p>17 road map with you in a second, Ms. Dalley, but</p> <p>18 I want to understand something further. At</p> <p>19 page 15 of 172, if you scroll down a little</p> <p>20 bit further, if you go to point 16. This was</p> <p>21 a point that was mentioned yesterday about</p> <p>22 creating an action plan from the customer</p> <p>23 satisfaction survey, and yesterday, Mr. Lye,</p> <p>24 you indicated that this was still in progress</p> <p>25 and not been completed, right?</p>

Page 21	Page 23
<p>1 MR. LYE: 2 A. That's correct. 3 JOHNSON, Q.C.: 4 Q. Okay. And so whose job is it to prepare that 5 action plan? 6 MR. LYE: 7 A. That would be mine. 8 JOHNSON, Q.C.: 9 Q. Okay. And what will be the scope? It's in 10 progress. When is it expected to be done? 11 MR. LYE: 12 A. We've committed to do it before the year end. 13 It will be done before year end. 14 JOHNSON, Q.C.: 15 Q. So in terms -- can you speak to the scope of 16 what that action plan will actually be 17 discussing, what areas it'll be directing 18 action in? 19 MR. LYE: 20 A. So the scope of the action plan, it will be to 21 address the feedback provided by our customers 22 from that survey. They talked about they were 23 interested in e-billing. They were interested 24 in receiving notifications for outages. 25 They're interested in more automated</p>	<p>1 ourselves, plus that from other utilities, 2 from the Canadian Electricity Association. 3 We're a member of the CEA customer council, so 4 we do -- they do routine what they call quick 5 polls with other utilities, which are just a 6 phenomenal source of information around where 7 other utilities are with their practices. I 8 took that information, consolidated that into, 9 you know, conceptually the issues that we were 10 dealing with. Spoke with other members of the 11 executive, Mr. Henderson for example, who had 12 been, you know, very deeply involved in this 13 and was an area that he had responsibility for 14 for a number of years, so I spoke with him. 15 And that's, you know, to give you some 16 idea, that's -- from a process perspective, I 17 was moving the ball, I would say. 18 JOHNSON, Q.C.: 19 Q. So in terms of you would have recorded your 20 time, I take it, reflecting these activities 21 that you outlined? 22 MS. DALLEY: 23 A. My time, that time would have been recorded to 24 Hydro, yes. 25 JOHNSON, Q.C.:</p>
<p>1 solutions. So although the draft is not 2 completed, we are working towards some of 3 those items right now. We talked yesterday 4 about the new online application that we are 5 putting in for our customers. That addresses 6 some of that. Yeah, so we are working towards 7 some of that stuff right now. 8 JOHNSON, Q.C.: 9 Q. Now, Ms. Dalley, just to go back to you for a 10 moment, and I want to focus in on 2014 with 11 you, and what work did you do personally 12 around the customer service strategy in 2014? 13 MS. DALLEY: 14 A. I would have been -- I met with frontline 15 staff, gathered their feedback on where they 16 saw the opportunities, so both out in the 17 field from a meter reading perspective, as 18 well as with call centre staff and with 19 supervisory staff to solicit their feedback. 20 Barry would have been in the position in the 21 earlier part of the year, so he would have 22 been working with me on that. I actually put 23 pen to paper on earlier ideas and concepts and 24 drafts around this. I reviewed primary and 25 secondary data, the data research that we did</p>	<p>1 Q. Okay. Could you undertake to file the hours 2 you spent in 2014 as pertaining to the 3 customer service strategy? 4 MS. DALLEY: 5 A. I don't track it at that level. 6 JOHNSON, Q.C.: 7 Q. You don't track it at that level? 8 MS. DALLEY: 9 A. No. 10 JOHNSON, Q.C.: 11 Q. Okay. So how do you track it? You just call 12 it Hydro time? 13 MS. DALLEY: 14 A. Yeah, it's tracked on Hydro. 15 JOHNSON, Q.C.: 16 Q. Just tracked to Hydro? 17 MS. DALLEY: 18 A. Yes. 19 MR. LYE: 20 A. And even for the way I would track my time, I 21 wouldn't track that detail to the strategy. I 22 have an administration that I would have in 23 customer service, so I wouldn't track detail 24 to that either. 25 JOHNSON, Q.C.:</p>

Page 25	Page 27
<p>1 Q. Okay. So do you have an hours estimate as to 2 how many hours you would have spent in 2014 on 3 this customer service strategy, Ms. Dalley? 4 MS. DALLEY: 5 A. No. 6 JOHNSON, Q.C.: 7 Q. And in relation to your work in relation to 8 the CDM portfolio in 2014, what work did you 9 do personally around the CDM portfolio in 10 2014? 11 (9:30 a.m.) 12 MS. DALLEY: 13 A. The program portfolio? 14 JOHNSON, Q.C.: 15 Q. Right. 16 MS. DALLEY: 17 A. I would be overseeing, providing leadership, 18 meeting with Barry, meeting with his team, 19 reviewing reports as they come in, and helping 20 them with any issues that he may have had. It 21 would be general leadership and oversight. 22 JOHNSON, Q.C.: 23 Q. And are you able, in the instance of your work 24 on the CDM portfolio, to provide an estimate 25 of your time in 2014?</p>	<p>1 JOHNSON, Q.C.: 2 Q. Yeah. 3 MS. DALLEY: 4 A. It would have been again providing overarching 5 leadership from a company perspective on our 6 response. I sat as a member of the leadership 7 team and we discussed our own investigations, 8 our own reporting. I would have read those 9 reports, reviewed them. I would have 10 contributed from the perspective of both 11 customer service and communication, you know, 12 again inputting our response from that 13 perspective, looking at the areas for 14 improvement that we had identified and 15 overseeing the implementation of any 16 recommendations. 17 JOHNSON, Q.C.: 18 Q. Okay. So would it be fair to characterize 19 this as a major piece of work for you in 2014? 20 MS. DALLEY: 21 A. I think it was significant in the sense that 22 it was a piece of work that, you know, had a 23 lot of visibility, but I don't know that it 24 would have been -- I don't know how you'd 25 categorize significant, so I'm not quite sure</p>
<p>1 MS. DALLEY: 2 A. Same answer as before, Mr. Johnson. My time 3 is coded to Hydro generally. 4 JOHNSON, Q.C.: 5 Q. Okay. And now the work that you did in 2014, 6 we have some sense of the month of -- the work 7 that you did in 2014 as regards the outages 8 and the outage inquiry, and I guess it would 9 be fair to say January would have been fully 10 taken up with the outages. Would that be 11 fair? 12 MS. DALLEY: 13 A. No. 14 JOHNSON, Q.C.: 15 Q. No? 16 MS. DALLEY: 17 A. I wouldn't say that's a fair assumption. 18 JOHNSON, Q.C.: 19 Q. So in terms of your -- the work on the outage 20 inquiry, you would have been -- maybe I'll 21 just back up, and tell us what you, your role 22 was in relation to the outages and the outage 23 inquiry in 2014. 24 MS. DALLEY: 25 A. Beyond the initial response you mean?</p>	<p>1 and I didn't track it that closely. So, 2 because it's -- it was just part of the work 3 that I was doing for Hydro. So it certainly 4 would have been -- you know, it's a memorable 5 piece of work. How significant it is, I'm - 6 JOHNSON, Q.C.: 7 Q. Well, I'd use the term major. I would have 8 thought that -- let's put it this way, 9 relative to the time you spent on customer 10 service strategy, would it have been more than 11 that? 12 MS. DALLEY: 13 A. Again, you're asking me to go back in 14 retrospect and speculate and I -- you know, 15 it's - 16 JOHNSON, Q.C.: 17 Q. So you're not able to provide - 18 MS. DALLEY: 19 A. If I had the science of, you know, a detailed 20 timesheet, I'd be able to tell you that, but 21 my sense is the customer service strategy was 22 a very significant piece of work with a lot of 23 research that went into it, a lot of 24 iterations, a lot of consultation, and so did 25 the outages and the work subsequent from that.</p>

Page 29	Page 31
<p>1 But I wasn't involved in a lot of the -- I see 2 it corporately as being a very significant 3 effort and I had a component of that. 4 JOHNSON, Q.C.: 5 Q. Ms. Dalley, I mean, we're here trying to 6 struggle with how many hours should 7 appropriately be charged to customers in the 8 2014 test year and we've been told that the 9 2014 actuals basically is what the 2014 test 10 year is based on, and I guess you can't help 11 us with an estimate as to how much time went 12 into outages and outage inquiry in 2014. 13 That's where we are? 14 MS. DALLEY: 15 A. Yeah. I'm appreciating your challenge, but in 16 the time -- in that time, I had -- wasn't I 17 guess provided with guidance to track it at 18 that level. 19 JOHNSON, Q.C.: 20 Q. Okay. And just let me ask you this. I mean, 21 and there's no need to go there, the Grant 22 Thornton report talked about there being 978 23 actual hours in 2014 and test year hours in 24 2014 would be 979. I don't know what the 25 difference -- why there's the one hour</p>	<p>1 appropriateness of it? 2 MS. DALLEY: 3 A. I would consider me strongly neutral in that 4 regard. 5 JOHNSON, Q.C.: 6 Q. Okay. Well, from a customer's perspective, 7 who may not be neutral, okay, do you -- what 8 would you say to the customer who's 9 questioning the fairness of a revenue 10 requirement being based in part upon hours 11 charged that were really caused, precipitated 12 by failings by Hydro out in the field? 13 MS. DALLEY: 14 A. I think that again, what I would say to the 15 customer is we have a very robust regulatory 16 process with significant levels of 17 intervention by, including their 18 representative, and that we would come forward 19 to the regulator with our evidence. You would 20 come forward with your perspective and your 21 evidence and the other intervenors would do 22 the same and we trust the judgment and wisdom 23 of the regulatory body to provide us with 24 guidance on that. 25 JOHNSON, Q.C.:</p>
<p>1 difference, but in any event, can you explain 2 to us why, in your perspective, it would be 3 appropriate for Hydro to build into its 4 revenue requirement in 2014 test year hours 5 that were in relation to the response to a 6 crisis, in terms of the outages, and then the 7 outage inquiry, which was brought on and would 8 not have occurred but for, you know, 9 maintenance issues out in the field? Can I 10 get you to comment on that? 11 MS. DALLEY: 12 A. I don't think I have a -- draw an opinion one 13 way or the other, Mr. Johnson. I think we'd 14 take guidance from whatever the regulator 15 determines is appropriate based on the 16 evidence. 17 JOHNSON, Q.C.: 18 Q. Okay. Do you feel it's appropriate? You 19 know, you don't feel strongly on it, but do 20 you feel it's appropriate of - 21 MS. DALLEY: 22 A. I think I just answered that question. I 23 don't - 24 JOHNSON, Q.C.: 25 Q. So you don't -- you have no view on the</p>	<p>1 Q. Well, fair enough, but what would you tell 2 them if they challenged the fairness of - 3 MS. DALLEY: 4 A. I think I just answered that. 5 JOHNSON, Q.C.: 6 Q. Okay. Ms. Dalley, you said yesterday that -- 7 in the transcript, that "the primary focus for 8 the past three or four years has been around 9 recovering our relationship with customers", 10 and you indicated "that's really been our 11 focus since 2012". But it wasn't your focus - 12 - and this is page eight of the transcript 13 from yesterday. 14 MS. GRAY: 15 Q. Sorry, Mr. Johnson, page eight? 16 JOHNSON, Q.C.: 17 Q. Yes. Starting around -- if you could go up to 18 say the bottom of page seven? It starts with 19 a question from Hydro's counsel at the bottom 20 of page seven, "can you tell us please what 21 Hydro's focus has been with respect to 22 customer service over the past few years?" and 23 you say "certainly. The primary focus, I 24 guess for the past three or four years has 25 really been around, to some degree, recovering</p>

Page 33	Page 35
<p>1 our relationship with customers. We saw that 2 our customer satisfaction scores had been 3 declining over a number of years, so we took 4 steps to, I guess, step back from that and 5 examine why that was the case and determine 6 what we, what strategies we could put into 7 place to curb that and to turn it around. So 8 that's really been our focus since 2012." 9 And I guess I was struck by that comment 10 in your direct because, you know, in 2012, as 11 we've seen from the Grant Thornton report of 12 the hours, you had 265 hours for the full year 13 in 2012 and you indicated yesterday that the 14 majority of your time was spent on Muskrat 15 Falls in 2012. 16 MS. DALLEY: 17 A. Yeah. 18 JOHNSON, Q.C.: 19 Q. And how do you square this being a focus going 20 back to 2012, but you're not being focused on 21 it in that key year when you're trying to, as 22 you say, focus on it? 23 MS. DALLEY: 24 A. Sure. In 2012, what I was -- along with the 25 hours that I spent, but I also reviewed the</p>	<p>1 we're sitting in a general rate application in 2 November 24th, 2015, and we don't have an 3 action plan. What we've got is a road map, 4 right? 5 MS. DALLEY: 6 A. Mr. Johnson, you can slice and dice the 7 vernacular, but an action plan and a road map 8 are essentially the same things and we've been 9 executing programs for customers over the last 10 year and I don't see any issue with the pace 11 that we're taking and the action plan that 12 lays before us. I believe it was accepted by 13 the Board. It's certainly open -- we 14 understand that it's open to scrutiny. No 15 problem with that. We invite a lot of 16 feedback and we did over the road map/action 17 plan in the first place and we will continue 18 to amend it with the feedback from our 19 customers and our employees and other 20 stakeholders such as yourself. 21 JOHNSON, Q.C.: 22 Q. So now, I guess, Ms. Dalley, you've also 23 testified that there's no customer 24 satisfaction target built into your 25 performance contract. Is that right?</p>
<p>1 materials, understood the research, directed 2 Barry at the time and his group to conduct 3 deeper research into understanding from a 4 qualitative perspective what some of the 5 issues were with customers that we could 6 resolve. And I also spent that time in 7 Muskrat Falls, which was securing a new source 8 of supply for customers and there's not much I 9 can -- that was the priority of the business 10 at the time and that's where my time was 11 required on the overarching business was the 12 security of that supply. So that was, again, 13 an important priority. It doesn't mean that 14 you can't have multiple priorities, Mr. 15 Johnson, you know, whether it's personally or 16 professionally. I think any of us can. So, 17 it's certainly a priority of the company. We 18 saw that the satisfaction was declining and we 19 needed to prepare a longer term approach to 20 take that on. 21 JOHNSON, Q.C.: 22 Q. Well, I think, Ms. Dalley, the record does 23 indicate that, you know, notwithstanding the 24 focus being on this and trying to recover the 25 relationship with the customers since 2012,</p>	<p>1 MS. DALLEY: 2 A. Not at this time. 3 JOHNSON, Q.C.: 4 Q. And you also said that you didn't think it was 5 in your previous performance contracts either? 6 MS. DALLEY: 7 A. No, I don't think it was in 2013. It was the 8 development of the strategy, I believe is what 9 I - 10 JOHNSON, Q.C.: 11 Q. Yeah, and we've had some trouble finding, from 12 the record, whether we have your performance 13 contracts on the record and it was taking an 14 inordinate amount of time last evening to try 15 to track it down, and what we decided was to 16 ask you if you could undertake to provide your 17 performance contracts from the time of your 18 becoming vice-president to the present? 19 MS. DALLEY: 20 A. Sure. 21 JOHNSON, Q.C.: 22 Q. Thank you. 23 MS. GLYNN: 24 Q. Noted on the record. 25 JOHNSON, Q.C.:</p>

Page 37	Page 39
<p>1 Q. I want to deal next with the events pertaining 2 to March 4th, 2015, and I'm seeking some 3 clarification. It'll probably be by way of an 4 undertaking is probably the best way to get 5 it, and perhaps what we could do is turn up 6 the transcript from yesterday, page 96. And 7 this is in connection with a discussion with 8 my friend, Mr. O'Brien, and where he asked, 9 starting at line seven on page 96 "has Hydro 10 put in place any changes since March 4th to 11 deal with the concerns that Liberty has raised 12 about notification to customers?" And then 13 there is a discussion that goes on for a bit 14 there that you're advising him what changes 15 have been made, about the on-call people being 16 brought in on Wednesdays noon and that type of 17 thing. But I think it would be helpful for my 18 understanding as to what the changes have been 19 is if you could undertake to file what changes 20 actually have been made about the notification 21 to customers in the wake of the Liberty 22 recommendation. Could you do that? 23 MS. DALLEY: 24 A. Yeah. Just I'm only hesitating because I'm 25 wondering if it isn't something that's already</p>	<p>1 you have any thoughts as to whether that would 2 be advantageous or beneficial from the point 3 of view of communications? 4 MS. DALLEY: 5 A. It's an interesting suggestion, Mr. Johnson. 6 I'm not -- you know, we haven't thought about 7 that. What we've done, and we did 8 subsequently on a period about ten days later, 9 I think, from the March 4th outage, around 10 March 12th, we actually mobilized a corporate 11 emergency response and we had communications 12 on-call actually up all night working through, 13 getting operations updates through the evening 14 and the team mobilized, I think, at five a.m. 15 So, you know, it's similar again, based on 16 more of a risk assessment, and then mobilized 17 that way. So that was the response that we -- 18 subsequent response that we've activated. So 19 you know, it's an earlier mobilization. It 20 accomplishes the same thing. I think the 21 utility of having someone, you know, who 22 starts at six a.m., you know, I don't think 23 there's anything wrong with that. I think 24 it's a discussion we could have with the team 25 and if they were open to that, I don't think</p>
<p>1 been filed, but either way, we can - 2 JOHNSON, Q.C.: 3 Q. Yeah, on the communications piece, okay? 4 MS. DALLEY: 5 A. Yeah. 6 JOHNSON, Q.C.: 7 Q. All right. 8 MS. GLYNN: 9 Q. Noted on the record. 10 JOHNSON, Q.C.: 11 Q. Okay. If you go to page 102, there was a 12 discussion around the fact that Hydro had 13 people at home looking after household duties, 14 as you'd expect early in the morning. 15 Understand that. And you pointed out that 16 Newfoundland Power were mobilized because they 17 had had an outage that they were dealing with. 18 And I just want to get your sense, Ms. Dalley, 19 as to whether it would make sense in the 20 critical winter period to have a communication 21 team member or team members on deck, say 22 earlier in the morning, say at six a.m. or 23 6:30, so that they can hit the ground running 24 as opposed to trying to mobilize remotely if 25 they happen to be home. Is there any -- do</p>	<p>1 there's anything wrong with it. 2 JOHNSON, Q.C.: 3 Q. No, you know, presumably - 4 MS. DALLEY: 5 A. It's a good suggestion. 6 JOHNSON, Q.C.: 7 Q. They'd take turns, I guess, but you know, I 8 just wondered - 9 MS. DALLEY: 10 A. Well, I mean, it's something - 11 JOHNSON, Q.C.: 12 Q. - would you feel that there would be 13 advantages from the point of view of someone 14 being on site - 15 MS. DALLEY: 16 A. Well, I can assure you - 17 JOHNSON, Q.C.: 18 Q. - and ready to go in terms of getting the word 19 out as necessary, et cetera. 20 MS. DALLEY: 21 A. Yeah, I mean, it is because you're focused and 22 that was the benefit that the Newfoundland 23 Power team had that morning. They were, as I 24 understand it, literally in the operations 25 centre with a team, so there was no gap.</p>

Page 41

1 There was no call to be made. You're looking
 2 at someone and saying "hey, what's happening?"
 3 and we're making a decision and we're moving,
 4 versus, you know, just -- and again, we're
 5 talking minutes here, but the minutes of
 6 hanging up the phone and calling someone and
 7 getting information and confirming that what
 8 you heard was right, you know, it's -
 9 JOHNSON, Q.C.:
 10 Q. It's challenging.
 11 MS. DALLEY:
 12 A. It's prone to challenge.
 13 JOHNSON, Q.C.:
 14 Q. Yeah.
 15 MS. DALLEY:
 16 A. So, you know, I think it's a good suggestion.
 17 (9:45 a.m.)
 18 JOHNSON, Q.C.:
 19 Q. Okay. And I guess on this vein, because you
 20 know, I got -- this goes back to the March
 21 30th transcript, Information No. 48, and page
 22 90 or so. You were relating to the Board at
 23 that time what was going on, you know, at your
 24 house and with your phone. I think you
 25 referred to like some 26 calls over a very

Page 42

1 short period of time, and I can just imagine
 2 what that looked like. And over on -- this is
 3 -- you spoke about this at page 90, just for
 4 the record, and over on page 91, you spoke
 5 about the fact that you're trying to eliminate
 6 the web of calls and that you were hoping to
 7 be able to streamline the situation. That's
 8 at the bottom of page 91, down at lines 22 and
 9 23, et cetera. And so, "there are things like
 10 that" you said "we're investigating that we
 11 hope to streamline the situation that we
 12 experienced on March 4th" and I'm just
 13 wondering, Ms. Dalley, is there an update as
 14 to those efforts and what's been decided?
 15 MS. DALLEY:
 16 A. Aside from turning off everyone's phone?
 17 JOHNSON, Q.C.:
 18 Q. Yeah, that's right, yeah.
 19 MS. DALLEY:
 20 A. I mean, what happens is typically you get a
 21 lot of contact. So you know, and everyone
 22 wants to know what's happening. So their
 23 natural inclination is to phone who they think
 24 their contact is. When we're mobilized, what
 25 happens is, you know, our mobilization efforts

Page 43

1 have essentially a stakeholder facilitator.
 2 So that person immediately tracks -- and in
 3 case of outages we know the stakeholders, we
 4 know who the key people are who need to be
 5 contacted and we have assignments of who has
 6 to contact them. You know, we live in such a
 7 world of immediacy that if those contacts
 8 aren't made immediately, someone is calling
 9 you.
 10 So we've had those discussions with
 11 people that called me that morning, and I
 12 include, for example, Mr. Martin in that. Mr.
 13 Martin called me and wanted to make sure --
 14 you know, it's a bit of want to make sure you
 15 are in, that you're mobilized, that you're
 16 ready to go. I mean, my conversation with Mr.
 17 Martin is "please don't call me. Trust me,
 18 I'm mobilized and ready to go." So you can
 19 eliminate some of it through conversations
 20 like that where it's a bit of, you know, trust
 21 the process here that people are moving and
 22 they're activated and they're ready to go.
 23 But the other piece that happens is the
 24 internal communication that goes out to -- the
 25 faster we are in responding to stakeholders,

Page 44

1 the more they relax. So those holding
 2 statements even help with that. Aholding
 3 statement to our government stakeholders means
 4 they don't call because they've got the
 5 information they need. So, but our issue is
 6 that even that ten-minute window, Mr. -- I
 7 mean, that was -- you know, we're talking 20
 8 or 30 minutes. That does seem, I'm sure to
 9 everyone here, like a terribly long time. It
 10 feels like forever to a person who's wondering
 11 what's happening and their inclination is to
 12 pick up the phone because someone is calling
 13 them and asking do they know what's happening.
 14 So you know, we've had some, I'll say,
 15 more informal conversations around, you know,
 16 here's our process. Here's how it works, a
 17 bit of conversations and education, but as
 18 well, it's critical that our process is tight
 19 and we get those holding statements out
 20 quickly to all the stakeholders so that, you
 21 know, they relax and give us enough time to
 22 gather the information and get more details
 23 out.
 24 JOHNSON, Q.C.:
 25 Q. Just head up the page a little bit. I just

Page 45	Page 47
<p>1 want to ask you about the streamlining efforts 2 that you just referred to. At line seven and 3 line eight, you talked about "we're trying to 4 also determine how we can streamline the 5 processes between utilities once again." 6 MS. DALLEY: 7 A. Yes. 8 JOHNSON, Q.C.: 9 Q. And so on that piece, can you address what -- 10 if the ball has moved further down the field 11 on that? 12 MS. DALLEY: 13 A. I'm not sure. I asked about this yesterday 14 after we discussed it here because my 15 suggestion and my suggestion to Newfoundland 16 Power at the time was that again we put the 17 holding statements out. We worked on those, 18 so that piece was completed. And then it was, 19 you know, how do you make sure that the 20 interface that's happening between the system 21 operators and the interface that's happening 22 between the communications people and around 23 the other side -- because what you have is the 24 two leads in system operations speak and then 25 they go back and they were talking to their</p>	<p>1 of doing this, from the point of view of 2 providing information to the customers. 3 MS. DALLEY: 4 A. I'm very interested in the discussion that 5 you've been having on that and I guess my 6 first question is to you, since it's been your 7 suggestion, I think, at the hearing. But, in 8 order to respond properly, I'm wondering what 9 you are hoping to achieve. 10 JOHNSON, Q.C.: 11 Q. Well, it adds a level of transparency. It is 12 a component that's not a cost or it's not a 13 cause-based component of a customer's bill. 14 So it's -- you know, it's an extraordinary 15 amount that gets included in a bill that's not 16 very transparent, as it stands now. 17 MS. DALLEY: 18 A. Right. 19 JOHNSON, Q.C.: 20 Q. And so it's from the point of view of advising 21 the customer, look, here is a component of the 22 bill that you're not causing. 23 MS. DALLEY: 24 A. And so what -- but again, I come back to what 25 behaviour is it that you're hoping to change</p>
<p>1 communications people and then the 2 communications people were talking. So, to me 3 a very simple way of curbing that was to have 4 our communications person on the call with the 5 system operations. We've done that. 6 JOHNSON, Q.C.: 7 Q. Okay. 8 MS. DALLEY: 9 A. So when our system operations person contacts 10 Newfoundland Power, our communications lead is 11 on the call. I'm not sure that the 12 Newfoundland Power communications lead has 13 joined that process yet and that call, but 14 it's helped us because we're able to literally 15 hear the conversation between the two 16 utilities, which is, you know, a very direct 17 way of receiving the information. 18 JOHNSON, Q.C.: 19 Q. Ms. Dalley, finally, I want to talk to your 20 panel about the discussion we've had before 21 the Board in this hearing on putting 22 information on customer's bills pertaining to 23 those who are paying the subsidy and those who 24 might be receiving the subsidy, and I would 25 like to get your viewpoint on the advisability</p>	<p>1 or achieve or what is it you expect to 2 achieve? 3 JOHNSON, Q.C.: 4 Q. Well, why don't I get you to provide your 5 department's views on whether this type of 6 information should be provided on bills. 7 MS. DALLEY: 8 A. Without understanding what it is you want to 9 achieve, I can't advise to it. I don't have 10 the information. So, I'm -- are you expecting 11 -- I guess, let me help out a bit. Are you 12 expecting to motivate people to change their 13 usage behaviour? Like is it a conservation 14 initiative? Is it just around having people 15 feel perhaps a little guilty about the fact 16 that they don't pay or that, you know, people 17 will be frustrated that they pay more? 18 JOHNSON, Q.C.: 19 Q. Well, Ms. Dalley, it's about advising, 20 informing the customer as to a component of a 21 cost that's on their bill. Like I mean, you 22 know, Dr. Feehan testified to it, as to some 23 of the merits of it, and you know, I'm just -- 24 I thought I was asking a simple question as to 25 whether, you know, your people, your</p>

Page 49

1 department, felt that it would be a good
 2 initiative in terms of advising people of this
 3 component on their bills.
 4 MS. DALLEY:
 5 A. Again, I come back to I would want to know
 6 what it is we were trying to achieve.
 7 CHAIRMAN:
 8 Q. The people have a right to know what they're
 9 paying for.
 10 MS. DALLEY:
 11 A. Okay. So it's just -- it's pure transparency?
 12 You don't want any behavioural change?
 13 CHAIRMAN:
 14 Q. No, no, I mean, I thought that's what Mr.
 15 Johnson was trying to suggest. I mean, you
 16 get a bill. You get a bill from Costco, you
 17 know what you're buying. You know what you're
 18 paying for. You get a bill from Newfoundland
 19 Power, there's an amount there and you -- it's
 20 not shown. You're paying for it, but you
 21 don't know what it is.
 22 MS. DALLEY:
 23 A. Well, you may not have the full transparency
 24 actually around -
 25 CHAIRMAN:

Page 50

1 Q. You don't have any.
 2 MS. DALLEY:
 3 A. - what you're paying for even at Costco.
 4 CHAIRMAN:
 5 Q. You don't have any. What do you mean?
 6 MS. DALLEY:
 7 A. Well, I mean -
 8 CHAIRMAN:
 9 Q. I'm sorry, Mr. Johnson.
 10 JOHNSON, Q.C.:
 11 Q. Well, no, I mean, I think that's what I was
 12 trying to -
 13 CHAIRMAN:
 14 Q. Oh boy.
 15 JOHNSON, Q.C.:
 16 Q. - trying to get at.
 17 MS. DALLEY:
 18 A. There's a great deal of complexity in it, and
 19 I think that -- you know, I read Mr. Fagan's
 20 response and I agree with his complexity
 21 around it. It's something that you have to --
 22 I guess, you have to investigate and see what
 23 the purpose you want to achieve. If we're
 24 trying to push people into a certain behaviour
 25 -- if we just want them to be informed about

Page 51

1 it, what are the results of that and what is
 2 it going to achieve. If it's information
 3 only, I just -- I would expect that we'd want
 4 to achieve some change.
 5 JOHNSON, Q.C.:
 6 Q. Well, is there anything wrong -
 7 MS. DALLEY:
 8 A. Or maybe not.
 9 JOHNSON, Q.C.:
 10 Q. Is there anything wrong with providing
 11 information only?
 12 MS. DALLEY:
 13 A. I think you'd have to look at the complexity
 14 of it and the rural deficit in particular.
 15 Again, Mr. Fagan's testimony was -- have the
 16 same perspective he does on it, which is, you
 17 know, there's rural deficit implicit in most -
 18 - well, interprovincial services, let's say.
 19 So you know, I have the same level of concern
 20 he expressed around the customer in Deer Lake
 21 versus the customer in Rocky Harbour, which is
 22 not that terribly far away, but I don't know,
 23 I mean, I'm not terribly familiar with how
 24 Newfoundland Power accounts within its
 25 jurisdiction and territory, but you know, is

Page 52

1 the customer in Deer Lake paying the same
 2 amount as a customer in St. John's?
 3 JOHNSON, Q.C.:
 4 Q. It sounds, Ms. Dalley, that you're against it.
 5 MS. DALLEY:
 6 A. No. I didn't -- not at all, Mr. Johnson. I'm
 7 just trying -- you need more information
 8 before you make a -- have an opinion. I like
 9 to be informed. So there's a lot of
 10 complexity around it. If we wanted to achieve
 11 information only, that's different than hoping
 12 to achieve a behavioural change and having
 13 customers perhaps conserve energy or use
 14 differently or pay their bills quicker or, you
 15 know, I'm just trying to understand what it
 16 was we want to achieve.
 17 JOHNSON, Q.C.:
 18 Q. Well, if we wanted to give effect to -- if we
 19 thought and if we took the notion seriously
 20 that customers have a right to know, would it
 21 not make sense that we put it on the bill?
 22 MS. DALLEY:
 23 A. Can we do it on everyone's bill in the
 24 province at the level of granularity by
 25 community?

<p style="text-align: right;">Page 53</p> <p>1 JOHNSON, Q.C.:</p> <p>2 Q. Well, I don't know about that now. I mean, I</p> <p>3 guess, I thought that you would have come here</p> <p>4 this morning, Ms. Dalley, knowing that this</p> <p>5 was an issue brought up, with some positions</p> <p>6 on the matter, but it doesn't sound to me that</p> <p>7 you have a position on the matter, except to</p> <p>8 pose questions and to -</p> <p>9 MS. DALLEY:</p> <p>10 A. Right, I'm seeking more information, Mr.</p> <p>11 Johnson, because when I looked through the</p> <p>12 transcript -- I mean, I concur with Mr.</p> <p>13 Fagan's assessment of it, that it's a very</p> <p>14 complex matter, and if we're going to make an</p> <p>15 assessment on it, you want to make sure that</p> <p>16 you're doing it for the right reasons, that we</p> <p>17 understand what the implications of that are.</p> <p>18 I mean, what if Newfoundland Power and us</p> <p>19 started getting calls on that? You know,</p> <p>20 would it increase call volumes? Would we have</p> <p>21 to deal with frustrated customers as a result?</p> <p>22 I'm not saying that's a reason not to do it.</p> <p>23 I just think that we need to understand what</p> <p>24 it is we want to achieve when we do it.</p> <p>25 Again, I have -- it's not that I have no</p>	<p style="text-align: right;">Page 55</p> <p>1 I thought his testimony around it was very</p> <p>2 thorough and I looked at it with the same sort</p> <p>3 of level of speculation. I just didn't see a</p> <p>4 lot of what we were trying to achieve.</p> <p>5 And again, if it's transparency, that's</p> <p>6 pretty straightforward, but even transparency</p> <p>7 leads to no issue. I think we talk about it</p> <p>8 here quite a lot. We've talked about the</p> <p>9 rural deficit and the cost of service in</p> <p>10 isolated communities many times previously</p> <p>11 with media. I've done interviews myself on it</p> <p>12 I'm sure over the years. Just aside from</p> <p>13 transparency, is there anything else that we</p> <p>14 think it would be a benefit.</p> <p>15 JOHNSON, Q.C.:</p> <p>16 Q. Okay, thank you very much. Those are my</p> <p>17 questions.</p> <p>18 CHAIRMAN:</p> <p>19 Q. Mr. Coxworthy, sir.</p> <p>20 CROSS-EXAMINATION BY MR. PAUL COXWORTHY:</p> <p>21 MR. COXWORTHY:</p> <p>22 Q. Good morning, Mr. Lye, Ms. Dalley, Mr. Brophy.</p> <p>23 My name is Paul Coxworthy, and my colleague,</p> <p>24 Dean Porter. We represent the group of</p> <p>25 industrial customers of Hydro. Ms. Dalley, I</p>
<p style="text-align: right;">Page 54</p> <p>1 position, but I'd like to have a highly</p> <p>2 informed position. I read the materials. I</p> <p>3 didn't -- with respect, I didn't read Mr.</p> <p>4 Feehan's comments on it. So he would look at</p> <p>5 it from an economics perspective. I'm</p> <p>6 questioning just some of the behavioural</p> <p>7 elements that would go behind that. I think</p> <p>8 it's not something that I'm opposed to. It's</p> <p>9 something that we could certainly look at, but</p> <p>10 I think we just have to understand the</p> <p>11 complexity of the matter at hand. It's not as</p> <p>12 simple -- I don't think it's terribly simple.</p> <p>13 It could have implications and those are worth</p> <p>14 understanding.</p> <p>15 We could trial it with a certain</p> <p>16 percentage of customers to see what the</p> <p>17 response is. Understand if we see any change</p> <p>18 and whether their behaviour is from a</p> <p>19 consumption perspective or whether it</p> <p>20 increases their -- you know, their</p> <p>21 satisfaction with their service, whether or</p> <p>22 not they make more calls, it precipitates</p> <p>23 calls. I just, you know -- again, I think Mr.</p> <p>24 Fagan sort of knocked a lot of those off in</p> <p>25 his approach, and you know, for the most part,</p>	<p style="text-align: right;">Page 56</p> <p>1 had some questions about your position. The</p> <p>2 name of your position as VP Corporate</p> <p>3 Relations and Customer Service, as I</p> <p>4 understand your evidence, and that appears to</p> <p>5 be change from the previous name of that</p> <p>6 position, as I understood it. It was VP</p> <p>7 Corporate Communications and Shareholder</p> <p>8 Relations?</p> <p>9 MS. DALLEY:</p> <p>10 A. No, that was the title when I was a manager.</p> <p>11 That's the manager role.</p> <p>12 MR. COXWORTHY:</p> <p>13 Q. So it's always been since October of 2011, VP</p> <p>14 Corporate Relations and Customer Service?</p> <p>15 MS. DALLEY:</p> <p>16 A. No, it was Corporate Relations, and Customer</p> <p>17 Service was added to that, I think, some time</p> <p>18 in - I want to say 2013, but it was a couple</p> <p>19 of years later and it was to give additional</p> <p>20 emphasis to the role of customer service</p> <p>21 throughout the company.</p> <p>22 MR. COXWORTHY:</p> <p>23 Q. And that's what I wanted to get at as to what</p> <p>24 was the reason for that. So was there any</p> <p>25 change in your responsibilities when the</p>

Page 57	Page 59
<p>1 customer service part of the name of that 2 position was added? 3 MS. DALLEY: 4 A. No, no. 5 MR. COXWORTHY: 6 Q. It was just the reflection that that was 7 always part of your responsibilities? 8 MS. DALLEY: 9 A. Yes. 10 MR. COXWORTHY: 11 Q. And you mentioned the change from the manager 12 position to the vice president position, and I 13 understand that would happened in October, 14 2011? 15 MS. DALLEY: 16 A. Yes. 17 MR. COXWORTHY: 18 Q. And when you were Manager of Corporate 19 Communications and Shareholder Relations, was 20 that a Hydro position or was it a Nalcor 21 position? 22 MS. DALLEY: 23 A. I think I talked about this yesterday, but it 24 started as a Hydro position and then it 25 transferred to Nalcor somewhere around the -</p>	<p>1 spent with CF(L)Co at the time, but it would 2 have been minor. 3 (10:00 a.m.) 4 MR. COXWORTHY: 5 Q. And I would similarly assume that at some 6 point after your moving into a Nalcor position 7 as manager, that those responsibilities would 8 have changed, that you would have taken on 9 more responsibility for other Nalcor lines of 10 business in terms of the Corporate 11 Communications and Shareholder Relations 12 piece? 13 MS. DALLEY: 14 A. Yeah, to some degree. I mean, the team 15 commensurately grew with it as well, do you 16 know what I mean - like, as the business grew, 17 then people were brought in to deal with those 18 specific lines of business. 19 MR. COXWORTHY: 20 Q. And I was intending to refer to PUB-NLH-138, 21 and perhaps now is a good time to turn to 22 that, Attachment 1, please, Ms. Gray, page 3, 23 and this is the organizational chart for 24 Corporate Relations. It's been brought up 25 before, of course. As I look at this, and</p>
<p>Page 58</p> <p>1 MR. COXWORTHY: 2 Q. So even the manager position at some point 3 transferred to Nalcor? 4 MS. DALLEY: 5 A. Yes. 6 MR. COXWORTHY: 7 Q. You don't recall when? 8 MS. DALLEY: 9 A. No, 2008, 2009, somewhere around that time 10 frame. 11 MR. COXWORTHY: 12 Q. And when the manager position transferred to a 13 Nalcor position as opposed to a Hydro 14 position, how did your responsibilities change 15 then? 16 MS. DALLEY: 17 A. I would have had broader responsibility for 18 Hydro as well as the other Nalcor companies. 19 MR. COXWORTHY: 20 Q. Can you give us any perspective on - I would 21 assume when you were manager within Hydro, 22 that all of your time was devoted to Hydro 23 matters? 24 MS. DALLEY: 25 A. Yes. I mean, there may have been some time</p>	<p>Page 60</p> <p>1 perhaps it's overly simplistic, but I'll ask 2 you to expand on my understanding of it. On 3 the right hand of the chart, and, I guess, for 4 the people under customer service manager and 5 energy efficiency manager, I think of that as 6 customer service broadly speaking, all that 7 activity that's under that chart. Is that a 8 fair summary of the role of those people? 9 MS. DALLEY: 10 A. Yes. 11 MR. COXWORTHY: 12 Q. And then we have two people over on the left 13 side under yourself who appear to be involved 14 in, I guess, the other aspects of your 15 responsibilities other than customer service, 16 corporate relations. So you were saying that 17 at some point, as I understood it, when you 18 moved from the manager position within Hydro 19 to the manager position within Nalcor, and, of 20 course, eventually it became a Vice President 21 position, that additional positions were 22 added. Are these positions on the left side, 23 Manager of Corporate Communications, Senior 24 Communication Advisor, Hydro, were they the 25 positions that were added to meet the needs of</p>

Page 61	Page 63
<p>1 both Nalcor and Hydro?</p> <p>2 MS. DALLEY:</p> <p>3 A. No, the Senior Communications, this is</p> <p>4 reflective of the Hydro business.</p> <p>5 MR. COXWORTHY:</p> <p>6 Q. Okay.</p> <p>7 MS. DALLEY:</p> <p>8 A. And I spoke about it yesterday, there's a</p> <p>9 shareholder and government relations person,</p> <p>10 an energy marketing lead that reports to -</p> <p>11 MR. COXWORTHY:</p> <p>12 Q. So these would have been add-ins into the</p> <p>13 Nalcor organization?</p> <p>14 MS. DALLEY:</p> <p>15 A. Yes, to the Nalcor organization.</p> <p>16 MR. COXWORTHY:</p> <p>17 Q. Was anyone added into the Hydro organization</p> <p>18 when you moved from a manager within Hydro to</p> <p>19 a manager within Nalcor, not in relation to</p> <p>20 the customer service piece, but the</p> <p>21 corporation relations piece?</p> <p>22 MS. DALLEY:</p> <p>23 A. There was a senior communications advisor, and</p> <p>24 again I need to - just trying to think of the</p> <p>25 timing of that because I can't remember when</p>	<p>1 frame. I believe that was - again whether</p> <p>2 that's the position ID exactly, I don't know,</p> <p>3 but we added a senior communications advisor</p> <p>4 around February/March of 2008.</p> <p>5 MR. COXWORTHY:</p> <p>6 Q. And can you give us some perspective on what</p> <p>7 is different about the responsibilities of</p> <p>8 that senior communications advisor within</p> <p>9 Hydro as opposed to your old responsibilities</p> <p>10 when you were a manager exclusively within</p> <p>11 Hydro?</p> <p>12 MS. DALLEY:</p> <p>13 A. It would be not that terribly different. You</p> <p>14 know, as a manager of communications at</p> <p>15 Nalcor, I would have had some oversight of the</p> <p>16 entire company, whereas this person would have</p> <p>17 been focusing on Hydro related activities.</p> <p>18 MR. COXWORTHY:</p> <p>19 Q. Going back to the transition from a manager</p> <p>20 role within Hydro to a manager position within</p> <p>21 Nalcor, again can you give us some perspective</p> <p>22 about how much more time you would have spent</p> <p>23 on non-Hydro work after that change?</p> <p>24 MS. DALLEY:</p> <p>25 A. Not with any degree of confidence in looking</p>
<p>1 the position was transferred, but within that</p> <p>2 same time frame a senior communications</p> <p>3 advisor was added who would have been working</p> <p>4 predominantly for Hydro.</p> <p>5 MR. COXWORTHY:</p> <p>6 Q. So would that be the person at the - the</p> <p>7 position at the end of that line on the left</p> <p>8 hand side, senior communications advisor?</p> <p>9 MS. DALLEY:</p> <p>10 A. Essentially, it would be fair to say that.</p> <p>11 You know, there was - a new position was added</p> <p>12 for Hydro and then subsequently now we've got</p> <p>13 a person for oil and gas in Bull Arm together,</p> <p>14 and there's actually a second senior</p> <p>15 communications advisor for Hydro and there's</p> <p>16 someone that has the Lower Churchill.</p> <p>17 MR. COXWORTHY:</p> <p>18 Q. Focusing on Hydro and the senior</p> <p>19 communications advisor of Hydro, the position</p> <p>20 410-08 there that's shown on PUB-NLH-138, your</p> <p>21 recollection is that's a position that was</p> <p>22 added to Hydro after you moved up into the</p> <p>23 Nalcor organization?</p> <p>24 MS. DALLEY:</p> <p>25 A. Yes, it would have been around that time</p>	<p>1 back six or seven years. I mean, the company</p> <p>2 has grown over that period of time.</p> <p>3 Initially, there wouldn't have been a lot of</p> <p>4 outside of Nalcor - sorry, external to Hydro</p> <p>5 work. You know, as the company has</p> <p>6 transitioned and grown, there would have been</p> <p>7 more. There would have been -</p> <p>8 MR. COXWORTHY:</p> <p>9 Q. I certainly would acknowledge the other lines</p> <p>10 of business appear to have grown in terms of</p> <p>11 activity over that time period.</p> <p>12 MS. DALLEY:</p> <p>13 A. Yeah, you know, over a period of time.</p> <p>14 MR. COXWORTHY:</p> <p>15 Q. But can you give us some perspective over that</p> <p>16 same period of time how there would have been</p> <p>17 a shift in your role in terms of providing</p> <p>18 advice, corporate communications advice, to</p> <p>19 the other Nalcor lines of business other than</p> <p>20 Hydro? Do you spend 10 percent of your time</p> <p>21 on that, 50 percent of your time? I'm not</p> <p>22 asking for absolute precision, but can you</p> <p>23 give us a sense of the shift recognizing that</p> <p>24 it wouldn't have been as much at the</p> <p>25 beginning, but becoming more over time?</p>

Page 65	Page 67
<p>1 MS. DALLEY:</p> <p>2 A. It's the same idea, so it would have been on</p> <p>3 an annual basis based on, you know, the plans</p> <p>4 and the level of activity that was happening,</p> <p>5 and again commensurate to the growth of the</p> <p>6 other business, there's been an addition of</p> <p>7 resources into the other businesses, so I'm</p> <p>8 not sure that - again year over year. It may</p> <p>9 have been different. It's very hard to</p> <p>10 speculate.</p> <p>11 MR. COXWORTHY:</p> <p>12 Q. Using a recent year perhaps, using 2014, a</p> <p>13 memorable year, and a year wherein you would</p> <p>14 have been very much involved with the fallout</p> <p>15 from the outages in January of 2014, and is it</p> <p>16 reasonable to expect that's a year where you</p> <p>17 would have spent more time on Hydro matters</p> <p>18 than perhaps previous years?</p> <p>19 MS. DALLEY:</p> <p>20 A. I think the record reflects that.</p> <p>21 MR. COXWORTHY:</p> <p>22 Q. Sure, so taking that year, how much time would</p> <p>23 you spent on Nalcor matters? When I say</p> <p>24 "Nalcor", other than Hydro.</p> <p>25 MS. DALLEY:</p>	<p>1 allocate your time as between non-Hydro,</p> <p>2 Nalcor, and Hydro?</p> <p>3 MS. DALLEY:</p> <p>4 A. I would expect, and again I don't have a sense</p> <p>5 of currently where it is, but I wouldn't be</p> <p>6 surprised that it would be around the same.</p> <p>7 MR. COXWORTHY:</p> <p>8 Q. Same 50/50 split?</p> <p>9 MS. DALLEY:</p> <p>10 A. Level, yeah.</p> <p>11 MR. COXWORTHY:</p> <p>12 Q. And do you expect that to change in 2016? I</p> <p>13 won't ask you to prognosticate beyond that.</p> <p>14 MS. DALLEY:</p> <p>15 A. Well, we're just putting together 2016 plans</p> <p>16 now and finalizing them, and I don't see any</p> <p>17 significant - it's puts and takes on a year to</p> <p>18 year basis. So notwithstanding things can</p> <p>19 happen, but I would see about the same level,</p> <p>20 and to your point, when I look at the level of</p> <p>21 activity and responsibility, my own reflection</p> <p>22 is that it would be 50 to 60 percent of my</p> <p>23 time.</p> <p>24 MR. COXWORTHY:</p> <p>25 Q. In terms of the information that we have on</p>
<p>Page 66</p> <p>1 A. I would expect again to look at my timesheets.</p> <p>2 It would be 1950 hours, less 979.1.</p> <p>3 MR. COXWORTHY:</p> <p>4 Q. So about half your time?</p> <p>5 MS. DALLEY:</p> <p>6 A. It would be give or take. Again as you can</p> <p>7 appreciate, vacation typically comes off that,</p> <p>8 any leaves, etc, etc.</p> <p>9 MR. COXWORTHY:</p> <p>10 Q. About half your time is not an unreasonable -</p> <p>11 MS. DALLEY:</p> <p>12 A. Yeah, it looks about half.</p> <p>13 MR. COXWORTHY:</p> <p>14 Q. Is half your time not unreasonable?</p> <p>15 MS. DALLEY:</p> <p>16 A. No, that would - to me, that would feel like,</p> <p>17 you know -</p> <p>18 MR. COXWORTHY:</p> <p>19 Q. So about half your time in non-Hydro Nalcor</p> <p>20 lines of business in 2014?</p> <p>21 MS. DALLEY:</p> <p>22 A. About half of my time.</p> <p>23 MR. COXWORTHY:</p> <p>24 Q. And how about going forward then in 2015,</p> <p>25 we're almost through 2015, how would you</p>	<p>Page 68</p> <p>1 the record so far in terms of Nalcor</p> <p>2 leadership time being charged in for 2015, and</p> <p>3 specifically 2016, there has been some</p> <p>4 evidence at least in relation to 2016 that a</p> <p>5 significant amount of that Nalcor leadership</p> <p>6 time that's being charged into Hydro will be</p> <p>7 in relation to what's been characterized as</p> <p>8 interconnection or integration work. So the</p> <p>9 integration of Hydro's operations with Muskrat</p> <p>10 Falls, the Labrador link, and the Maritime</p> <p>11 link, as I understand it. Perhaps we could</p> <p>12 first turn to PUB-NLH-379, page 3, and if we</p> <p>13 could go to line 6, this is a discussion which</p> <p>14 Mr. O'Brien brought to you before in relation</p> <p>15 to your role, Ms. Dalley.</p> <p>16 MS. DALLEY:</p> <p>17 A. Yes.</p> <p>18 MR. COXWORTHY:</p> <p>19 Q. It talks about moving forward to 2015 and</p> <p>20 beyond, "The critical priorities of planning</p> <p>21 for interconnection and the complexity of the</p> <p>22 post-interconnection electricity system will</p> <p>23 continue to require significant effort on both</p> <p>24 shareholder and stakeholder engagement for the</p> <p>25 VP Corporate Communications". So you've</p>

Page 69

1 certainly given evidence regarding customer
 2 service and the focus on customer service, but
 3 apart from that, what else is it about the
 4 integration and the post-integration
 5 electricity system apart from customer service
 6 that requires a significant effort and
 7 engagement by you as VP Corporate
 8 Communications?
 9 MS. DALLEY:
 10 A. I don't see that as being Hydro time.
 11 MR. COXWORTHY:
 12 Q. You don't see that as?
 13 MS. DALLEY:
 14 A. I don't see that being as Hydro time.
 15 MR. COXWORTHY:
 16 Q. Okay, so that wouldn't be considered to be
 17 hydro time?
 18 MS. DALLEY:
 19 A. That's not to say -
 20 MR. COXWORTHY:
 21 Q. You wouldn't log that time as Hydro time?
 22 MS. DALLEY:
 23 A. No. I sit on the Steering Committee and
 24 oversee, you know, again stakeholder
 25 communications efforts related to that, and

Page 70

1 although it has an impact on Hydro, I see that
 2 as a Nalcor activity.
 3 MR. COXWORTHY:
 4 Q. I know you've said in previous evidence when
 5 you've been brought specifically to PUB-NLH-
 6 228, and that's the one that shows the chart
 7 of the different Nalcor leadership positions
 8 and the time that's been charged into Hydro.
 9 MS. DALLEY:
 10 A. Yes.
 11 MR. COXWORTHY:
 12 Q. Let's turn to it rather than my describing it.
 13 Ms. Gray, could we turn to PUB-NLH-228.
 14 You've been asked some questions, again I
 15 think by Mr. O'Brien, about this, and my
 16 impression was that to the extent there are
 17 numbers inputted in here for you, you weren't
 18 exactly sure where that information had come
 19 from, is that fair?
 20 MS. DALLEY:
 21 A. Yes, I expect it's historically created from
 22 the timesheet record by HR team.
 23 MR. COXWORTHY:
 24 Q. But no one came to you directly and said do
 25 these hours make sense for you, Dawn Dalley,

Page 71

1 for 2015, 2016?
 2 MS. DALLEY:
 3 A. We discussed a reconciliation of them about
 4 three or four weeks ago, but not prior to
 5 that.
 6 MR. COXWORTHY:
 7 Q. So in relation to 2016, I guess, we have an
 8 understanding of what time would have been
 9 charged in in 2014 by you in relation to
 10 Hydro, certainly a large part of that, I don't
 11 want to suggest all of it, would have been in
 12 relation to the outages and the aftermath of
 13 that, and, of course, there'd be some carry
 14 over into 2015, but I wanted to get some
 15 understanding then of what work you'd be
 16 charging in in 2016 to Hydro, or that this
 17 chart indicates would be charged into Hydro.
 18 You just indicated that you wouldn't consider
 19 the integration or interconnection work to be
 20 time that would be charged into Hydro. So
 21 that's about half your time or maybe - what
 22 time is being charged in there to Hydro for
 23 2016 for you?
 24 MS. DALLEY:
 25 A. Again from my own perspective, it would be

Page 72

1 doing the aspects of my job that are related
 2 to Hydro, so it would be providing leadership
 3 and oversight on customer service activities,
 4 operations within customer service, as well as
 5 the execution of the customer service
 6 strategy. On the CDM side, it would be the
 7 same stuff, I think, I spoke about yesterday,
 8 and then on the communications side, it's
 9 communications efforts related specifically to
 10 Hydro.
 11 MR. COXWORTHY:
 12 Q. Okay, what would those, the last part, the
 13 communications efforts specifically to Hydro,
 14 is this communications with parties other than
 15 customers, or persons other than customers?
 16 MS. DALLEY:
 17 A. It may be. It may be communication with - I'm
 18 thinking of, like, when we go out and do
 19 meetings, although mind you everyone to some
 20 degree - I'm just thinking everyone is
 21 essentially a customer. So when we go out,
 22 for example, and we do - we're asked to do a
 23 talk about Hydro operations or we meet with
 24 municipalities, those are customer engagements
 25 at that level for us as well. So there's very

Page 73

1 little that we do that doesn't to some degree
 2 have that focus. I mean, it may be the broad
 3 public.
 4 MR. COXWORTHY:
 5 Q. And you're wearing your Hydro hat when you do
 6 that?
 7 MS. DALLEY:
 8 A. Yeah, we would be talking about Hydro. I
 9 mean, you know, we've been invited to speak to
 10 groups about Nalcor operations, Hydro's
 11 component of that, but that's not the purpose
 12 of the visit. We're being asked to come as
 13 Nalcor, whereas if we're being asked to go to
 14 the St. Anthony Chamber and meet with the
 15 Chamber representatives and discuss our
 16 capital programs in that area for that year,
 17 that would be specifically a request coming in
 18 through Hydro to Hydro.
 19 MR. COXWORTHY:
 20 Q. Ms. Dalley, I'm going to move from yourself
 21 for some of the questions to Mr. Lye. I
 22 believe, based on Mr. Lye's evidence, I think
 23 the questions should be directed to you as
 24 Customer Service Manager since July of 2014.
 25 It's a Hydro position.

Page 74

1 MR. LYE:
 2 A. That's correct.
 3 MR. COXWORTHY:
 4 Q. And I understood that as part of your
 5 responsibilities, you're responsible for
 6 industrial billing, billing of the industrial
 7 customers?
 8 MR. LYE:
 9 A. Yes, I am.
 10 MR. COXWORTHY:
 11 Q. Does this include communicating to the
 12 industrial customers regarding specifically
 13 assigned charges, how they're calculated and
 14 how they affect their power costs and the
 15 costs that they're being billed?
 16 MR. LYE:
 17 A. The communication area is one that needs some
 18 work and we need to improve there, but me,
 19 personally, I'm not communicating their cost,
 20 but on the bill they're receiving are their
 21 costs.
 22 (10:15 a.m.)
 23 MR. COXWORTHY:
 24 Q. In your evidence yesterday, and this is at
 25 page 18, line 8. I don't think it's necessary

Page 75

1 to turn to it, you spoke about an initiative,
 2 as I understood it, to create or establish a
 3 single point of contact for key customers such
 4 as industrial customers. This was in response
 5 to a question from Mr. Cass on direct, and I
 6 understood that Hydro was looking to implement
 7 that for the beginning of 2016, and is that
 8 for industrial customers, that single point of
 9 contact implementation for the beginning of
 10 2016?
 11 MR. LYE:
 12 A. Yes, it will be.
 13 MR. COXWORTHY:
 14 Q. You were still, as I understood it from your
 15 evidence, reviewing how to staff that. I
 16 understood the intention was not to add or
 17 hopefully not have to add another position,
 18 but to identify within existing Hydro
 19 positions who could be that single point of
 20 contact?
 21 MR. LYE:
 22 A. Yes, we have, and we think that we have a
 23 solution that will work quite well.
 24 MR. COXWORTHY:
 25 Q. Will that be yourself, Mr. Lye?

Page 76

1 MR. LYE:
 2 A. No, it wouldn't, but I will be involved. It
 3 will be somebody that their responsibility
 4 will be for account management for our key
 5 customers. That would be our large customers
 6 and for the industrials, and it's a focus
 7 that's required and I will be providing the
 8 oversight, obviously, as well as Ms. Dalley.
 9 MR. COXWORTHY:
 10 Q. Will this single point of contact be one
 11 person or is it likely to be a team of people?
 12 MR. LYE:
 13 A. I think what our industrial and key customers
 14 are asking for is a key contact, so that -
 15 MR. COXWORTHY:
 16 Q. A single person?
 17 MR. LYE:
 18 A. Yes, so that when you call, if you have an
 19 issue, we should - talk about transparency,
 20 you shouldn't have to call all over an
 21 organization to find what you're looking for.
 22 We will do that work for you, and we should be
 23 doing that work for you.
 24 MR. COXWORTHY:
 25 Q. And you're confident that's going to be in

Page 77	Page 79
<p>1 place in the beginning of 2016?</p> <p>2 MR. LYE:</p> <p>3 A. I'm very confident. We have the framework</p> <p>4 developed. I have it here. Yes, we will be</p> <p>5 in place.</p> <p>6 MR. COXWORTHY:</p> <p>7 Q. How is that information going to be</p> <p>8 communicated to industrial customers in terms</p> <p>9 of here is the single point of contact, here</p> <p>10 is the questions or the type of issues you</p> <p>11 might expect to be able to bring to that</p> <p>12 person?</p> <p>13 MR. LYE:</p> <p>14 A. That's a really good question, and part of the</p> <p>15 framework is exactly what you just suggested,</p> <p>16 is that communication out to those key</p> <p>17 customers, including the industrials, letting</p> <p>18 them know the approach that we're taking for</p> <p>19 account management and working with you. I</p> <p>20 will also just add, right now in preparation</p> <p>21 for that just to make sure that Hydro can</p> <p>22 understand, you know, what's important to you,</p> <p>23 we are undertaking right now - I call it an in</p> <p>24 depth survey. So we've reached out again to</p> <p>25 the key customers.</p>	<p>1 Q. Noted on the record.</p> <p>2 MR. COXWORTHY:</p> <p>3 Q. Thank you.</p> <p>4 MS. DALLEY:</p> <p>5 A. It might be fruitful if I could add to that,</p> <p>6 that we expect to make some - potentially make</p> <p>7 some amendments once we gather that data back</p> <p>8 from the -</p> <p>9 MR. COXWORTHY:</p> <p>10 Q. So the framework won't necessarily be the</p> <p>11 final version?</p> <p>12 MS. DALLEY:</p> <p>13 A. Yeah, because, you know, once we meet with</p> <p>14 customers -</p> <p>15 MR. COXWORTHY:</p> <p>16 Q. Fair enough, we'll call it a draft.</p> <p>17 MS. DALLEY:</p> <p>18 A. Right.</p> <p>19 MR. COXWORTHY:</p> <p>20 Q. Thank you. I'd like to move on and perhaps,</p> <p>21 Ms. Dalley, although perhaps Mr. Lye will have</p> <p>22 some input into this as well, I'd like to move</p> <p>23 on to CA-NLH-322, which is the customer</p> <p>24 service strategic road map. If we could turn</p> <p>25 to page 10 of 172, and I think the second last</p>
<p style="text-align: right;">Page 78</p> <p>1 MR. COXWORTHY:</p> <p>2 Q. Yes, you mentioned that.</p> <p>3 MR. LYE:</p> <p>4 A. And the industrials, and we're just finalizing</p> <p>5 the data for that. That'll be done before the</p> <p>6 end of the year, but in that data, you know,</p> <p>7 we're asking questions around account</p> <p>8 management, what's important to you, so we'll</p> <p>9 build that into that as well.</p> <p>10 MR. COXWORTHY:</p> <p>11 Q. So the framework doesn't exist yet as a</p> <p>12 document, does it?</p> <p>13 MR. LYE:</p> <p>14 A. Yes, it does.</p> <p>15 MR. COXWORTHY:</p> <p>16 Q. And I apologize, has it been put on the</p> <p>17 record, to your knowledge?</p> <p>18 MR. LYE:</p> <p>19 A. No, it hasn't been put on the record.</p> <p>20 MR. COXWORTHY:</p> <p>21 Q. Could I have an undertaking from you, Mr. Lye,</p> <p>22 to produce that?</p> <p>23 MR. LYE:</p> <p>24 A. Absolutely, sure.</p> <p>25 MS. GLYNN:</p>	<p style="text-align: right;">Page 80</p> <p>1 paragraph on that page, "We see an opportunity</p> <p>2 to improve relationships and processes with</p> <p>3 our large account commercial and industrial</p> <p>4 customers by implementing an account</p> <p>5 management program". I'll comment that the</p> <p>6 word "industrial customers" doesn't show up</p> <p>7 very often in this road map. In most cases,</p> <p>8 it shows up lumped in, I'll say, with</p> <p>9 commercial customers and other customers as</p> <p>10 opposed to any distinct sort of aspect to</p> <p>11 industrial customers, but in terms of the</p> <p>12 account management program, is that the same</p> <p>13 thing we just talked about, the single point</p> <p>14 of contact or is it a different thing?</p> <p>15 MS. DALLEY:</p> <p>16 A. No, it's the same.</p> <p>17 MR. LYE:</p> <p>18 A. It's the same.</p> <p>19 MR. COXWORTHY:</p> <p>20 Q. Same thing. If we could move on then in the</p> <p>21 same document, Ms. Gray, to page 20 of 172,</p> <p>22 and we might have to zoom in here to make it</p> <p>23 legible for me, and there is a column for 2016</p> <p>24 if we could scroll over to that, and then I</p> <p>25 think the third row in that column, and first</p>

Page 81	Page 83
<p>1 of all what is this table? I think, Mr. Lye, 2 you're the author of this, so maybe before we 3 start asking questions about the table, can 4 you describe what this table is communicating? 5 MR. LYE: 6 A. Yes, that table is a road map, and in this 7 table there's strategic stuff that I would 8 consider projects, and that would be in the 9 light coloured blue, and more of the darker 10 colour would be the day to day operational 11 stuff that still has to happen year over year. 12 So we divided it out, or I divided it out with 13 input from others to spread across - and I 14 agree with you, it's kind of hard to see in 15 the document - 16 MR. COXWORTHY: 17 Q. No, no - 18 MR. LYE: 19 A. And I applaud you for actually looking at it, 20 so it's - and good for you. Anyway, this one 21 goes out - we tried to take the road map and 22 spread it across as well, so that's good. 23 MR. COXWORTHY: 24 Q. I just had a couple of questions looking at 25 that particular window or panel, there's a</p>	<p>1 here - and we've done a lot of it this year, 2 is use IP, internet, so it's more reliable and 3 it's quicker, it's good. 4 MR. COXWORTHY: 5 Q. If we could go back in this document to page 6 14, Ms. Gray, of 172. This is the section, 7 Section 7, that outlines the initiatives and, 8 I guess, the priorities in each year, and, I 9 guess, near term priorities, given that this 10 document was prepared or finalized in 11 September, 2014, I would assume these would be 12 priorities for 2014, given that there is 13 another list for 2015. Then there are also 14 lists for 2016 and 2017. If we could turn to 15 the list for 2016, so that's 7.2.3, and I 16 couldn't identify in that list anything 17 specific to industrial customers, and in 18 particular the initiative that you were just 19 talking about, the single point of contact. I 20 do acknowledge this was prepared in September 21 of 2014. Has that need for a single point of 22 contact for industrial customers, is that 23 something that's become clearer since this 24 document was prepared? 25 MR. LYE:</p>
<p>1 reference there in one of the grey lozenges to 2 legal units of measure for industrial 3 customers. Can you tell me what that's 4 intended to convey? 5 MR. LYE: 6 A. If this is the - I'm just doing the 7 recollection. I have three supervisors that 8 help me, obviously, to develop this road map, 9 but I think we do some rounding in our system, 10 it's four digit - no it's two digit, but it 11 needs to go to four digit, and the system 12 can't handle it, so that's one of the things 13 that we need to look at. 14 MR. COXWORTHY: 15 Q. So this is the mechanics of the billing? 16 MR. LYE: 17 A. Yes, yeah. 18 MR. COXWORTHY: 19 Q. Okay, and similarly then there's another 20 reference just below that, "Upgrade industrial 21 customers with IP communications". 22 MR. LYE: 23 A. Yes, so that's been ongoing. With the 24 technology that we have, they use a modem, so 25 a telephone line. So what we're trying to do</p>	<p>1 A. A very good question, and again when we talk 2 about - even though the document might say 3 "near term 2015/2016", we adjust as we go. 4 The account management program, yes, became 5 much more clearer to us, and I think it might 6 have always been a focus, it's just making it 7 a priority, and we've met with some larger 8 customers already just to understand their 9 business and for them to understand ours, and 10 we found that to be really good as a pilot to 11 test how we're going to do it. Again like 12 yesterday I mentioned that, you know, you have 13 a level of expectation to have that single 14 point of contact, and, you know, you expect a 15 level of service and that's what we want to 16 deliver. We recognize that as a team, and 17 we've developed the framework to support that. 18 You will see a change in how we work with you, 19 the industrial customers, just understanding 20 and building that relationship so that we can 21 understand your business and you can 22 understand ours, and together we can work, and 23 you will see improvement in the way the 24 relationship is. Having said that, I 25 understand in the past, you know, a lot of the</p>

Page 85	Page 87
<p>1 industrials would work our system operations 2 group and they've done a really good job with 3 that, but this takes out some of the confusion 4 for our customers. 5 MR. COXWORTHY: 6 Q. Thank you, Mr. Lye. 7 MR. LYE: 8 A. You're welcome. 9 MR. COXWORTHY: 10 Q. I'd like to move on in terms of communications 11 with what I would understand Hydro/Nalcor 12 would identify as one of their stakeholders, 13 the provincial government, the Government of 14 Newfoundland and Labrador, and you were asked, 15 Ms. Dalley, yesterday whether you would 16 consider yourself the primary contact with the 17 provincial government, and your answer wasn't 18 just this, but that it would depend on the 19 topic, that there are other persons within 20 Hydro and within Nalcor who might be the 21 primary contact on some issues? 22 MS. DALLEY: 23 A. That would be correct. 24 MR. COXWORTHY: 25 Q. And I just have some questions about some</p>	<p>1 from, but I'm not quite sure who was tasked 2 specifically with having that interface or 3 providing information with the government. 4 MR. COXWORTHY: 5 Q. So, for instance, we were looking at on PUB- 6 NLH-138, that senior communications advisor 7 with Hydro that's on the left hand side, that 8 position. Would that be someone who would be 9 tasked with that sort of interface with 10 government on an issue like that? 11 MS. DALLEY: 12 A. Only with respect to any communications 13 matters or media calls we would have gotten on 14 the issue, so that person would likely prepare 15 information in concert with information from 16 government, or government communications 17 people may have provided her with information 18 vice versa in case we got a media call that we 19 had sort of - were working from the same frame 20 of reference, but that would typically be the 21 role in that case. It's not related to 22 policy, it's related to communication. 23 MR. COXWORTHY: 24 Q. What issues would you - what Hydro issues 25 would you be the primary contact with the</p>
<p>1 specific issues, and one of them is the 2 Exploits generation that is being purchased 3 currently at 4 cents per kilowatt hour, and 4 there's a recent Order in Council fixing that 5 price to July, 2016. Were you involved in any 6 discussions with government about that? 7 MS. DALLEY: 8 A. No, I was not. 9 MR. COXWORTHY: 10 Q. There's also been some evidence about a 11 transfer of the Exploits generation assets to 12 Hydro, and that is expected or being planned 13 for for 2016. Are you involved in those 14 discussions? 15 MS. DALLEY: 16 A. No. I mean, I'd be aware that it was a matter 17 that was matter of discussion with the 18 government, but I wouldn't have been involved 19 in the meetings. 20 MR. COXWORTHY: 21 Q. So do you know who is within Hydro or Nalcor 22 primarily tasked with those discussions? 23 MS. DALLEY: 24 A. Not with any confidence. I mean, I generally 25 know where some of the information is coming</p>	<p>1 provincial government? 2 MS. DALLEY: 3 A. Again depending on the issues. I would have 4 had discussions with them, met a number of 5 times more earlier in my tenure with them on 6 CDM initiatives that were taking place. They 7 had various policies, the programs they were 8 looking at, so, you know, I would have 9 attended and sat in meetings and had 10 discussions about that. Typically, if it's a 11 customer related issue that we're dealing 12 with, I would often be the primary interface 13 for those types of calls, both incoming and 14 outgoing. So I'd receive calls from 15 constituency assistants, MHAs, related to 16 customer matters, and would have those types 17 of discussions. 18 MR. COXWORTHY: 19 Q. On any issues in relation to integration of 20 Hydro's operations with Muskrat Falls, the 21 Labrador link, the Maritime link, are you a 22 primary contact or heavily involved in 23 interfacing with government on that? 24 MS. DALLEY: 25 A. No, as part of the steering and oversight</p>

Page 89	Page 91
<p>1 committee of that activity, there's actually a 2 government representative that sits on that 3 group, so it's, I guess, to some degree 4 embedded in that sense, so again I'd be party 5 to those discussions - 6 MR. COXWORTHY: 7 Q. And it's not just you and that representative 8 on that steering committee, there are other 9 people? 10 MS. DALLEY: 11 A. Not at all. There's 8 or 10, 12 people. 12 MR. COXWORTHY: 13 Q. If we could turn to PUB-NLH-229, and if we 14 could turn to page 16 of 19, which is Ms. 15 Dalley's position description. You were asked 16 some questions about this by Mr. O'Brien 17 yesterday, but in the first paragraph under 18 "Summary of job function", one of them is 19 directing programs and activities to enhance 20 the company's corporate reputation", and I 21 think you answered that that didn't just mean 22 Nalcor, but that also meant Hydro, which is 23 what I'm interested in, is that fair? 24 MS. DALLEY: 25 A. Yes, that would be fair.</p>	<p>1 the drivers for reputation, so it's - you 2 know, I think it's easy to understand it and 3 lots of people do, I think I said this 4 yesterday, as sort of the glossy 5 communications campaign. That's not what 6 corporate reputation is about. It's about 7 those interfaces that you have and people 8 judge you based on those interfaces. So it 9 may indeed be the quality of the service you 10 provide. There's the financial viability of 11 the company is another indicator. There's 12 seven or eight areas generally in, I'll say, 13 the more scholarly, your academic evidence 14 around reputation and what drives reputation. 15 Corporate citizenship is another area. I 16 mean, there's a reason a lot of people go to 17 Tim Horton's, it's consistency of product, 18 it's the fact that they sponsor the Tim 19 Horton's soccer teams, etc, you know, the 20 nature of Tim Horton's and their drivers, I 21 don't know them well, but it's fairly 22 transparent to most consumers that they have 23 an overarching model around how they do 24 business and having a strong reputation and a 25 strong brand is part of that.</p>
<p>1 MR. COXWORTHY: 2 Q. That part of your responsibilities are to 3 direct programs and activities to enhance 4 Hydro's corporate reputation? 5 MS. DALLEY: 6 A. Yes. 7 MR. COXWORTHY: 8 Q. Why is that important? 9 (10:30 a.m.) 10 MS. DALLEY: 11 A. Again, I think I answered this a little bit 12 yesterday, but, you know, reputation ends up 13 being a catchall for your relationships with 14 your stakeholders, so it's really about having 15 good open communications with stakeholders 16 ensuring they understand the services that are 17 provided, that their questions are answered in 18 an expedient manner, and again reputation 19 encompasses more than communications, it's 20 generally evaluated on the quality of your 21 business. So when you - and I don't have the 22 information in front of me, but when we look 23 at reputation, how people, we do the same kind 24 of driver model. For example, in Hydro, 25 reliability of service may indeed be one of</p>	<p>1 MR. COXWORTHY: 2 Q. I'll point out as a representative of the 3 industrial customer group, of course, that Tim 4 Horton's works in a very different world of 5 competitors. Someone can go to, I won't name 6 the competitors, and get their coffee 7 elsewhere. Of course, that's not the case 8 with Hydro, you would agree? 9 MS. DALLEY: 10 A. Oh, absolutely. 11 MR. COXWORTHY: 12 Q. Not that reputation is not important but - 13 MS. DALLEY: 14 A. Yes, it has other benefits as well naturally, 15 you know, and again a lot of those are around 16 the relationship that comes with that. 17 MR. COXWORTHY: 18 Q. So would it be fair to say, and I may be 19 paraphrasing, that to the extent corporate 20 reputation can be measured or gauged, it 21 represents or reflects the company's 22 performance in terms of, in this case, Hydro's 23 case, its performance is measured by how 24 reliably and at what cost it provides service 25 to its customers?</p>

Page 93	Page 95
<p>1 MS. DALLEY:</p> <p>2 A. Again if I had the - we actually have research</p> <p>3 on that, which I think has been filed with the</p> <p>4 Board during the outage inquiry, probably not</p> <p>5 the last revision of that, but -</p> <p>6 MR. COXWORTHY:</p> <p>7 Q. Sure, the surveys and the questions that were</p> <p>8 answered.</p> <p>9 MS. DALLEY:</p> <p>10 A. Not unlike the customer service survey,</p> <p>11 there's a series of attributes and there would</p> <p>12 be drivers of reputation, so it's - I can</p> <p>13 actually get you that information. You're</p> <p>14 speculating on it, I'm just saying it could</p> <p>15 be.</p> <p>16 MR. COXWORTHY:</p> <p>17 Q. As a matter of first principles, though, as</p> <p>18 someone who's responsible to develop and</p> <p>19 direct programs and activities, would you</p> <p>20 agree that vis a vis Hydro's customers, that</p> <p>21 at least the most important issues in relation</p> <p>22 to reputation are reliability of service and</p> <p>23 cost of that service?</p> <p>24 MS. DALLEY:</p> <p>25 A. Again I'd like to - my point being that I</p>	<p>1 MS. DALLEY:</p> <p>2 A. What I do is in the context of the overarching</p> <p>3 plans, and again I think I referenced this</p> <p>4 yesterday, is to make sure that there's</p> <p>5 consideration for again the importance of the</p> <p>6 regulator in the work that we're doing, and</p> <p>7 make sure that is covered off in the</p> <p>8 communications matters that we deal with.</p> <p>9 MR. COXWORTHY:</p> <p>10 Q. Apart from Hydro's customers, does Hydro have</p> <p>11 any more important stakeholders than the</p> <p>12 Public Utility Board?</p> <p>13 MS. DALLEY:</p> <p>14 A. I don't know that I - I mean, I haven't</p> <p>15 arbitrarily assigned ratings to stakeholders,</p> <p>16 but certainly the regulator is an important</p> <p>17 group, customers are an important group, and</p> <p>18 the business community is an important group,</p> <p>19 municipalities, again to some degree those are</p> <p>20 subsets, you know, you could roll everyone up</p> <p>21 in customers. The public, which is ultimately</p> <p>22 the shareholder of Newfoundland and Labrador</p> <p>23 Hydro, is an important group and so are</p> <p>24 government, so is our Board of Directors, our</p> <p>25 employees are a fairly critical group to us in</p>
Page 94	Page 96
<p>1 actually have that data, so I could provide it</p> <p>2 to you, and it may very well be. I just don't</p> <p>3 know the attributes. There's a series of</p> <p>4 attributes that we test with customers to see</p> <p>5 what actually drives it. I agree with you on</p> <p>6 principle. The operations of the business is</p> <p>7 a core component of how people judge the</p> <p>8 company, but it is not the only component of</p> <p>9 how they judge the company.</p> <p>10 MR. COXWORTHY:</p> <p>11 Q. In the same document, we're still in PUB-NLH-</p> <p>12 229, and under key responsibilities there in</p> <p>13 the fourth bullet, and this identifies, Ms.</p> <p>14 Dalley, areas where you lead the corporate</p> <p>15 efforts and would it be fair to say this is</p> <p>16 leading the corporate efforts of Hydro?</p> <p>17 MS. DALLEY:</p> <p>18 A. Hydro would be one element of it, as we've</p> <p>19 discussed.</p> <p>20 MR. COXWORTHY:</p> <p>21 Q. And one of the areas, it's the fourth one,</p> <p>22 "regulatory and PUB communications". Is that</p> <p>23 an area where you lead Hydro's corporate</p> <p>24 efforts in relation to regulatory and PUB</p> <p>25 communications?</p>	<p>1 providing service.</p> <p>2 MR. COXWORTHY:</p> <p>3 Q. So in leading Hydro's corporate efforts in</p> <p>4 communications with the PUB, you haven't</p> <p>5 prioritized that effort in any way?</p> <p>6 MS. DALLEY:</p> <p>7 A. I guess, in my role, which I've discussed</p> <p>8 this, inside the company, I'll say, more</p> <p>9 informally, is to make sure that the regulator</p> <p>10 and to some degree the process of regulation,</p> <p>11 which is a critical component as a regulated</p> <p>12 utility, is prioritized. The rates and</p> <p>13 regulatory group would be the lead interface</p> <p>14 for that.</p> <p>15 MR. COXWORTHY:</p> <p>16 Q. For communications to the Board?</p> <p>17 MS. DALLEY:</p> <p>18 A. Generally, yes.</p> <p>19 MR. COXWORTHY:</p> <p>20 Q. And do you work closely with rates and</p> <p>21 regulations?</p> <p>22 MS. DALLEY:</p> <p>23 A. I think it's -</p> <p>24 MR. COXWORTHY:</p> <p>25 Q. Mr. Fagan?</p>

Page 97

1 MS. DALLEY:
 2 A. It's fair to say Mr. Fagan or Ms. Williams. So
 3 typically, by way of example, when we have an
 4 outage situation, you know, I'm generally
 5 checking to make sure that Ms. Williams is at
 6 the table engaged, that she has communicated
 7 to the Board, you know, in a timely manner,
 8 and when that doesn't happen, that she's
 9 followed up on that.
 10 MR. COXWORTHY:
 11 Q. In your evidence in response to a question
 12 from Mr. Johnson, you spoke about the
 13 importance of a robust regulatory process in
 14 the sense that evidence is brought before this
 15 Board in a process like this, like the GRA,
 16 and the Board makes decisions based on that,
 17 and you expressed your position in relation to
 18 some of those things, that you're strongly
 19 neutral in terms of the information comes
 20 forward, and your job is to put that
 21 information before the Board and then the
 22 Board decides what to do with that
 23 information. Is it only at general rate
 24 applications that it's important for Hydro to
 25 communicate with one of its important

Page 98

1 stakeholders, the Public Utilities Board?
 2 MS. DALLEY:
 3 A. No, I think that the Board and Board staff
 4 are, you know - I think it's an ongoing
 5 relationship that we have and it's important
 6 that we continue to have open and engaging
 7 processes and communication with the regulator
 8 and the staff through day to day operations.
 9 MR. COXWORTHY:
 10 Q. I mean, leaving aside extraordinary events
 11 like the January 2014 outage events, and
 12 leaving aside something as significant as a
 13 GRA, which generally comes around every few
 14 years, are you ever tasked or consulted by
 15 anyone within Hydro in terms of communications
 16 with the Board? Is there any issue you can
 17 think of that was brought to you for your
 18 advice or consultation?
 19 MS. DALLEY:
 20 A. Yeah, we've had on regular reporting to the
 21 Board been consulted on the content, the
 22 nature of the reports, which is again a
 23 vehicle for communications. If there are
 24 matters that we're bringing before the Board,
 25 I typically see them and am consulted on them

Page 99

1 before they go, whether there's presentations
 2 that are prepared. I've had discussions about
 3 calls that are being made to inform Board
 4 staff of certain matters as they come up.
 5 MR. COXWORTHY:
 6 Q. There's been some evidence with respect to
 7 black start capability at Holyrood.
 8 MS. DALLEY:
 9 A. Yeah.
 10 MR. COXWORTHY:
 11 Q. I don't know how closely you've been following
 12 the evidence or how familiar you may be with
 13 that evidence.
 14 MS. DALLEY:
 15 A. I mean, I've read -
 16 MR. COXWORTHY:
 17 Q. You're not hearing the word "black start" for
 18 the first time.
 19 MS. DALLEY:
 20 A. I understand the issue at hand, and I've read
 21 the application.
 22 MR. COXWORTHY:
 23 Q. There's been some evidence about a decision
 24 that was taken in early 2012 by Hydro that the
 25 existing local black start capability at

Page 100

1 Holyrood, there was a combustion turbine, that
 2 that would be discontinued because it was felt
 3 using that combustion turbine was no longer
 4 safe or appropriate to do so. There's also
 5 been evidence that that decision wasn't
 6 communicated to the Board at that time in
 7 2012, nor was the decision to rely on a
 8 Hardwood combustion turbine to provide a
 9 different type of black start capability.
 10 That's 2012. You were in your current
 11 position at that time, you weren't on
 12 maternity leave. Do you remember whether you
 13 were consulted or had any discussion at the
 14 Nalcor leadership table or any other context
 15 about that decision?
 16 MS. DALLEY:
 17 A. No, I don't really having any discussion about
 18 that.
 19 MR. COXWORTHY:
 20 Q. Does non-communication to the Board, or at
 21 least non-timely communication to the Board of
 22 a decision like that, does that cause you any
 23 concern in terms of Hydro's reputation with
 24 the Board?
 25 MS. DALLEY:

Page 101	Page 103
<p>1 A. I think - yes, it would. I think that it's</p> <p>2 important that we understand the expectations</p> <p>3 and requirements of the Board, and that we</p> <p>4 provide communication in a manner that meets</p> <p>5 that.</p> <p>6 MR. COXWORTHY:</p> <p>7 Q. Thank you, Mr. Lye, Ms. Dalley, and although I</p> <p>8 didn't have any questions for you, Mr. Brophy,</p> <p>9 I have no further questions.</p> <p>10 CHAIRMAN:</p> <p>11 Q. Mr. Fleming's turn.</p> <p>12 CROSS-EXAMINATION BY MR. DENIS FLEMING:</p> <p>13 MR. FLEMING:</p> <p>14 Q. Good morning. Denis Fleming, I represent Vale</p> <p>15 interest, and most of the questions I had have</p> <p>16 been asked, so I will be mercifully short.</p> <p>17 Mr. Coxworthy asked Mr. Lye some questions</p> <p>18 about communication to industrial customers</p> <p>19 regarding specifically assigned charges, and I</p> <p>20 heard Mr. Lye to say that -</p> <p>21 MS. GLYNN:</p> <p>22 Q. Mr. Fleming, can you move your mic, please.</p> <p>23 MR. FLEMING:</p> <p>24 Q. Sorry.</p> <p>25 MS. GLYNN:</p>	<p>1 would be facilitated inside the account</p> <p>2 management framework. So I don't think we have</p> <p>3 the answer to that today, but we talked about</p> <p>4 the principles that we were bringing forward</p> <p>5 in the account management framework, the fact</p> <p>6 that we would have a single point of contact,</p> <p>7 and that it was important, which was what I</p> <p>8 expressed to Ms. Williams at the time, that we</p> <p>9 facilitate those discussions with industrial</p> <p>10 customers, that we shouldn't be, you know, to</p> <p>11 some degree waiting for an application, etc,</p> <p>12 it should be a facilitated and collaborative</p> <p>13 discussion with industrial customers. I don't</p> <p>14 know if that helps, but that was a discussion</p> <p>15 we had had recently.</p> <p>16 MR. FLEMING:</p> <p>17 Q. So what I hear you saying is that hasn't been</p> <p>18 done in the past, there's been no</p> <p>19 communication with a new industrial customer</p> <p>20 in the past about this is what your charge is</p> <p>21 going to be, or this is how it's calculated,</p> <p>22 but it's something you're looking at doing in</p> <p>23 the future with this new single point of</p> <p>24 accountability position?</p> <p>25 MS. DALLEY:</p>
<p>1 Q. Thank you.</p> <p>2 MR. FLEMING:</p> <p>3 Q. Again I rarely get a complaint that I'm quiet,</p> <p>4 this is the second time.</p> <p>5 JOHNSON, Q.C.:</p> <p>6 Q. Second time ever.</p> <p>7 MR. FLEMING:</p> <p>8 Q. I understood Mr. Lye to say there's no</p> <p>9 communications with industrial customers</p> <p>10 around the amount that they will be paying for</p> <p>11 specifically assigned charges, is that</p> <p>12 correct?</p> <p>13 MR. LYE:</p> <p>14 A. Well, I guess, their bills would show what</p> <p>15 they're being paid.</p> <p>16 MR. FLEMING:</p> <p>17 Q. Fair enough, but there's no communications</p> <p>18 from your department with, say, a new</p> <p>19 industrial customer about this is what the</p> <p>20 amount of the specifically assigned charge</p> <p>21 will be?</p> <p>22 MS. DALLEY:</p> <p>23 A. It's probably - I can probably add something</p> <p>24 here because I've had a discussion with Ms.</p> <p>25 Williams about this recently and how that</p>	<p>1 A. Yeah, I can't comment on how the process</p> <p>2 unfolds now, but we were discussing the fact</p> <p>3 that there was discussion before, you know,</p> <p>4 within the regulatory process around that, and</p> <p>5 my comment and suggestion was that we could</p> <p>6 facilitate that as well inside the account</p> <p>7 management framework in our relationship with</p> <p>8 customers and have those discussions. Again I</p> <p>9 don't know the magnitude of it, so I was</p> <p>10 providing more of a principle around the</p> <p>11 importance of us facilitating those</p> <p>12 discussions directly with customers and having</p> <p>13 those discussions at the table with customers.</p> <p>14 MR. FLEMING:</p> <p>15 Q. So it's something you envisage in the mandate</p> <p>16 of the new single point of accountability</p> <p>17 position?</p> <p>18 MS. DALLEY:</p> <p>19 A. That was certainly the discussion that we had.</p> <p>20 I think there's further discussion to be had.</p> <p>21 I mean, we're talking about a 10 or 15 minute</p> <p>22 discussion, so we didn't spend a lot of time</p> <p>23 on it, but the point was it was - the question</p> <p>24 you're asking tells me it's an area of</p> <p>25 concern, and what Ms. Williams was reflecting</p>

Page 105	Page 107
<p>1 to me is that it was, and would there be a</p> <p>2 solution that we could come up with which</p> <p>3 would facilitate that process differently</p> <p>4 within the account management framework, and I</p> <p>5 suggested that I thought that was worthy of</p> <p>6 further discussion.</p> <p>7 MR. FLEMING:</p> <p>8 Q. Recognizing that you just said you can't speak</p> <p>9 to what goes on now, I don't know if anybody</p> <p>10 else on the panel can, but to the extent -</p> <p>11 with that in mind, is there anyone in your</p> <p>12 group that is tasked with having contact with</p> <p>13 a new industrial customer now?</p> <p>14 MR. LYE:</p> <p>15 A. Yes.</p> <p>16 MR. FLEMING:</p> <p>17 Q. So Vale starts two years ago. Is there one</p> <p>18 person who would be from Hydro who would have</p> <p>19 conversations with that customer as they're</p> <p>20 setting up their account?</p> <p>21 MR. LYE:</p> <p>22 A. If I understand your question, we are just</p> <p>23 developing a new process, but it's on the</p> <p>24 business development side, and what they're</p> <p>25 doing is they're putting guidelines together</p>	<p>1 MR. FLEMING:</p> <p>2 Q. And it wouldn't be fair to ask you. I</p> <p>3 understand that's what they're rolling out.</p> <p>4 What were they doing two/three years ago,</p> <p>5 that's not something you could answer?</p> <p>6 MS. DALLEY:</p> <p>7 A. Yeah, it's not managed now within our group</p> <p>8 either.</p> <p>9 MR. FLEMING:</p> <p>10 Q. Okay, what group would that be?</p> <p>11 MR. BROPHY:</p> <p>12 A. System planning and system operations.</p> <p>13 MS. DALLEY:</p> <p>14 A. Yeah, system planning and system operations.</p> <p>15 MR. FLEMING:</p> <p>16 Q. Does your department have any contact with an</p> <p>17 industrial customer when Hydro is planning</p> <p>18 significant maintenance to an asset servicing</p> <p>19 the industrial customer? Such as, there was</p> <p>20 work on a transformer servicing Vale recently</p> <p>21 and there was significant work done on the</p> <p>22 frequency convertor that's assigned to Corner</p> <p>23 Brook Pulp and Paper, would your department</p> <p>24 have been involved in any communications with</p> <p>25 the customer on either of those examples?</p>
<p>1 for these new large customers and these would</p> <p>2 be greater than 1.5 megawatt. So that</p> <p>3 information is there. That process has been</p> <p>4 developed. I'm not sure it's rolled out yet,</p> <p>5 but it's pretty well ready - it's ready to go,</p> <p>6 and if that's what you're referring to, Dawn,</p> <p>7 I don't know if you would like to comment if</p> <p>8 you're familiar with that process.</p> <p>9 MS. DALLEY:</p> <p>10 A. I've been consulted on that process as well</p> <p>11 and it's basically, you know, I'll call it the</p> <p>12 front end loading of that process. So there's</p> <p>13 the assigned individuals that have those</p> <p>14 interfaces with customers at the time when</p> <p>15 they transition and are brought on and they</p> <p>16 transition over to the account - the plan</p> <p>17 would be they'd transition to the account</p> <p>18 manager for ongoing connection and</p> <p>19 relationship. At the early stages there is</p> <p>20 someone tasked with that responsibility, but</p> <p>21 they don't sit within our group.</p> <p>22 MR. FLEMING:</p> <p>23 Q. Oh, they don't sit within your group?</p> <p>24 MS. DALLEY:</p> <p>25 A. No.</p>	<p>1 MS. DALLEY:</p> <p>2 A. No.</p> <p>3 MR. FLEMING:</p> <p>4 Q. Will that be part of the mandate of the new</p> <p>5 position that's -</p> <p>6 MS. DALLEY:</p> <p>7 A. Yes, we see that as being part of that single</p> <p>8 point accountability where those</p> <p>9 communications to the customer and generally</p> <p>10 are shepherded by that person, so that person</p> <p>11 may be doing it - certainly, the objective is</p> <p>12 to have someone with an engineering and</p> <p>13 technical background that can encompass a</p> <p>14 strong understanding of the industrial</p> <p>15 customers business and the system, and be able</p> <p>16 to facilitate - either facilitate or transfer</p> <p>17 that information, have those discussions with</p> <p>18 the industrial customers.</p> <p>19 MR. FLEMING:</p> <p>20 Q. Okay, the new position, single point of</p> <p>21 accountability, I understood you to say that</p> <p>22 it's likely to be someone, an existing</p> <p>23 employee will take on that role?</p> <p>24 MS. DALLEY:</p> <p>25 A. I don't know about that, but the position</p>

Page 109	Page 111
<p>1 itself is being handled within the complement 2 of employees. It's not a new FTE. 3 MR. FLEMING: 4 Q. Okay, that was my question, there's nothing in 5 the revenue requirement of the test year added 6 in for that position? 7 MS. DALLEY: 8 A. No, it would be under the existing. 9 MR. FLEMING: 10 Q. Thank you. 11 MS. DALLEY: 12 A. You're welcome. 13 CHAIRMAN: 14 Q. Madam Dawson. 15 MS. DAWSON: 16 Q. Good morning. 17 MS. GLYNN: 18 Q. Mr. Chair, if I may, and Ms. Dawson may be 19 able to help me here, but I don't think Ms. 20 Dawson is going to be finished in ten minutes. 21 MS. DAWSON: 22 Q. I'm not going to be finished in ten minutes. 23 MS. GLYNN: 24 Q. So perhaps we should - 25 CHAIRMAN:</p>	<p>1 Q. Ms. Dalley, my first question is going to be 2 the same as I asked others in your position or 3 a similar position, VP. Both the Public 4 Utilities Act and the Electrical Power Control 5 Act make specific reference to the Labrador 6 Inuit Land Claims Agreement Act, and where 7 there are inconsistencies, that that Act, the 8 Land Claims Agreement Act, would take 9 precedence over both the Public Utilities Act 10 and the Electrical Power Control Act, and in 11 your position were you familiar with those 12 clauses in both those agreements or in both 13 those - sorry, in both those pieces of 14 legislation? 15 MS. DALLEY: 16 A. Yes, I was. 17 MS. DAWSON: 18 Q. Okay, and is that something that you are 19 familiar with just latterly as a result of 20 this GRA, or is that something you knew since 21 you took over as Vice President? 22 MS. DALLEY: 23 A. At some point in the last couple of years, we 24 had to do some siting with respect to wind 25 towers, so I had some discussions at the time</p>
<p>Page 110</p> <p>1 Q. You want to take the break. 2 MS. GLYNN: 3 Q. Yes. 4 CHAIRMAN: 5 Q. You beat me to it. 6 MS. GLYNN: 7 Q. Absolutely, on the same wavelength. 8 (BREAK - 10:48 a.m.) 9 (RETURN -11:26 a.m.) 10 CHAIRMAN: 11 Q. Madam Dawson, you are front and centre. 12 MS. DAWSON: 13 Q. Thank you. 14 CROSS-EXAMINATION BY MS. GENEVIEVE DAWSON: 15 MS. DAWSON: 16 Q. Good morning. As you know, my name is 17 Genevieve Dawson, and I represent the 18 Nunatsiavut Government in these proceedings, 19 and I have a limited role or limited 20 questions, but there might be - more than you 21 might expect, but we'll see. 22 CHAIRMAN: 23 Q. Excuse us, capture your mic in front of you, 24 please. We do not want to miss a word. 25 MS. DAWSON:</p>	<p>Page 112</p> <p>1 with the government representatives who had 2 negotiated the lands claims, and so they did 3 an orientation generally around the Land Claim 4 Agreements and the pieces of legislation, so 5 it would have been in that context that I was 6 made aware of that. 7 MS. DAWSON: 8 Q. So that's how you became familiar with those 9 provisions in those two Acts because of the 10 wind towers? 11 MS. DALLEY: 12 A. That's what I would say. It was during that, 13 I asked for an orientation from the people who 14 had negotiated - I don't know what the role is 15 now, but they had provided a general 16 orientation to myself and team members on the 17 nature of the Land Claims Agreement and the 18 interfaces that would have with respect to our 19 operations at a very high level, because the 20 focus at the time was around consultation that 21 we wanted to do around the siting of the wind 22 towers. 23 MS. DAWSON: 24 Q. Okay, so that was the last couple of years, 25 but prior to that, would you have had any</p>

Page 113	Page 115
<p>1 knowledge of those two provisions in these 2 pieces of legislation?</p> <p>3 MS. DALLEY:</p> <p>4 A. No, and I think the time - I'm not exactly 5 sure of the time frame around that 6 orientation, but that would have been - it's 7 probably three or four years ago.</p> <p>8 MS. DAWSON:</p> <p>9 Q. I'm assuming then that that would not be 10 something that was brought to your attention 11 either by Hydro or Nalcor?</p> <p>12 MS. DALLEY:</p> <p>13 A. You mean at the time?</p> <p>14 MS. DAWSON:</p> <p>15 Q. Prior to your introduction?</p> <p>16 MS. DALLEY:</p> <p>17 A. Into the role?</p> <p>18 MS. DAWSON:</p> <p>19 Q. No, introduction to the - your introduction to 20 these provisions because of your interaction 21 with the wind tower issue, that was your first 22 time, I guess, getting to understand?</p> <p>23 MS. DALLEY:</p> <p>24 A. Yes, that's what I would say. It was at the 25 time I asked for that.</p>	<p>1 MS. DAWSON:</p> <p>2 Q. Okay, and what about you, Mr. Lye, would you 3 have any direct communication with anybody 4 from the Nunatsiavut Government?</p> <p>5 MR. LYE:</p> <p>6 A. No, I haven't in my role. Barry may have 7 because he was in this role previous.</p> <p>8 MS. DAWSON:</p> <p>9 Q. What about you, Mr. Brophy?</p> <p>10 MR. BROPHY:</p> <p>11 A. No, I have not in my previous role, nor yet in 12 this current role.</p> <p>13 MS. DAWSON:</p> <p>14 Q. Okay. Now I'm going to take you right through 15 to CA-NLH-322, which is the customer 16 relations, what you're calling the road map, 17 but I'm more interested in - I'll start off 18 first, when I look at this what you're calling 19 the road map for customer relations, other 20 than a reference to the meter readers, which 21 is on page 9 of 172, and 10 of 172, as it 22 relates to isolated communities, diesel 23 isolated communities, I have a reference, 24 again page 9, the paragraph that's 4.3, 25 there's a reference there to diesel service</p>
Page 114	Page 116
<p>1 MS. DAWSON:</p> <p>2 Q. Okay, but other than that, I'm assuming both 3 Nalcor and Hydro would not have sat down with 4 you, either the President or the legal team, 5 and said, oh, by the way, you need to know 6 about this?</p> <p>7 MS. DALLEY:</p> <p>8 A. No. 9 (11:30 a.m.)</p> <p>10 MS. DAWSON:</p> <p>11 Q. Okay. Now there's been some discussion about 12 customer relations and customer satisfaction, 13 which is sort of your thing, and is there 14 someone that you deal with at the Nunatsiavut 15 Government with respect to customer relations? 16 Is there someone that you call or have any 17 interaction with from the Nunatsiavut 18 Government?</p> <p>19 MS. DALLEY:</p> <p>20 A. I'm going to look to Tony for that. I 21 wouldn't have had any discussions directly, 22 aside from we would have done - we've gone up 23 and done presentations, we've met with 24 government representatives. I couldn't tell 25 you who they are off the top of my head.</p>	<p>1 representatives, and then on the next page, 2 page 10, the third paragraph from the bottom, 3 there's a reference to diesel isolated 4 communities. Other than those two references, 5 I don't see any other references in this 6 strategic plan with respect to isolated 7 communities. Would you agree with that?</p> <p>8 MS. DALLEY:</p> <p>9 A. If you've reviewed it at that level and - I 10 mean, I can confirm, I guess, what you're 11 saying, I'd have to have a look through it 12 again.</p> <p>13 MS. DAWSON:</p> <p>14 Q. That's the only two references I found.</p> <p>15 MS. DALLEY:</p> <p>16 A. Okay.</p> <p>17 MS. DAWSON:</p> <p>18 Q. And so, I guess, I'm wondering what - there's 19 no focus then, I guess, on the isolated 20 communities. That's the way I read this. 21 Other than those two references, there's no 22 particular focus on the isolated communities?</p> <p>23 MS. DALLEY:</p> <p>24 A. The purpose of the strategy, you're correct, 25 is on - the primary focus initially and the</p>

Page 117

1 development of it was actually very much on
 2 distribution level customers overall, so it's
 3 an overarching strategy.
 4 MS. DAWSON:
 5 Q. Okay, so now I want to take you to the actual
 6 surveys, I'll call them. I don't know what
 7 you call them, but that's what I'm going to
 8 call them, surveys.
 9 MS. DALLEY:
 10 A. They are surveys.
 11 MS. DAWSON:
 12 Q. And I don't know which person to talk to about
 13 this, it might be Mr. Lye, it might be you,
 14 Ms. Dalley, I'm not quite sure, but I'm not
 15 sure I understand some of these surveys and
 16 this may be because this is not what I do, or
 17 maybe I'm just stunned, it could be that, but
 18 I want to refer you first to page 27 of 172.
 19 Sorry, I should say where I am, CA-NLH-322,
 20 and 27 of 172, there's an overall satisfaction
 21 survey that you speak about here, and I want
 22 to bring your attention to the survey as it
 23 relates to both Labrador and then the
 24 isolated. So do I take it from this, that
 25 what this is saying to me, or am I wrong, that

Page 118

1 out of the people that you interviewed in
 2 Labrador, we'll start with first, in
 3 2018(sic), 18 percent of these people were
 4 overall satisfied, 18 percent - sorry, 18
 5 percent gave them a rating of 5 or 6 in 2011?
 6 MS. DALLEY:
 7 A. Can you go to the previous page, Jenny?
 8 Sorry, this is the 2012 survey, so I don't
 9 happen to have it in front of me, so I just
 10 want to - I feel like I'm in a touch screen
 11 and I want to touch it and scroll that down.
 12 MS. GLYNN:
 13 Q. Ms. Dalley, the paper copy of that would be
 14 behind you if you wished -
 15 MS. DALLEY:
 16 A. Oh, God, thank you for that note. Sorry, just
 17 give me a second here. I apologize, it's a
 18 bit painful to walk through it. So we
 19 generally categorize - I think it's two
 20 categories, so very satisfied, and satisfied.
 21 On this page 26 of 172, what you see there is
 22 2010, 2011, and 2012, the percentage of
 23 customers who indicate 7 and above. So those
 24 would be - and I will say it is the percentage
 25 of customers that were surveyed that represent

Page 119

1 this. What it is not representative of,
 2 because of the sample size, is the actual
 3 reflection of satisfaction in that area
 4 because the sample size is not big enough. We
 5 sample to a level of statistical significance
 6 and validity over the entire service
 7 territory, and so they give us this data, but
 8 it's not necessarily representative of the
 9 customer opinion in that area, if I could put
 10 it that way, just as a minor aside, but it is
 11 reflective of the actual people surveyed and
 12 what they thought. So what you see here on
 13 page 26 is the level of customers who indicate
 14 a 7 and above, and if you can scroll down
 15 again, Jenny, to the page which Ms. Dawson was
 16 referring to, here you get the 5 or 6. So you
 17 know, we would categorize those again just by
 18 numerical, an absolute, people who ranked a 5
 19 or a 6.
 20 MS. DAWSON:
 21 Q. Okay.
 22 MS. DALLEY:
 23 A. Out of 10.
 24 MS. DAWSON:
 25 Q. Yes.

Page 120

1 MS. DALLEY:
 2 A. With their satisfaction, right.
 3 MS. DAWSON:
 4 Q. Okay, so -
 5 MS. DALLEY:
 6 A. So in that case, you would see overall it
 7 would be 9 percent of people indicated a 5 or
 8 a 6, and then in 2012 that increased to 14
 9 percent.
 10 MS. DAWSON:
 11 Q. All right, so in the case of the isolated, if
 12 we go down below, do I take it from this -
 13 this is why I am very confused, and the more I
 14 read it, the more confused I got, because what
 15 I don't understand is the switching back and
 16 forth sometimes from 9 to 10, and now I'm down
 17 to 5 to 6.
 18 MS. DALLEY:
 19 A. It's just a fulsome reporting of the data.
 20 MR. LYE:
 21 A. So how they calculate the satisfaction is, as
 22 Ms. Dalley just said, very satisfied or
 23 satisfied, which will give you a score of 7
 24 out of 7 or higher out of 10.
 25 MS. DAWSON:

Page 121

1 Q. Right.

2 MR. LYE:

3 A. Just what you're looking at would be people

4 that were probably, say, somewhat satisfied,

5 which would be lower than 7s. So we look at

6 is the satisfied amount of customers being, in

7 the case on the previous line, was 89 percent

8 are satisfied.

9 MS. DAWSON:

10 Q. Okay, so what you've done is broke it down

11 further for me. So the first table on page 26

12 days that out of the isolated in 2012, 80

13 percent of the people that you spoke with in

14 the isolated were - well, I guess, were

15 satisfied, would that be fair?

16 MR. BROPHY:

17 A. That's correct.

18 MS. LYE:

19 A. Satisfied and very satisfied.

20 MS. DALLEY:

21 A. Yes, satisfied and -

22 MS. DAWSON:

23 Q. So then if we go to the table on page 27, in

24 2012, 16 percent gave you 5 or 6, which is

25 somewhat satisfied, is that how I'm to read

Page 122

1 this?

2 MS. DALLEY:

3 A. That's right.

4 MR. BROPHY:

5 A. Yes.

6 MS. DAWSON:

7 Q. All right. I'm going to take you then to page

8 30 of 172, and if I look at service

9 reliability for the isolated, do I take it

10 then in 2012, 52 percent gave you 9 or 10?

11 MS. DALLEY:

12 A. Yes.

13 MS. DAWSON:

14 Q. Of service reliability?

15 MS. DALLEY:

16 A. Yes.

17 MS. DAWSON:

18 Q. What happens to the rest, where do I find out

19 about - if I got 52 percent, so I must have 48

20 somewhere. Where would I find what they're

21 feeling?

22 MS. DALLEY:

23 A. So two things. On the slide before on page

24 29, you would see overall, the 58 percent and

25 33.

Page 123

1 MS. DAWSON:

2 Q. Yes.

3 MS. DALLEY:

4 A. You can assume that the rest sit below that

5 bar. When it comes to the breakdown, it

6 doesn't look like the - again this is an

7 external provider, it just doesn't look like

8 they provided us with the system breakdown on

9 that particular question.

10 MS. DAWSON:

11 Q. Would it be fair then for me to draw from

12 this, and if you got some - and I'm not saying

13 that you had trouble, but if you had to, I

14 call it cipher or decipher this, and I have to

15 decipher this, it would be difficult for

16 others to decipher it as well. Who's supposed

17 to be looking at this document and relying on

18 it? Is it just Newfoundland Hydro?

19 MS. DALLEY:

20 A. Yes, well, it's done for customer service, but

21 it's done for Newfoundland and Labrador Hydro,

22 so we provide this information to regional

23 managers, operations managers, the Hydro

24 leadership team, and we provide an overview

25 and this is a summary presentation of the

Page 124

1 data.

2 MS. DAWSON:

3 Q. So can I get from this then that there is a

4 significant number of people in the isolated

5 areas that would consider the service not all

6 that reliable, would that be fair?

7 MR. LYE:

8 A. Actually, 91 percent of the people surveyed

9 were satisfied with reliability. If you take

10 33 percent, the 7 and 8, and 58 percent are

11 the 9s and 10s, so 91 percent of the people

12 were satisfied.

13 MS. DAWSON:

14 Q. I'm only talking about the isolated areas now.

15 MS. DALLEY:

16 A. Yes, and what I'm saying is that the dataset

17 that we have - we do the sample size to give

18 us validity for Hydro customers. So the

19 survey, I believe, it's 725 customers across

20 all Hydro service territories, and it's in

21 here somewhere, but I think it's plus or minus

22 3.6 percent 19 out of 20 times. So it's

23 valid, the representation of the data you see

24 in here at the summary level is valid across

25 all Hydro service territories. The fact that

Page 125

1 the service provider breaks it down that each
 2 region for us is an interesting piece of data,
 3 but it's not valid, if I can put it that way.
 4 So the service provider provides it for us.
 5 We haven't directed them or asked for it, but
 6 I can't look at this and say that 63 percent
 7 of customers in the isolated system itself is
 8 a valid sample because the sample size is not
 9 appropriate for that size. It's meant to
 10 inform us for our residential customers
 11 overall, not by systems. We would have to
 12 significantly increase the sample size and the
 13 complexity of the survey, and likely have
 14 difficulties getting it completed because of
 15 that.

16 MS. DAWSON:
 17 Q. Okay, so then is the same then for page 33 of
 18 172, that when I look at the numbers for the
 19 isolated communities, I'm not really to take
 20 anything out of this?

21 MS. DALLEY:
 22 A. Again for the customers we surveyed, it shows
 23 a decline, but the sample size - there would
 24 be some. I just don't know what it would be.
 25 We can certainly get it for you, but the

Page 126

1 variance there would be fairly significant
 2 because the sample size in the isolated
 3 communities, I think, is 73 customers, you
 4 know, so we've - I think it's 73 customers
 5 that we survey in the isolated communities.
 6 My point is those 73 customers generated that
 7 result, but that might be plus or minus 9/10
 8 percent. I don't know, because I haven't
 9 asked for it.

10 MS. DAWSON:
 11 Q. Now I'm even more confused, but we'll get to
 12 that later. I'm finding it difficult to
 13 understand, and hence sometimes I - I'm not
 14 sure what the point of it is, but I'll
 15 probably put that to you later on, I wonder
 16 what the point of - I guess, my question with
 17 all of it is this, and it's a sense of
 18 frustration that I have sitting here, and
 19 maybe this is not a fair question, I'm not
 20 sure what the point of all of it is, anyway,
 21 with respect to a monopoly because unlike if
 22 I'm going to buy a pair of shoes, I could go
 23 out to the mall or I could go downtown, and if
 24 I didn't like this price or that price, or
 25 that kind of leather or this, this, or

Page 127

1 whatever, I can go to another store, or I can
 2 go online or I can go to New York, Paris, or -
 3 hopefully, Paris, and buy a pair of shoes, but
 4 with all of this and all the customer surveys,
 5 even if I'm really, really unhappy with you,
 6 where does it get me? I still have to turn on
 7 that light, which is something that you say in
 8 your strategic plan, still got to turn on that
 9 light, and you're the only person who's going
 10 to give me that ability, so all this, I guess,
 11 navel gazing, or whatever you want to call it,
 12 right, I'm not quite sure where it gets any of
 13 us at the end of the day, and particularly so
 14 in light of what you just said, what's the
 15 point of the survey if at the end of the
 16 survey, you're not really getting anything out
 17 of it? It's nice that someone gave you that,
 18 but you, yourself, when you're doing a
 19 strategic plan, can't really rely on it?

20 MS. DALLEY:
 21 A. No, that's not at all what I said, actually.

22 MS. DAWSON:
 23 Q. Okay.

24 MS. DALLEY:
 25 A. It has statistical validity at the overarching

Page 128

1 customer - for our 38,000 customers, or
 2 actually less commercial because we surveyed
 3 commercial customer separately, so we actually
 4 have a very relevant piece of feedback for
 5 customers on the whole. It's a bit like
 6 public opinion, Ms. Dawson, which, you know,
 7 you can look at the horse race numbers, but it
 8 doesn't necessarily tell you at the district
 9 level how the polls are going to unfold. So,
 10 you know, there may be a gigantic lead
 11 overall, but when I go to that district, I
 12 need to do a bigger sample and specifically
 13 for that district in order for me to get valid
 14 information. So for us, we seek to get
 15 feedback from our customer base. We've
 16 divided that customer base into commercial,
 17 residential, and this year we've reached out
 18 to industrial customers, which again is a very
 19 different approach to surveying. We are able
 20 to go to all of them and seek their feedback.
 21 So we have - hopefully, if they all
 22 participate, which I expect they will, we'll
 23 get 100 percent feedback from those customers,
 24 there's no need for a sample. We haven't at
 25 this time gone down to the granularity of

Page 129

1 going system by system, so doing a sample size
 2 in L’Anse-Au-Loup, a survey specifically for
 3 L’Anse-Au-Loup customers, a survey for our
 4 interconnected customers, another survey - it
 5 would essentially be replicating this with
 6 likely a bigger sample size in all those
 7 service territories. We’ve chosen for
 8 efficiency, I guess, to some degree, to
 9 consolidate into an overarching feedback. The
 10 feedback that we get from these surveys comes
 11 from isolated customers, interconnected
 12 customers in Labrador, L’Anse-Au-Loup, so we
 13 do ensure that in the sample we get customers
 14 from every community. So customers in the
 15 isolated communities would be part of this
 16 sample and their feedback would be
 17 consolidated in here and we would then take
 18 actions based on that. What I would say is
 19 that the feedback is incredibly valuable for
 20 us. We’re certainly spending time looking at
 21 it, analysing it, where we think we need to go
 22 back, I made the point in 2012 - and when you
 23 get this, it’s a piece of data, but it’s not
 24 the only piece of data that we would look at.
 25 So we went back, and as I said before, we did

Page 130

1 some focus groups, so we pulled in customers
 2 and actually had - you know, questioned some
 3 of the questions to get more rounding and
 4 qualitative feedback. That focus group
 5 actually led us to refine our process around
 6 new connections and setting time frames around
 7 new connections and trying to refine that
 8 process because what we heard from customers
 9 from a qualitative perspective was that was an
 10 area of concern. So we took that back and we
 11 made a change. So the point is we take the
 12 feedback from customers and we make changes,
 13 so whether we’re a monopoly or a competitive
 14 business, the question is do we want to
 15 improve and we absolutely do want to improve,
 16 and in order to do that, we need customer
 17 feedback to do it. It’s not perfect and it’s
 18 always iterative, and to be honest, it
 19 changes. So we may get a different piece of
 20 feedback this year on satisfaction than last
 21 year, but we take those as we do these surveys
 22 and feed them in, and continue to try to
 23 improve the experience that customers have
 24 with us.
 25 MS. DAWSON:

Page 131

1 Q. I understand what your point is, but, I guess,
 2 from sitting down and listening to all the
 3 evidence, I kind of question - I wonder about
 4 what is the point when at the end of the day,
 5 I don’t have a choice, I still got to use you
 6 guys?
 7 MS. DALLEY:
 8 A. Well, I guess, if you - you know, you don’t
 9 want to - there’s a level of service, though,
 10 that you still expect, whether we are a
 11 monology or a competitive business, and we
 12 want you to be satisfied with the level of
 13 experience you have with us because if you’re
 14 not, it leads to in many cases higher cost, it
 15 leads to more call volumes, it leads to
 16 complaints. You know, none of us want to have
 17 that. We actually want to have a good
 18 experience. I think if you were to talk to
 19 any of us, we’re quite passionate about the
 20 experience that our customers have with us.
 21 We know we have a lot of room to improve, to
 22 be honest. Most companies do, unless you’re
 23 one of the top three or four customer
 24 companies in the world like Zappos. By the
 25 way, if you don’t order shoes from Zappos, you

Page 132

1 probably should try it because I understand
 2 that they are the greatest company to work for
 3 and have the highest satisfaction scores ever
 4 and will deliver a pair of shoes to your door
 5 and take them back at no charge tomorrow.
 6 Minor technical detail. You know, sure, I
 7 have a choice where I can buy my shoes, and I
 8 don’t have a choice where I can purchase my
 9 electricity, but what’s important is that we
 10 take that feedback. Again we respect the
 11 process that our customers have of giving us
 12 that feedback and we incorporate it into our
 13 planning. I think if we didn’t do that, I
 14 would expect that I would be having a
 15 different discussion with you.
 16 MS. DAWSON:
 17 Q. Okay, then I’ll take you to the next area of
 18 my confusion, my page 118 of 172, same
 19 document, and do I take out of this particular
 20 chart that 38 percent of the - I’m assuming
 21 it’s the residents of Labrador in total, or
 22 would it be Labrador interconnected, or how do
 23 I know what part of Labrador this relates to?
 24 MS. DALLEY:
 25 A. The Labrador region -- just I need to scroll

Page 133	Page 135
<p>1 up again. I'm sorry. Well, I have it here in 2 front of me, so just give me a second. I'll 3 find it here.</p> <p>4 MR. LYE: 5 A. What page is it?</p> <p>6 MS. GRAY: 7 Q. A60.</p> <p>8 MR. LYE: 9 A. Page A60, at the bottom of the page.</p> <p>10 MS. DALLEY: 11 A. Yes, so that would be the Labrador region 12 overall. So that would be, again, from our 13 perspective, it would be information that we 14 would share on the whole, but we would also 15 share that with the operations team that are 16 responsible for that region. So this would be 17 particularly relevant for the operations 18 employees and managers in the Labrador region, 19 which encompasses the interconnected as well 20 as the isolated communities in those areas.</p> <p>21 MS. DAWSON: 22 Q. Okay. So do I -- and again, I find it kind of 23 difficult to -- I mean, visually I understand 24 what it's doing, but I'm -- do I take it out 25 of this that 38 percent of the people polled</p>	<p>1 to focus on -- these would be again areas of 2 focus that the customer have indicated is 3 important, but our performance in those areas, 4 they would rate as low.</p> <p>5 So very similar to in the 2014. We've 6 got a better representation of it. So, the 7 provider actually has changed how they 8 represent that data so that it's easier to 9 understand inside the model. So the material 10 we reviewed yesterday, I think with Mr. 11 Johnson, is a better representation of that 12 out of the 2014 survey.</p> <p>13 MS. DAWSON: 14 Q. So do I take out of this that 38 percent of 15 the people interviewed were satisfied with the 16 quality of customer service, for example? 17 Would that be -- do I take that out of that 18 chart?</p> <p>19 MS. DALLEY: 20 A. That definitely wouldn't be the case, Ms. 21 Dawson. I'm just going back into the survey 22 itself. I would have to take a bit of time 23 here to walk back through it. But that isn't 24 how that scale is designed. 25 Just it's not clear. I'd have to get --</p>
<p>Page 134</p> <p>1 in Labrador, and then you try to give it some 2 sort of low priority, high priority, say -- 3 say what? There's 38 percent are satisfied 4 with what's inside the box or what -- what do 5 I take from this chart?</p> <p>6 MS. DALLEY: 7 A. It's been a while since I've looked at the 8 2011 charts, so just bear with me now. So 9 again, my, I guess, interpretation at this 10 point and my understanding of this document 11 would have been, you know, to grid your areas 12 of importance versus satisfaction. So we ask 13 customers generally in a series of attributes 14 how important those things are to them and we 15 map them against how satisfied they are with 16 them. So, you know, you could read out of 17 this that an area of focus for us, which again 18 would be area where the importance to the 19 customer is really high, but as you can see, 20 the satisfaction is low. So in these areas, 21 it would be similar to the driver stuff we 22 talked about yesterday. So you would see -- 23 sorry, I'm marking on them. Price, cares 24 about customer, are the two areas that end up 25 in the high area. So again, if you were going</p>	<p>Page 136</p> <p>1 and I could certainly get it for you, but it's 2 not clear to me how they've done the scale. 3 At the time typically when we get these 4 surveys, we spend a considerable amount of 5 time with the survey company that does the 6 data collection and analysis and we go through 7 it at some level of detail. So the 2014, 8 we've done relatively recently, but the 2011 9 would be -- to be honest, I'm not sure that I 10 would have been involved at the time for the 11 2011 survey.</p> <p>12 MS. DAWSON: 13 Q. And the same with the next page, page 119 out 14 of 172. If I read the bottom chart, is that 15 telling me that 36 percent of people are 16 satisfied with the number of power outages or 17 will I take the opposite that -- I'm not quite 18 sure how to read any of these. So maybe the 19 same thing.</p> <p>20 MS. DALLEY: 21 A. Yeah, I was just going to say. It's the same 22 question that you just asked on the other 23 attribute. It's just a different attribute.</p> <p>24 MS. DAWSON: 25 Q. Yeah, it would take some analysis is what</p>

<p style="text-align: right;">Page 137</p> <p>1 you're saying?</p> <p>2 MS. DALLEY:</p> <p>3 A. Yeah, and again, I'm either going to have to</p> <p>4 take the time -- which I can do -- to read</p> <p>5 here, because that number wouldn't be</p> <p>6 reflective, but it's not saying that 38</p> <p>7 percent of the people are satisfied. That's</p> <p>8 not accurate.</p> <p>9 And again though, I should say it might</p> <p>10 be for the Labrador. I'm just looking for the</p> <p>11 Labrador dissection of that data. But again,</p> <p>12 the sample size is very small for Labrador.</p> <p>13 So the validity of that would have a high</p> <p>14 swing.</p> <p>15 MS. DAWSON:</p> <p>16 Q. Okay. Then I won't take you -- because of the</p> <p>17 way -- I won't take you to the rest of them</p> <p>18 because there's a whole lot more there about</p> <p>19 Labrador, but let me see if I can get</p> <p>20 somewhere a little bit further with the -- CA-</p> <p>21 NLH-323 would be the next exhibit I want to</p> <p>22 look at. And this is the 2014 surveys. So my</p> <p>23 question then with page -- would be page 6 of</p> <p>24 54, and for the isolated communities, am I to</p> <p>25 take from that particular chart that there is</p>	<p style="text-align: right;">Page 139</p> <p>1 are generally how they're grouped.</p> <p>2 MS. DAWSON:</p> <p>3 Q. 67 percent to my mind is a far way from 80,</p> <p>4 which is what you're hoping for, were you not?</p> <p>5 MS. DALLEY:</p> <p>6 A. Well, this is reputation versus overall</p> <p>7 satisfaction with Hydro.</p> <p>8 MS. DAWSON:</p> <p>9 Q. Right.</p> <p>10 MS. DALLEY:</p> <p>11 A. So they're two separate questions.</p> <p>12 MS. DAWSON:</p> <p>13 Q. I understand that. So your reputation now is</p> <p>14 67.</p> <p>15 MS. DALLEY:</p> <p>16 A. That's right.</p> <p>17 MS. DAWSON:</p> <p>18 Q. Would you consider that satisfactory? Would</p> <p>19 you be happy with that?</p> <p>20 MS. DALLEY:</p> <p>21 A. No.</p> <p>22 MS. DAWSON:</p> <p>23 Q. And that's a more recent one than 2011.</p> <p>24 MS. DALLEY:</p> <p>25 A. That is, yeah.</p>
<p style="text-align: right;">Page 138</p> <p>1 an 80 percent -- at least in 2014, 80 percent</p> <p>2 of the people that you spoke to gave you seven</p> <p>3 plus for overall satisfaction?</p> <p>4 MS. DALLEY:</p> <p>5 A. That's right.</p> <p>6 MS. DAWSON:</p> <p>7 Q. All right. Then page 8 of 54, the same</p> <p>8 attachment, Attachment 1, 323, overall</p> <p>9 reputation scores. Do I take it from that</p> <p>10 that your reputation then, in 2014, is 67</p> <p>11 percent?</p> <p>12 MS. DALLEY:</p> <p>13 A. That's right, of the people we surveyed.</p> <p>14 (12:00 p.m.)</p> <p>15 MS. DAWSON:</p> <p>16 Q. That's right. And would I -- then the seven</p> <p>17 would put you into let's say moderate,</p> <p>18 somewhat happy?</p> <p>19 MS. DALLEY:</p> <p>20 A. Yeah, I think we have very good or good is the</p> <p>21 categorization around reputation.</p> <p>22 MS. DAWSON:</p> <p>23 Q. So that would be good then, seven?</p> <p>24 MS. DALLEY:</p> <p>25 A. Yes, I think it's good and very good together</p>	<p style="text-align: right;">Page 140</p> <p>1 MS. DAWSON:</p> <p>2 Q. And the same -- I want to take you to page 10</p> <p>3 of 54, and again, do I take it from this that</p> <p>4 53 percent of the people that are in the</p> <p>5 isolated, the people that you spoke to in the</p> <p>6 isolated areas gave you nine or ten?</p> <p>7 MS. DALLEY:</p> <p>8 A. That's right.</p> <p>9 MS. DAWSON:</p> <p>10 Q. So where do I find what the rest of the people</p> <p>11 feel, the other, I guess 47 percent?</p> <p>12 MS. DALLEY:</p> <p>13 A. So if you -- I'm just looking now. It's slide</p> <p>14 eight for me, but I've got -- yeah, so you're</p> <p>15 58 percent of the -- so, two things. I don't</p> <p>16 have the Labrador data. Well, certainly do</p> <p>17 have the data tables and are able to get them.</p> <p>18 They're generally provided with the research.</p> <p>19 Well, I shouldn't say they're generally</p> <p>20 provided. They're not. We typically have to</p> <p>21 ask the provider for them. But the data</p> <p>22 tables which support this, they give you the</p> <p>23 high level results here.</p> <p>24 MS. DAWSON:</p> <p>25 Q. Right.</p>

Page 141	Page 143
<p>1 MS. DALLEY:</p> <p>2 A. So the data tables would have that level of</p> <p>3 granularity in, which the service provider</p> <p>4 would have. Here, at the -- again, the</p> <p>5 overarching, you know, residential customer</p> <p>6 level, you would see the 58 and 34 below it.</p> <p>7 So the service reliability for isolated, what</p> <p>8 they've reported on here are just the top</p> <p>9 level results at the nine and ten.</p> <p>10 MS. DAWSON:</p> <p>11 Q. Yes, but if I look down at the isolated, the</p> <p>12 53 percent is not particularly high either, is</p> <p>13 it?</p> <p>14 MS. DALLEY:</p> <p>15 A. It's against -- well, I would compare it</p> <p>16 twofold. I would compare it against the 58</p> <p>17 percent overall. So it's five points lower.</p> <p>18 MS. DAWSON:</p> <p>19 Q. 58 is not great either.</p> <p>20 MS. DALLEY:</p> <p>21 A. Well, 58, overall 92 percent of the people are</p> <p>22 satisfied. I mean, ideally -- I think I</p> <p>23 discussed this yesterday when you're target</p> <p>24 setting, you're -- you know, there are floors</p> <p>25 and ceilings to this at some level. So</p>	<p>1 although that the isolated might be showing</p> <p>2 say 53 instead of 58, the other five percent</p> <p>3 could be in the seven or eight. So they could</p> <p>4 still be 92 percent. And as Ms. Dalley said,</p> <p>5 we'd have to dig into the data to get that.</p> <p>6 Really, so the overall reliability we're</p> <p>7 saying is 92 percent, not 58 percent.</p> <p>8 MS. DAWSON:</p> <p>9 Q. I find that hard to follow. I understand what</p> <p>10 you're saying, but the reason -- they're</p> <p>11 giving you this data. I'm assuming it's so</p> <p>12 that you, as you've said -- what is the point</p> <p>13 of the data? The data is to give you</p> <p>14 something to look at, right? So you look at</p> <p>15 this data. The way I look at this, and you</p> <p>16 and I can differ, that 53 percent of the</p> <p>17 people that you spoke to with respect to the</p> <p>18 isolated, 53 percent said they were happy or</p> <p>19 they were very satisfied and they gave you</p> <p>20 nine or ten, right, in 2014. 53 percent said</p> <p>21 yes, you're doing a good job. And I'm asking</p> <p>22 you what does the other 48 percent say, of the</p> <p>23 isolated now?</p> <p>24 MS. DALLEY:</p> <p>25 A. I mean, Ms. Dawson, I think I've been fairly</p>
<p>Page 142</p> <p>1 there's a threshold that we would want. I</p> <p>2 mean, I think it's fair to say all of us would</p> <p>3 generally want 100 percent satisfaction on all</p> <p>4 attributes from all customers. But there's a</p> <p>5 balance in achieving that and there's a</p> <p>6 realism in customer's perception, you know,</p> <p>7 when they're providing you with this</p> <p>8 information, in the sense that it does vary</p> <p>9 and that's the nature of it. So, I think it's</p> <p>10 a fair statement to say that we would</p> <p>11 certainly like to see improvement in as much</p> <p>12 as that data set is valid. We would like to</p> <p>13 see improvement in that score. We would like</p> <p>14 to see it on par on a customers overall. But</p> <p>15 indeed, we would like to see -- and I think</p> <p>16 I've been very clear about that, that we would</p> <p>17 like to see our overall satisfaction scores</p> <p>18 improve.</p> <p>19 MR. LYE:</p> <p>20 A. If I could just make one comment for you on</p> <p>21 the reliability piece is that you're saying</p> <p>22 that 58 percent is not high, but 58 percent is</p> <p>23 the number of people that thought we were very</p> <p>24 good. If you add the 34 percent to that, the</p> <p>25 reliability scores are 92 percent. So</p>	<p>Page 144</p> <p>1 clear that that data isn't in front of us</p> <p>2 today. However, the service provider that we</p> <p>3 conduct the survey does keep tables on all</p> <p>4 this. So we can certainly -- I don't mind</p> <p>5 undertaking to go get that for you.</p> <p>6 MS. DAWSON:</p> <p>7 Q. Yeah, I'd like to have a look at that.</p> <p>8 MS. DALLEY:</p> <p>9 A. It's a matter of interest.</p> <p>10 MS. DAWSON:</p> <p>11 Q. I'd like to have a look at that. I would.</p> <p>12 Thank you.</p> <p>13 MS. GLYNN:</p> <p>14 Q. Noted on the record.</p> <p>15 MS. DAWSON:</p> <p>16 Q. Okay. Now, I'd like to take you then to the</p> <p>17 same CA-323, Attachment 1. This is page 30</p> <p>18 out of 54. Now in my -- do I take it out of</p> <p>19 this, am I reading this right, that with</p> <p>20 respect to Labrador, I'm assuming the Labrador</p> <p>21 includes isolated, that in 2014, 78 percent of</p> <p>22 the people said that they were without power</p> <p>23 for 30 minutes or more?</p> <p>24 MS. DALLEY:</p> <p>25 A. That's right.</p>

Page 145	Page 147
<p>1 MS. DAWSON: 2 Q. That's what that -- I am reading that one 3 right? 4 MS. DALLEY: 5 A. Yes. 6 MS. DAWSON: 7 Q. That seems like a really high percentage to 8 me. Is that fair? 9 MS. DALLEY: 10 A. It's higher than the other areas. 11 MS. DAWSON: 12 Q. Yes. 13 MS. DALLEY: 14 A. That would be planned and unplanned outages 15 from people's recollection. 16 MS. DAWSON: 17 Q. Would you be satisfied with that? Would that 18 give you some comfort? It doesn't give me 19 much comfort. Does it give you any comfort? 20 MS. DALLEY: 21 A. I would take it, reflect again on how our 22 customers perceive that and reflect that to 23 us. So, you know, there will be times when we 24 have unplanned and planned outages to 25 customers. In some of the isolated</p>	<p>1 of ten by region" and this time I have 2 satisfaction scores of 28 percent in 2011 and 3 2014, 30 percent. So does that say to me what 4 I think what it says exactly? 5 MS. DALLEY: 6 A. What is it that you think that it says? 7 MS. DAWSON: 8 Q. That the table below details the percentage of 9 customers who provided an overall satisfaction 10 score of nine or ten by region. So, 30 11 percent of the people in that sample were very 12 satisfied with the -- I guess, the overall 13 satisfaction of Newfoundland Hydro. Is that 14 fair? 15 MS. DALLEY: 16 A. That's -- yeah, that's exactly as it's 17 described there, yeah. 18 MS. DAWSON: 19 Q. Ms. Dalley, I'm going to suggest to you that I 20 find that again troublesome. It's not a very 21 good percentage. Does it give you much 22 comfort that these scores are as they are? 23 MS. DALLEY: 24 A. So again, I would look at this from -- this 25 would be a piece of information. However,</p>
<p>Page 146</p> <p>1 communities in particular, I understand in 2 having discussions over my experience in 3 dealing with a lot of these outages, that they 4 do end up being relatively extended outages 5 because of the number of employees, the skill 6 set of the employees. Typically during the 7 winter period, there are weather related 8 issues and we have to fly crews in and out to 9 conduct repairs. That would lead to, I think, 10 generally the reliability indicators would 11 also show that the reliability in the isolated 12 communities is lower than it would be in the 13 interconnected communities. 14 MS. DAWSON: 15 Q. Then I'm going to take you to page 6 of 56 of 16 the same attachment, Attachment -- no, this is 17 Attachment 2 now. And again, we're into your 18 surveys, your own surveys. 19 MS. DALLEY: 20 A. Yeah. 21 MS. DAWSON: 22 Q. And maybe you could explain this to me. It's 23 again page 6 out of 56, "the table below 24 details the percentage of customers who 25 provide an overall satisfaction score nine out</p>	<p>Page 148</p> <p>1 from a statistical validity perspective, I 2 would look overall at the 36 percent. I think 3 one of the observations that we made, and I've 4 made it yesterday and today, that -- and I 5 think I've been pretty clear that I don't 6 consider a slide like we've seen from an 7 absolute turn perspective in our customer 8 satisfaction to be something that we should be 9 celebrating. Indeed, it's something that was 10 a major driver of developing an approach over 11 a longer term to try and turn that around. 12 There are many factors which are within our 13 control and there are some factors which are 14 not. You know, we need to determine what 15 those are. 16 Again, it is an art and a science around 17 I'll say target setting around this, but 18 certainly we would see that we would want 19 customers overall - our objective is to have 20 our customers have a very good experience with 21 us, both at a high level in survey results 22 such as this and, as I said yesterday, we're 23 also looking at, you know, a level of granular 24 measurement from a transactional perspective 25 where, again, when we go and interact with a</p>

<p style="text-align: right;">Page 149</p> <p>1 customer and we have a transaction, whether 2 it's a new account setup or et cetera, we can 3 get information from them on how they felt 4 about that particular interaction, which in 5 many ways customers in our -- or companies in 6 the customer service business will tell you 7 that that's actually one of the most valuable 8 tools you can have at the transactional level 9 because you can actually pinpoint 10 interactions, processes, down to indeed the 11 employees who have had that interaction to 12 understand what you can do to improve that 13 experience on a per customer basis.</p> <p>14 So this is one tool that we use. Again, 15 I think I've been fairly clear that we're 16 working. We've got plans in place to improve 17 it. Isolated customers will see the benefits 18 from the strategy and the plan, we hope, the 19 same way that our customers in all our regions 20 will see them as we move forward.</p> <p>21 We do look at this data. I will say 22 that, you know, again it is with some 23 interest. We do discuss with the operations 24 managers in those areas because we share 25 customer service responsibility very heavily</p>	<p style="text-align: right;">Page 151</p> <p>1 that the overall reputation -- that if my 2 client's -- if only 13 percent thought that I 3 was any good, I might not be very happy with 4 my representation.</p> <p>5 MS. DALLEY: 6 A. Well that, again your reputation would be a 7 byproduct of how good you are, but certainly 8 13 percent is at nine and ten, and again I 9 don't have the data at seven and eight which 10 we would consider people -- to get people -- 11 to move people to nine and eight, it takes a 12 considerable amount of effort and generally a 13 considerable amount of joy. It's not to say 14 that that doesn't happen. It does. But you 15 know, from a satisfaction perspective, the 16 push to 100 gets much harder as you get to the 17 top end of the scale and that's typically the 18 way with opinion based surveys such as this. 19 So you know, but we would see that. I mean, 20 it's not satisfactory, Ms. Dawson. I don't 21 proclaim for it to be.</p> <p>22 CHAIRMAN: 23 Q. Did you say joy? Sounds like the house of 24 pleasure, you know, on Water Street, joy.</p> <p>25 MS. DAWSON:</p>
<p style="text-align: right;">Page 150</p> <p>1 with operations and a lot of the experience 2 that a customer may have may not be on the 3 call to the contact centre, but may indeed be 4 through another interaction. They may not be 5 satisfied with, you know, the service they've 6 had that day. They may have had an 7 exceptional experience when they called 8 someone, so it's a myriad of things.</p> <p>9 Our job in getting this data is to parse 10 that out into concrete actions that we can 11 take through the customer service strategy and 12 to work to improve those numbers. And that's 13 where we are today. Where, you know, again it 14 was to stop what we saw as a slide in 15 satisfaction and look at what we could do to 16 improve the customer's experience with us.</p> <p>17 MS. DAWSON: 18 Q. And I assume then the same would be -- your 19 answer would be the same then for page 8 of 20 56? This time there seems to be 13 percent 21 overall reputation score for Labrador, 13 22 percent of the people surveyed gave you nine 23 or ten with overall reputation, and I'm going 24 to put the word appalling in there now with 25 satisfaction. Would that be fair if I said</p>	<p style="text-align: right;">Page 152</p> <p>1 Q. I'm not going to touch that one at all.</p> <p>2 MS. DALLEY: 3 A. Mr. Chair, I spent time with -</p> <p>4 CHAIRMAN: 5 Q. What? I know.</p> <p>6 MS. DAWSON: 7 Q. I don't think. I'm not going -</p> <p>8 MS. DALLEY: 9 A. I spent some time with some customer service 10 people who call it wow.</p> <p>11 MS. DAWSON: 12 Q. I'm not going to touch that at all, no.</p> <p>13 CHAIRMAN: 14 Q. Oh, yes, but I mean -</p> <p>15 MS. DALLEY: 16 A. So whether it's wow or joy.</p> <p>17 CHAIRMAN: 18 Q. People want the lights to go on. That's what 19 they want. And stay on.</p> <p>20 MS. DAWSON: 21 Q. Okay. That kind of put me off there.</p> <p>22 CHAIRMAN: 23 Q. Sorry, I apologize.</p> <p>24 MS. DAWSON: 25 Q. Thanks for your intervention.</p>

Page 153

1 CHAIRMAN:
 2 Q. No, no, I just -- I mean, I'm mystified.
 3 MS. DAWSON:
 4 Q. Anyway, it's always interesting. I'm
 5 mystified too. I think the 13 percent sort of
 6 says a lot to me, but in any event, if I go to
 7 page 10 out of 56, with even more joy, I look
 8 at this and it says to me that with respect to
 9 service reliability, that you've made some
 10 gains, but from 2011 to 2014, 47 percent of
 11 the people in Labrador or the people you spoke
 12 to, I should say, in Labrador, said that they
 13 were very satisfied with customer -- or
 14 service reliability. Would that be fair?
 15 MS. DALLEY:
 16 A. I would say that's fair and I'd be thankful
 17 that it's moving in what we would see is the
 18 right direction.
 19 MS. DAWSON:
 20 Q. Right. But it's still not great?
 21 MS. DALLEY:
 22 A. Again, if I add the -- you know, and just
 23 looking now because I appreciate that you're
 24 dissecting the data at that level, but -- and
 25 there's another level that would be added to

Page 154

1 that and we would like to have more people in
 2 the nine to ten category, but generally when
 3 you're looking at that, we do measure above
 4 seven, so seven, eight, nine and ten and we
 5 group those together, and that's a fairly
 6 standard practice that I've seen in the other
 7 research that I've done.
 8 (12:15 p.m.)
 9 MS. DAWSON:
 10 Q. And the last one I'm going to take you to,
 11 which you'll be happy to know, would be the
 12 unplanned power outages at page 31 of 56. And
 13 with respect to the unplanned power outages
 14 for 2014, do I take it that 71 percent of the
 15 people that you surveyed have experienced an
 16 unplanned power outage of 30 minutes or more?
 17 And there's a decline from 77 percent to at
 18 least 71 in 2014. That's what I'm to take
 19 from that chart?
 20 MS. DALLEY:
 21 A. That is what that chart says, yes.
 22 MS. DAWSON:
 23 Q. And I'm going to suggest to you again, and
 24 maybe your answer is the same, that that's
 25 very high to my mind.

Page 155

1 MS. DALLEY:
 2 A. Again, that would be with the considerations
 3 which I spoke about earlier.
 4 MS. DAWSON:
 5 Q. Right. Given -- and this is -- and I don't
 6 mean to be -- I don't know what the word is,
 7 but given that all you do is supply
 8 electricity -- that's what you do, you supply
 9 electricity and people turn on a button and
 10 the button, nothing comes on or it gets cut
 11 off when you're watching whatever TV or maybe
 12 reading a book. 71 percent of the people
 13 found that there was unplanned power outages
 14 of more than 30 minutes, and I think that's
 15 very, very high, given -- and certainly given
 16 that you're -- that's what you do, supply
 17 energy, and given that your focus since you've
 18 been, I think, on the job or looking at it I
 19 think since 2012, that you've been customer
 20 focused, right, in providing electricity, that
 21 that's a very high figure.
 22 MS. DALLEY:
 23 A. And so, and again, I respect your perspective
 24 on this and I understand it. I would say
 25 twofold. A., it would be fruitful, although

Page 156

1 I'm not the right person to dissect it to look
 2 at the actual reliability statistics in this
 3 area. Again, this is people's perceptions of
 4 that though, which is important to us from a
 5 customer perspective. But you know, we do
 6 calculate SAIDI and SAIFI on a regular basis
 7 for those areas contrasting that against the
 8 customer satisfaction scores, which I've done
 9 in looking at this. I don't have it handy,
 10 but when I look at this data, I also look at
 11 the reliability indicators to see if there's
 12 an indication that we've had more outages. In
 13 this case, you have 71 percent of customers
 14 saying that. I would certainly like and
 15 expect that to be less, but I would be
 16 generally pleased within the context of the
 17 data that's been provided, understanding the
 18 validity of the sample, that it's trending in
 19 the right direction between 2011 and 2014. I
 20 don't have the in-between years there.
 21 MS. DAWSON:
 22 Q. Okay, then I'll get you off the hot seat for
 23 now and I'll go to Mr. Brophy, I think will be
 24 next. Mr. Brophy, I understand that basically
 25 you started in 2012 with some of, what I'll

Page 157

1 call the conservation analysis or providing
 2 some sort of conservation to--although you
 3 mentioned it, you kind of went back and said
 4 no, you're looking at it in 2008 or analyzing
 5 it in 2008, 2009, but now the, I guess the
 6 actual real push came in 2012 with the
 7 conservation in the isolated communities,
 8 would I be fair to say that?
 9 MR. BROPHY:
 10 A. That would be fair.
 11 MS. DAWSON:
 12 Q. And the conservation--and I've had a look at
 13 both the attachments, there's a lot of them
 14 and you have provided a lot of information to
 15 look at with respect to both the 2011--no, the
 16 2012 final report and then there's the 2013
 17 final report and I'm going to say to you when
 18 I look at it, I mean, it's piecemeal, I mean
 19 to be fair to you guys, I don't want to be
 20 always criticizing, but to be fair to you guys
 21 you've started and you're going somewhere, but
 22 to me when I look at both the long reports,
 23 it's piecemeal in nature, there's bits and
 24 pieces either in, you know, Rigolet or
 25 Postville or Nain, it's not a system's focus,

Page 158

1 but like you said earlier, how many lightbulbs
 2 can you supply, so where I'm going with this
 3 is it's a bit piecemeal, is it not? Would
 4 that be fair? You're trying.
 5 MR. BROPHY:
 6 A. When you say "piecemeal", what do you mean by
 7 "piecemeal"? I take piecemeal to mean that
 8 we're only in certain communities in certain
 9 years, is that accurate?
 10 MS. DAWSON:
 11 Q. No, well what I get, if you want to go to the
 12 first one, we can go to PUB-313, attachment 3
 13 and for 2012 your focus was putting some of
 14 the energy efficiencies in Makkovik, Postville
 15 and Rigolet, so those are the only three
 16 communities, at least in 2012 that I see, if
 17 you want to look at page 24 of 33, attachment
 18 3, it's the direct instalments results by
 19 community, that's the best way to go through
 20 this as far as I'm concerned because
 21 otherwise, we're just going to read a whole
 22 lot of stuff that nobody probably wants to
 23 read. So those, when you look at Makkovik and
 24 Postville and Rigolet, those are the three
 25 communities you started in 2012 and you put in

Page 159

1 what you could in those, either the install
 2 kits or so on and so forth, would that be
 3 fair? You started with those communities?
 4 MR. BROPHY:
 5 A. We started with those in Nunatsiavut
 6 Government areas, but we also did other
 7 communities in Labrador -
 8 MS. DAWSON:
 9 Q. Oh yes, no, yes, absolutely, I didn't mean to--
 10 -I'm being very selfish, yes, and very self-
 11 centered, I realize that, but that's my point,
 12 yes, you guys did a lot of other work and I'm
 13 not saying that it isn't moving forward, but
 14 I'm suggesting to you that when we get to at
 15 least later on the report that Mr. Johnson
 16 brought you to, that there's somewhat, at
 17 least somebody is recommending that you look
 18 at the whole system of a house, the whole
 19 envelope of a house and not just piecemeal,
 20 but I'm saying at least you're trying and
 21 there are some kits going into the
 22 communities, so I'll give you that; however,
 23 I'm going to suggest to you that because of
 24 your criteria, and I want to ask you about
 25 your criteria next, there's a lot excluded.

Page 160

1 So do you want to tell the Board what the
 2 criteria is for you to put some of these kits
 3 in and the wraps that go around tanks and so
 4 on and so forth? What's the criteria?
 5 MR. BROPHY:
 6 A. I'm not sure what you mean by "criteria", but
 7 the criteria is that we go into these
 8 communities and we do direct installs and we
 9 take out insufficient lightbulbs and we put in
 10 more efficient lightbulbs and we go from home
 11 to home in these communities, knock on doors,
 12 visit customers, provide them with
 13 information, have a look at their home, we
 14 install a more energy efficient showerhead for
 15 the customers, more efficient faucet aerators,
 16 we would see if their hot water piping has any
 17 insulation and if it's accessible, we would
 18 insulate it, as well with their electric and
 19 hot water tank. So what we're trying to do is
 20 add efficiencies to the equipment that the
 21 customers have to help them conserve energy.
 22 MS. DAWSON:
 23 Q. But some of the criteria would have to be that
 24 they have to be heated by electricity,
 25 correct?

Page 161

1 MR. BROPHY:
 2 A. Not for this program. This program is open to
 3 everybody.
 4 MS. DAWSON:
 5 Q. Okay, so they don't have to be--they do not
 6 and this is what I wanted to get at, where do
 7 I find out what the criteria is? If I look at
 8 this particular 2012 final report that was
 9 filed by Summerhill, where do I find the
 10 criteria for this report? How do I find out?
 11 MR. BROPHY:
 12 A. Okay, I think--are you asking about the
 13 eligibility of customers?
 14 MS. DAWSON:
 15 Q. Yes, I misspoke.
 16 MR. BROPHY:
 17 A. Not the criteria, the eligibility for
 18 customers to participate in the program?
 19 MS. DAWSON:
 20 Q. Right, eligibility, yes.
 21 MR. BROPHY:
 22 A. The customers to be eligible, all they have to
 23 do is live in the community and have a home.
 24 MS. DAWSON:
 25 Q. Okay, all right, and where would I find that

Page 162

1 out when I look at this Summerhill report, the
 2 2012 final report?
 3 MR. BROPHY:
 4 A. I don't know if it's actually listed, I think
 5 it's a given that we go into the communities
 6 and we go door to door, we hire and train
 7 local people from the community and they are
 8 in the community, they know people, they knock
 9 on every door and try to get into every home
 10 or business that they can.
 11 MS. DAWSON:
 12 Q. Okay, and I'm assuming then, but the cutoff
 13 would then be--would the cutoff then be how
 14 much money you decided to put into this
 15 program? Would that be the cutoff?
 16 MR. BROPHY:
 17 A. The cutoff for a individual customer?
 18 MS. DAWSON:
 19 Q. No, like when you run out of money, you run
 20 out of money for that particular -
 21 MR. BROPHY:
 22 A. Okay, well we estimate, you know, each year we
 23 would estimate what we're going to do in each
 24 community and we would try to make sure we've
 25 got enough money to cover it off, of what

Page 163

1 we're going to do. And like you said in the
 2 beginning when you talk about piecemeal, you
 3 know, the resources, we only have so many--
 4 well we're actually using Summerhill and the
 5 resources are limited, so we can't have blitz
 6 of all of our 21 diesel communities at one
 7 time, so we would strategically plan it that
 8 we would be in a certain number of communities
 9 in one year, the next year we would go to
 10 different communities and do similar work
 11 until we've reached everybody.
 12 MS. DAWSON:
 13 Q. Okay. So then I'll take you through to--then
 14 there's a 2013 report, IN-NLH-165, attachment
 15 3, and that's the 2013 Isolated Systems Energy
 16 Efficiency Program final report and then is
 17 the eligibility the same, you just have to
 18 live in the community?
 19 MR. BROPHY:
 20 A. That's correct.
 21 MS. DAWSON:
 22 Q. All right, and so if I live in the community,
 23 then I can have access to these programs that
 24 you are putting forth.
 25 MR. BROPHY:

Page 164

1 A. That's correct.
 2 MS. DAWSON:
 3 Q. And in this case, I think you've moved into
 4 some more communities, other than--I think
 5 Nain is in here and also Makkovik and Rigolet.
 6 So, now you're moving into more communities;
 7 would that be fair?
 8 MR. BROPHY:
 9 A. Yes, we don't want to leave anybody out.
 10 MS. DAWSON:
 11 Q. Okay. And did I get from you that it was 83
 12 percent of--you've managed to get to 83
 13 percent of each of the communities that I'm
 14 interested in; 83 percent of the residents?
 15 MR. BROPHY:
 16 A. Yes.
 17 MS. DAWSON:
 18 Q. So, in Rigolet, Postville, Makkovik, Nain -
 19 MR. BROPHY:
 20 A. Overall, we've been 83 percent--if you look at
 21 each of those communities and you add up the
 22 total number of customers that are in the
 23 communities, overall, we've reached 83 percent
 24 of the total number of customers. So, that
 25 might be different from one community to

Page 165

1 another. I can't say we're in 83 percent in
 2 Hopedale, you know, it could have been 95
 3 percent in Hopedale and it could have been 75
 4 percent in Makkovik, but overall--the total
 5 customers population in those communities, we
 6 have been into 83 percent.
 7 MS. DAWSON:
 8 Q. Now, when you say "those communities", are you
 9 talking about diesel isolated communities or
 10 are you talking about Labrador communities?
 11 MR. BROPHY:
 12 A. I'm talking about isolated diesel communities.
 13 MS. DAWSON:
 14 Q. Okay. Can I -
 15 MR. BROPHY:
 16 A. And I'm talking about the--and as well, I've
 17 done some analysis because I figured you might
 18 have these questions, the Nunatsiavut
 19 Government communities as well, 83 percent.
 20 MS. DAWSON:
 21 Q. Okay. So, you're saying at least, as it
 22 relates to my five communities, you've touched
 23 back with 83 percent of the residents now.
 24 MS. DAWSON:
 25 Q. Residents and small business.

Page 166

1 MS. DAWSON:
 2 Q. And small business, okay. So then as per
 3 always when I speak to Hydro, I'm even more
 4 confused because there is an Information that
 5 you supplied and it's IN-NLH-166 and there was
 6 a question put to you, "Please describe the
 7 program eligibility criteria for the existing
 8 takeCHARGE programs." And this is a different
 9 program I understand, this is the insulation,
 10 windows and thermostat.
 11 MR. BROPHY:
 12 A. That's correct.
 13 MS. DAWSON:
 14 Q. So this is the one that I must be confused in,
 15 the one that you were talking about with
 16 lightbulbs and I think you were wrapping -
 17 MR. BROPHY:
 18 A. Hot water tanks.
 19 MS. DAWSON:
 20 Q. Thank you, wrapping pipes.
 21 MR. BROPHY:
 22 A. Yes.
 23 MS. DAWSON:
 24 Q. And were you also installing -
 25 MR. BROPHY:

Page 167

1 A. Compact fluorescent bulbs.
 2 MS. DAWSON:
 3 Q. Yeah, those are the ones that are available to
 4 everybody.
 5 MR. BROPHY:
 6 A. Through the Isolated Systems Community
 7 Program, yes.
 8 MS. DAWSON:
 9 Q. Right. This particular one, this takeCHARGE
 10 one, there is an eligibility criteria which
 11 relates now to insulation for windows and
 12 thermostats upgrades and so on and so forth in
 13 the diesel systems, there is a criteria, is
 14 there not?
 15 MR. BROPHY:
 16 A. Yes, there is.
 17 MS. DAWSON:
 18 Q. Okay, and so am I take it, when I look at this
 19 information, this reply, that "Hydro estimates
 20 15 percent of customers on the isolated diesel
 21 systems would be eligible for these programs",
 22 is that correct?
 23 MR. BROPHY:
 24 A. That's what that response says, so I would
 25 agree.

Page 168

1 (12:30 p.m.)
 2 MS. DAWSON:
 3 Q. Okay, so with respect to the small
 4 initiatives, everybody can--I'll call them
 5 smaller initiatives, everybody can avail of
 6 those, but with respect to these, the
 7 insulation of windows and thermostats and,
 8 well insulation and then windows and
 9 thermostats, only 15 percent of the customers
 10 are eligible.
 11 MR. BROPHY:
 12 A. That would be based on the 15000 kilowatt hour
 13 criteria.
 14 MS. DAWSON:
 15 Q. Right. But they have to have--yes, on the 15,
 16 and do you know how many people would be,
 17 you'll probably know the answer, I'll ask you
 18 to go to IN-NLH-167 which indicates to me that
 19 17 percent of residential customers in
 20 Labrador isolated diesel systems have an
 21 energy consumption of 1500 (sic.) kilowatts or
 22 greater, so it's 17 percent?
 23 MR. BROPHY:
 24 A. That's what that response says, yes.
 25 MS. DAWSON:

<p style="text-align: right;">Page 169</p> <p>1 Q. Now, Mr. Johnson brought you through a series 2 of questions this morning and he was asking 3 you about whole house approach to energy 4 efficiency. 5 MR. BROPHY: 6 A. Yes. 7 MS. DAWSON: 8 Q. And that that was noted as a recommendation in 9 a report that was supplied to you and Mr. 10 Johnson, I might have this wrong, but I 11 thought he asked you who is responsible for 12 implementing this sort of whole house approach 13 to energy sufficiency and I'm not sure I got 14 your answer. 15 MR. BROPHY: 16 A. Well the answer there, that report was written 17 for both utilities, the partnership between 18 Hydro and Newfoundland Power. 19 MS. DAWSON: 20 Q. Yes. 21 MR. BROPHY: 22 A. And we're partner on the programs that we 23 offer provincially, so it would be directed to 24 both utilities, and for both utilities to, I 25 guess incorporate some of these</p>	<p style="text-align: right;">Page 171</p> <p>1 place. 2 MS. DAWSON: 3 Q. And is there anything in your strategic plan 4 or any long-term plans of looking at the whole 5 envelope? 6 MR. BROPHY: 7 A. Well as I said this morning, you know, 8 response to Mr. Johnson's questions, in 9 looking at the whole home approach and we've 10 experienced this ourselves in our isolated 11 diesel communities, in looking at the homes 12 there are some major renovation work that 13 would need to be undertaken in order to, I 14 guess, do some of the upgrades from a whole 15 home approach and, you know, when we look at 16 and of course our programs here are based on 17 saving energy and on the economics of saving 18 energy, so, you know, is it the utilities' 19 responsibility, I guess or do the utilities 20 want to be spending that money to be going in 21 and doing home renovations, you know, that 22 are, that involve the building structure 23 itself. 24 MS. DAWSON: 25 Q. But fair enough, but in a way you've already</p>
<p style="text-align: right;">Page 170</p> <p>1 recommendations into our program. 2 MS. DAWSON: 3 Q. But I was wondering whether you had, is there 4 anything on the horizon for this whole house 5 approach and I think I understand the whole 6 house approach, it's not, you know, a 7 lightbulb here or a wrap there or an insulated 8 or the heat recovery from water, it's mostly a 9 house by house look at how we can make this 10 house, in particular, more energy efficient, 11 is that a fair analysis of what they're 12 looking at or they're suggesting? 13 MR. BROPHY: 14 A. That seems to be a fair analysis. 15 MS. DAWSON: 16 Q. Okay, and what your answer then is that, I'm 17 assuming it has not been looked at yet, would 18 that be correct? 19 MR. BROPHY: 20 A. No, we have assessed some of the aspects of 21 that, of doing that, yes. 22 MS. DAWSON: 23 Q. Okay, but it has not been put in place yet? 24 MR. BROPHY: 25 A. No, it has not and, no, it has not been put in</p>	<p style="text-align: right;">Page 172</p> <p>1 been doing some, what I would call some of the 2 stuff that you've been doing, getting in and, 3 you know, wrapping tanks or pipes or whatever, 4 it's sort of a home renovation stuff already, 5 right? 6 MR. BROPHY: 7 A. It's not a major renovation, you know, the 8 other renovations that I talk about are actual 9 structural and we've seen some structural 10 damage in our isolated diesel communities when 11 it comes to, you know, water infiltration and 12 with mold and condensation, so you know, if we 13 were to go in and provide insulation, for 14 instance, to insulate basements or walls, if 15 there's water problems there, we're just going 16 to compound the issue and the customer is 17 going to have some major problems eventually 18 and we don't want to be a cause of further 19 problems for the customer in that aspect. 20 MS. DAWSON: 21 Q. Okay. My other question then is on the 22 efficiencies of diesel generating machines, is 23 it--this may not be a question for you, but 24 maybe it should--and I discuss it with 25 operations, do you spend any time on figuring</p>

Page 173	Page 175
<p>1 out what, you know, if there are any better 2 ways to fuel or cost save or I should say any 3 better efficiencies in diesel generation? Are 4 there new products on the horizon that you, 5 would that be you who looks at that or would 6 that be operations should be looking at that? 7 MR. BROPHY: 8 A. That's outside of my responsibility, that 9 would certainly be someone in our engineering 10 and I guess our planning groups. 11 MS. DAWSON: 12 Q. But at some point, I guess I'm looking at the 13 whole here now, at some point there has to be 14 some interaction between you, as the person 15 who is into conservation and the operation's 16 people to sit down together and say, okay, 17 where are we within diesel isolated 18 communities and where would we like to go and 19 operations, what do you think about this and 20 then they say to you, what do you think about 21 that. There must be some liaison between the 22 two of you. 23 MR. BROPHY: 24 A. There certainly is, yeah, we sit down our 25 system's planning group and we look at the</p>	<p>1 Thank you, Mr. Brophy, I appreciate your input 2 because I was a bit confused about some of 3 the, I call it criteria for some of these 4 programs. Ms. Dalley, just a few follow-up 5 questions. You referred yesterday to a number 6 of lighting and control project initiatives in 7 isolated diesel communities. I'm assuming 8 that's what we've been talking about, some of 9 these--or is that new? 10 MS. DALLEY: 11 A. No, I was referring to, there were four CDM, I 12 guess buckets of work overall that I was 13 referring to. When I mentioned lighting and 14 controls, it was with reference to what we 15 would say is internal energy efficiency, so it 16 is within Barry's team, we have an individual 17 who assists and facilitates the Hydro 18 operation's group in making our operations in 19 those communities more efficient, so not with 20 respect to the plants, just to go to your 21 earlier point, so it's not around the engines 22 and the efficiency of the engines, but it was, 23 we've done some programs in those areas and 24 again, actually Barry can speak to more detail 25 on these than I can, but it was, you know,</p>
<p>1 load forecast and we then, together, with the 2 system planning folks, look to identify if 3 there are communities that we can provide 4 benefits in when it comes to energy 5 conservation, demand management programs and 6 that would be to, of course, to offset any 7 investment in infrastructure. 8 MS. DAWSON: 9 Q. Okay, and the same within, I assume, would the 10 wind power people be in on that same sort of 11 conservation or the wind power people and the 12 diesel generation people are two different 13 sets of people, I assume, would you liaison 14 then with the wind power people as well? 15 MR. BROPHY: 16 A. I'm not familiar with who the wind power 17 people would be. 18 MS. DAWSON: 19 Q. Then I guess you didn't liaison with them, did 20 you. 21 MR. BROPHY: 22 A. No, I would have to say no. 23 MS. DAWSON: 24 Q. Okay. Just a second now. I think these next 25 two questions may be for you, Ms. Dalley.</p>	<p>1 lighting, retrofits, which actually have 2 tremendous benefit, both from an energy 3 saving's perspective, but also from a general 4 usability perspective and safety inside those 5 plants which have a tendency to be very dark, 6 so the lighting has helped in that regard as 7 well. So we've done projects like that, we've 8 done, again, controls around making our 9 lighting, heating more efficient and as well, 10 we've done waste heat recovery to heat the 11 actual plants and facilities from the waste 12 heat from the generation versus using 13 alternative sources of energy. 14 MS. DAWSON: 15 Q. That's within your own plants. 16 MS. DALLEY: 17 A. That's right. 18 MS. DAWSON: 19 Q. Okay, so then I guess the focus, to my mind 20 and maybe that's where I don't, you know, I'm 21 not running Hydro, clearly, but if I said to 22 you, look, I understand that out of California 23 there are new diesel generating units that now 24 are so efficient that they actually use half 25 the amount of fuel that they used to, isn't</p>
	Page 173 - Page 176

Page 177	Page 179
<p>1 that something that would be--is that</p> <p>2 something that you would be interested or it</p> <p>3 would be tasked with doing or is that</p> <p>4 something that operations would be tasked with</p> <p>5 doing?</p> <p>6 MS. DALLEY:</p> <p>7 A. That is within operations. It's interesting</p> <p>8 and I think it's within operations.</p> <p>9 MS. DAWSON:</p> <p>10 Q. Okay, and again, is that something where you</p> <p>11 would work with the Nunatsiavut Government to</p> <p>12 find out about these sources of these new age</p> <p>13 diesel generating units and be interested in</p> <p>14 putting them in place, is that something that</p> <p>15 should come from the Nunatsiavut Government to</p> <p>16 you and say look, this is what we know about,</p> <p>17 you know, the next time you want to replace a</p> <p>18 unit, these are the units we think you should</p> <p>19 look at?</p> <p>20 MS. DALLEY:</p> <p>21 A. I think that we've had previous meetings with</p> <p>22 the Nunatsiavut Government where operations,</p> <p>23 planning personnel, conservation teams, have</p> <p>24 met with officials from the Nunatsiavut</p> <p>25 Government. I think we actually have another</p>	<p>1 put to someone from an operation's</p> <p>2 perspective.</p> <p>3 MS. DAWSON:</p> <p>4 Q. In operations.</p> <p>5 MS. DALLEY:</p> <p>6 A. I don't know if you've had that opportunity,</p> <p>7 but I think they can provide you with more</p> <p>8 information. It may indeed be something that</p> <p>9 is being considered and being looked at. I'm</p> <p>10 just not aware of it.</p> <p>11 MS. DAWSON:</p> <p>12 Q. And, Ms. Dalley, with respect to the</p> <p>13 development of Muskrat Falls and its impact on</p> <p>14 the people of Nunatsiavut and how it relates</p> <p>15 to Hydro rates or so on and so forth or are</p> <p>16 grievances in that regard, who in your outfit</p> <p>17 would be liaising with, from a customer</p> <p>18 relation's point of view, be speaking with the</p> <p>19 people from Nunatsiavut? I know you</p> <p>20 understand that this development that Nalcor</p> <p>21 is doing will eventually be Hydro's, it's</p> <p>22 going to be a regulated undertaking at some</p> <p>23 point. It's not now, but it will be. You</p> <p>24 will pass it over to Hydro and this</p> <p>25 integration part that Mr. Martin spoke about</p>
<p>Page 178</p> <p>1 meeting in the works, but we've met with them</p> <p>2 previously and, you know, provided an update</p> <p>3 on operations on our planning criteria, et</p> <p>4 cetera, which was of interest to them and</p> <p>5 we've had a very good exchange of information</p> <p>6 and ideas, so I think it's fair to say we</p> <p>7 would be very open in that and we've exhibited</p> <p>8 that in the past.</p> <p>9 MS. DAWSON:</p> <p>10 Q. And I guess my question is given the--and I</p> <p>11 think Mr. Johnson touched on this as well,</p> <p>12 given the level of the rural deficit, I would</p> <p>13 have thought there'd be a whole lot of energy</p> <p>14 put in behind reducing that, so then we don't</p> <p>15 have to get into the debate about whether you</p> <p>16 should put it on a bill or not. Sometime in</p> <p>17 the future hopefully we will never have to or</p> <p>18 at least we'll try to reduce that rural</p> <p>19 deficit and things like, you know, more</p> <p>20 efficient diesel generated units would help</p> <p>21 with that.</p> <p>22 MS. DALLEY:</p> <p>23 A. It's, and again, I don't know of the</p> <p>24 technology that you're speaking about, so I</p> <p>25 can't speak to it. It would be best, I think</p>	<p>Page 180</p> <p>1 and you speak about, is there anywhere in</p> <p>2 your, I guess undertakings where you'll be</p> <p>3 dealing with the people from Nunatsiavut about</p> <p>4 the development of Muskrat Falls and how it</p> <p>5 relates, in particular to Lake Melville.</p> <p>6 MS. DALLEY:</p> <p>7 A. With respect to?</p> <p>8 MS. DAWSON:</p> <p>9 Q. The mercury levels in Lake Melville.</p> <p>10 MS. DALLEY:</p> <p>11 A. That is being handled by the environmental</p> <p>12 group on the project team itself, so I don't</p> <p>13 have any interface with them.</p> <p>14 MS. DAWSON:</p> <p>15 Q. Okay, you wouldn't be dealing with Nunatsiavut</p> <p>16 from a customer relation's point of view or</p> <p>17 from a Nalcor corporate point of view, you</p> <p>18 would not be dealing with that particular</p> <p>19 issue?</p> <p>20 MS. DALLEY:</p> <p>21 A. Personally I wouldn't, but the project team</p> <p>22 itself has individuals and consistent</p> <p>23 interfaces with the Nunatsiavut Government, as</p> <p>24 I understand it, but again, I'm not working</p> <p>25 personally with it, so I don't -</p>

1 MS. DAWSON:
 2 Q. Do you know the name of the person that would
 3 be dealing with the Nunatsiavut Government on
 4 that issue?
 5 MS. DALLEY:
 6 A. No, I don't, there's a consultation team and
 7 an environmental team within the project, so I
 8 expect it would be someone within that group.
 9 MS. DAWSON:
 10 Q. Because you mentioned in your--I was going to
 11 say discovery, in your evidence yesterday a
 12 Mark King and I think he deals with, he deals
 13 with government issues.
 14 MS. DALLEY:
 15 A. He deals with the Government of Newfoundland
 16 and Labrador and on occasion he's had some
 17 interfaces with the Federal Government.
 18 MS. DAWSON:
 19 Q. Okay, and has he dealt with the Nunatsiavut
 20 Government, do you know?
 21 MS. DALLEY:
 22 A. Not that I am aware of.
 23 MS. DAWSON:
 24 Q. I don't think there's anything else. Just
 25 give me a minute now. No, I think that's all

1 CERTIFICATE
 2 I, Judy Moss, hereby certify that the foregoing is a true
 3 and correct transcript of a hearing in the matter of
 4 Newfoundland and Labrador Hydro's General Rate
 5 Application heard on the 24rd day of November, A.D., 2015
 6 before the Commissioners of the Public Utilities Board,
 7 St. John's, Newfoundland and Labrador and was transcribed
 8 by me to the best of my ability by means of a sound
 9 apparatus.
 10 Dated at St. John's, Newfoundland and Labrador
 11 this 24th day of November, A.D., 2015
 12 Judy Moss

1 my questions.
 2 CHAIRMAN:
 3 Q. Ms. Greene, do you have anything?
 4 GREENE, Q.C.:
 5 Q. No, Mr. Chair, I have no questions for this
 6 panel, thank you.
 7 CHAIRMAN:
 8 Q. Do you have any?
 9 VICE-CHAIR WHALEN:
 10 Q. I have no questions. Thank you panel.
 11 MS. NEWMAN:
 12 Q. No questions.
 13 CHAIRMAN:
 14 Q. Do you have any re-direct sir?
 15 MR. CASS:
 16 Q. No, sir, thank you.
 17 CHAIRMAN:
 18 Q. We are adjourned.
 19 MS. GLYNN:
 20 Q. Until Monday.
 21 CHAIRMAN:
 22 Q. Until when? Monday? Monday at 9:00.
 23 Upon concluding at 12:46 p.m.

<p style="text-align: center;">-?-</p> <hr/> <p>'09 [1] 11:25 '13 [1] 4:22 '14 [1] 4:22 '90s [1] 3:8</p> <hr/> <p style="text-align: center;">---</p> <hr/> <p>-11:26 [1] 110:9 -I'm [1] 159:10</p> <hr/> <p style="text-align: center;">-1-</p> <hr/> <p>1 [7] 12:3,3 16:16,23 59:22 138:8 144:17 1.5 [1] 106:2 10 [12] 64:20 79:25 89:11 104:21 115:21 116:2 119:23 120:16,24 122:10 140:2 153:7 100 [3] 128:23 142:3 151:16 102 [1] 38:11 10:00 [1] 59:3 10:15 [1] 74:22 10:30 [1] 90:9 10:48 [1] 110:8 10s [1] 124:11 118 [1] 132:18 119 [1] 136:13 11:30 [1] 114:9 12 [1] 89:11 12:00 [1] 138:14 12:15 [1] 154:8 12:30 [1] 168:1 12:46 [1] 182:23 12th [1] 39:10 13 [5] 150:20,21 151:2,8 153:5 135 [1] 12:5 14 [2] 83:6 120:8 15 [5] 20:19 104:21 167:20 168:9,15 1500 [1] 168:21 15000 [1] 168:12 16 [3] 20:20 89:14 121:24 165 [1] 4:25 17 [2] 168:19,22 172 [14] 16:17 20:19 79:25 80:21 83:6 115:21 115:21 117:18,20 118:21 122:8 125:18 132:18 136:14 18 [4] 74:25 118:3,4,4 19 [2] 89:14 124:22 1950 [1] 66:2 1990s [1] 3:10</p> <hr/> <p style="text-align: center;">-2-</p> <hr/> <p>2 [2] 16:17 146:17 20 [3] 44:7 80:21 124:22</p>	<p>2008 [5] 2:18 58:9 63:4 157:4,5 2009 [4] 2:19,20 58:9 157:5 2010 [1] 118:22 2010-2011 [1] 3:4 2011 [12] 56:13 57:14 118:5,22 134:8 136:8,11 139:23 147:2 153:10 156:19 157:15 2012 [35] 2:1,8,14,20 4:2 6:10 9:21 11:25 32:11 33:8,10,13,15,20,24 34:25 99:24 100:7,10 118:8,22 120:8 121:12 121:24 122:10 129:22 155:19 156:25 157:6,16 158:13,16,25 161:8 162:2 2012-2016 [1] 10:10 2013 [9] 4:19,25 6:9,11 36:7 56:18 157:16 163:14 163:15 2014 [47] 4:19 8:20 11:24 14:16 16:4,23,25 22:10 22:12 24:2 25:2,8,10,25 26:5,7,23 27:19 29:8,9,9 29:12,23,24 30:4 65:12 65:15 66:20 71:9 73:24 83:11,12,21 98:11 135:5 135:12 136:7 137:22 138:1,10 143:20 144:21 147:3 153:10 154:14,18 156:19 2015 [12] 1:1 35:2 37:2 66:24,25 68:2,19 71:1 71:14 83:13 183:5,11 2015/2016 [1] 84:3 2016 [17] 9:21 67:12,15 68:3,4 71:1,7,16,23 75:7 75:10 77:1 80:23 83:14 83:15 86:5,13 2017 [1] 83:14 2018 [1] 118:3 206 [1] 12:5 21 [1] 163:6 22 [1] 42:8 228 [1] 70:6 229 [1] 94:12 23 [1] 42:9 24 [2] 1:1 158:17 24rd [1] 183:5 24th [2] 35:2 183:11 26 [4] 41:25 118:21 119:13 121:11 265 [1] 33:12 27 [3] 117:18,20 121:23 27th [1] 16:23 28 [1] 147:2 29 [1] 122:24</p> <hr/> <p style="text-align: center;">-3-</p> <hr/> <p>3 [6] 4:1 59:22 68:12 158:12,18 163:15 3.6 [1] 124:22</p>	<p>30 [8] 44:8 122:8 144:17 144:23 147:3,10 154:16 155:14 30th [1] 41:21 31 [1] 154:12 322 [1] 16:16 323 [1] 138:8 33 [4] 122:25 124:10 125:17 158:17 34 [2] 141:6 142:24 36 [2] 136:15 148:2 38 [5] 132:20 133:25 134:3 135:14 137:6 38,000 [1] 128:1</p> <hr/> <p style="text-align: center;">-4-</p> <hr/> <p>4 [1] 86:3 4.3 [1] 115:24 410-08 [1] 62:20 47 [2] 140:11 153:10 48 [3] 41:21 122:19 143:22 4th [4] 37:2,10 39:9 42:12</p> <hr/> <p style="text-align: center;">-5-</p> <hr/> <p>5 [6] 118:5 119:16,18 120:7,17 121:24 50 [2] 64:21 67:22 50/50 [1] 67:8 52 [2] 122:10,19 53 [6] 140:4 141:12 143:2 143:16,18,20 54 [4] 137:24 138:7 140:3 144:18 56 [5] 146:15,23 150:20 153:7 154:12 58 [11] 122:24 124:10 140:15 141:6,16,19,21 142:22,22 143:2,7 59 [1] 8:20</p> <hr/> <p style="text-align: center;">-6-</p> <hr/> <p>6 [10] 68:13 118:5 119:16 119:19 120:8,17 121:24 137:23 146:15,23 60 [1] 67:22 63 [2] 8:16 125:6 67 [3] 138:10 139:3,14 6:30 [1] 38:23</p> <hr/> <p style="text-align: center;">-7-</p> <hr/> <p>7 [6] 83:7 118:23 119:14 120:23,24 124:10 7.2.3 [1] 83:15 71 [4] 154:14,18 155:12 156:13 725 [1] 124:19 73 [3] 126:3,4,6 75 [1] 165:3 77 [1] 154:17 78 [1] 144:21</p>	<p>7s [1] 121:5</p> <hr/> <p style="text-align: center;">-8-</p> <hr/> <p>8 [5] 74:25 89:11 124:10 138:7 150:19 80 [4] 121:12 138:1,1 139:3 83 [10] 8:13 164:11,12,14 164:20,23 165:1,6,19,23 89 [1] 121:7</p> <hr/> <p style="text-align: center;">-9-</p> <hr/> <p>9 [5] 115:21,24 120:7,16 122:10 9/10 [1] 126:7 90 [2] 41:22 42:3 91 [4] 42:4,8 124:8,11 92 [4] 141:21 142:25 143:4,7 95 [1] 165:2 96 [2] 37:6,9 978 [1] 29:22 979 [1] 29:24 979.1 [1] 66:2 9:00 [1] 182:22 9:15 [1] 10:6 9:30 [1] 25:11 9:45 [1] 41:17 9s [1] 124:11</p> <hr/> <p style="text-align: center;">-A-</p> <hr/> <p>A.D [2] 183:5,11 a.m [12] 10:6 25:11 38:22 39:14,22 41:17 59:3 74:22 90:9 110:8,9 114:9 A60 [2] 133:7,9 ability [2] 127:10 183:8 able [10] 25:23 28:17,20 42:7 46:14 77:11 108:15 109:19 128:19 140:17 above [3] 118:23 119:14 154:3 absolute [3] 64:22 119:18 148:7 absolutely [6] 18:10 78:24 92:10 110:7 130:15 159:9 academic [1] 91:13 accepted [1] 35:12 access [1] 163:23 accessible [1] 160:17 accomplishes [1] 39:20 account [15] 76:4 77:19 78:7 80:3,4,12 84:4 103:1,5 104:6 105:4,20 106:16,17 149:2 accountability [4] 103:24 104:16 108:8,21 accounts [1] 51:24 accurate [3] 1:20 137:8 158:9</p>	<p>achieve [13] 47:9 48:1,2 48:9 49:6 50:23 51:2,4 52:10,12,16 53:24 55:4 achieving [1] 142:5 acknowledged [2] 64:9 83:20 acknowledged [1] 8:2 Act [7] 111:4,5,6,7,8,9 111:10 action [8] 20:22 21:5,16 21:18,20 35:3,7,11 actions [2] 129:18 150:10 activated [2] 39:18 43:22 activities [7] 4:18 23:20 63:17 72:3 89:19 90:3 93:19 activity [6] 60:7 64:11 65:4 67:21 70:2 89:1 Acts [1] 112:9 actual [8] 29:23 117:5 119:2,11 156:2 157:6 172:8 176:11 actuals [1] 29:9 add [9] 75:16,17 77:20 79:5 102:23 142:24 153:22 160:20 164:21 add-ins [1] 61:12 added [11] 56:17 57:2 60:22,25 61:17 62:3,11 62:22 63:3 109:5 153:25 addition [2] 10:11 65:6 additional [2] 56:19 60:21 address [3] 12:22 21:21 45:9 addresses [1] 22:5 adds [1] 47:11 adjourned [1] 182:18 adjust [1] 84:3 administration [1] 24:22 advantageous [1] 39:2 advantages [1] 40:13 advice [3] 64:18,18 98:18 advisability [1] 46:25 advise [1] 48:9 advising [4] 37:14 47:20 48:19 49:2 advisor [9] 60:24 61:23 62:3,8,15,19 63:3,8 87:6 aerators [2] 6:1 160:15 affect [1] 74:14 aftermath [1] 71:12 again [89] 1:10 3:16 6:2 14:6 18:25 27:4,12 28:13 31:14 34:12 39:15 41:4 45:5,16 47:24 49:5 51:15 53:25 54:23 55:5 61:24 63:1,21 65:5,8 66:1,6 67:4 69:24 70:14 71:25 77:24 84:1,11 88:3 89:4 90:11,18 92:15 93:2,25 95:3,5,19 98:22 102:3</p>
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104:8 115:24 116:12 119:15,17 123:6 125:22 128:18 132:10 133:1,12 133:22 134:9,17,25 135:5 137:3,9,11 140:3 141:4 145:21 146:17,23 147:20 147:24 148:16,25 149:14 149:22 150:13 151:6,8 153:22 154:23 155:2,23 156:3 175:24 176:8 177:10 178:23 180:24	appreciating [1] 29:15 approach [14] 13:25 14:2 15:7 34:19 54:25 77:18 128:19 148:10 169:3,12 170:5,6 171:9 171:15 appropriate [6] 30:3,15 30:18,20 100:4 125:9 appropriately [1] 29:7 appropriateness [1] 31:1 approved [6] 16:20 19:9 19:12,14 20:4,7 arbitrarily [1] 95:15 area [14] 23:13 73:16 74:17 91:15 94:23 104:24 119:3,9 130:10 132:17 134:17,18,25 156:3 areas [23] 7:16 13:13,14 13:15 21:17 27:13 91:12 94:14,21 124:5,14 133:20 134:11,20,24 135:1,3 140:6 145:10 149:24 156:7 159:6 175:23 Arm [1] 62:13 arrival [1] 18:13 arrive [1] 9:8 arrived [1] 9:19 art [1] 148:16 aside [6] 42:16 55:12 98:10,12 114:22 119:10 aspect [2] 80:10 172:19 aspects [3] 60:14 72:1 170:20 assessed [1] 170:20 assessing [3] 7:6 11:16 11:24 assessment [4] 13:23 39:16 53:13,15 asset [1] 107:18 assets [1] 86:11 assigned [7] 74:13 95:15 101:19 102:11,20 106:13 107:22 assignment [2] 17:5,8 assignments [1] 43:5 assistants [1] 88:15 assists [1] 175:17 Association [1] 23:2 assume [7] 58:21 59:5 83:11 123:4 150:18 174:9 174:13 assuming [8] 113:9 114:2 132:20 143:11 144:20 162:12 170:17 175:7 assumption [1] 26:17 assure [1] 40:16 attached [1] 4:21 attachment [13] 3:25 12:3 16:16 59:22 138:8 138:8 144:17 146:16,16 146:17 158:12,17 163:14 attachments [1] 157:13	attended [1] 88:9 attention [2] 113:10 117:22 attic [1] 14:6 attribute [2] 136:23,23 attributes [5] 93:11 94:3 94:4 134:13 142:4 author [1] 81:2 authored [2] 18:7,10 authorship [1] 18:6 automated [1] 21:25 avail [1] 168:5 available [1] 167:3 aware [5] 16:5 86:16 112:6 179:10 181:22 away [1] 51:22	between [12] 2:17,20 15:23 45:5,20,22 46:15 67:1 156:19 169:17 173:14,21 beyond [3] 26:25 67:13 68:20 big [1] 119:4 bigger [2] 128:12 129:6 bill [11] 47:13,15,22 48:21 49:16,16,18 52:21 52:23 74:20 178:16 billed [1] 74:15 billing [3] 74:6,6 82:15 bills [7] 5:6 8:8 46:22 48:6 49:3 52:14 102:14 bit [15] 13:21 20:20 37:13 43:14,20 44:17,25 48:11 90:11 118:18 128:5 135:22 137:20 158:3 175:2 bits [1] 157:23 black [4] 99:7,17,25 100:9 blank [2] 18:19,21 blitz [1] 163:5 blue [1] 81:9 Board [27] 19:4 35:13 41:22 46:21 93:4 95:12 95:24 96:16 97:7,15,16 97:21,22 98:1,3,3,16,21 98:24 99:3 100:6,20,21 100:24 101:3 160:1 183:6 body [1] 31:23 book [1] 155:12 bottom [8] 16:22 19:6 32:18,19 42:8 116:2 133:9 136:14 box [1] 134:4 boy [1] 50:14 brand [1] 91:25 break [2] 110:1,8 breakdown [2] 123:5,8 breaks [1] 125:1 brick [1] 7:1 bring [2] 77:11 117:22 bringing [2] 98:24 103:4 broad [1] 73:2 broader [3] 13:25 15:7 58:17 broadly [1] 60:6 broke [1] 121:10 Brook [1] 107:23 Brophy [79] 1:6,12,21 2:4,15 3:15 4:3,8,13,20 5:10,15,19 8:11 9:3,11 10:7,17 11:9,15 12:24 14:12,21,25 15:10,16,20 16:1,8 18:16 55:22 101:8 107:11 115:9,10 121:16 122:4 156:23,24 157:9 158:5 159:4 160:5 161:1 161:11,16,21 162:3,16 162:21 163:19,25 164:8 164:15,19 165:11,15 166:11,17,21,25 167:5	167:15,23 168:11,23 169:5,15,21 170:13,19 170:24 171:6 172:6 173:7 173:23 174:15,21 175:1 brought [13] 30:7 37:16 53:5 59:17,24 68:14 70:5 97:14 98:17 106:15 113:10 159:16 169:1 buckets [1] 175:12 build [3] 12:16 30:3 78:9 building [6] 6:8,16,17 7:16 84:20 171:22 buildings [1] 7:12 built [1] 35:24 bulbs [2] 11:10 167:1 Bull [1] 62:13 bullet [2] 12:15 94:13 bundle [1] 13:24 bundling [1] 14:11 burden [1] 12:14 business [25] 7:21 34:9 34:11 59:10,16,18 61:4 64:10,19 65:6 66:20 84:9 84:21 90:21 91:24 94:6 95:18 105:24 108:15 130:14 131:11 149:6 162:10 165:25 166:2 businesses [1] 65:7 button [2] 155:9,10 buy [3] 126:22 127:3 132:7 buying [1] 49:17 byproduct [1] 151:7
		-B-		
			-C-	
			CA [2] 12:2 137:20 CA-323 [1] 144:17 CA-NLH [1] 16:15 CA-NLH-322 [3] 79:23 115:15 117:19 calculate [2] 120:21 156:6 calculated [2] 74:13 103:21 California [1] 176:22 calls [10] 10:20 41:25 42:6 53:19 54:22,23 87:13 88:13,14 99:3 campaign [1] 91:5 Canadian [1] 23:2 capability [3] 99:7,25 100:9 capital [1] 73:16 capture [1] 110:23 carefully [1] 7:7 cares [1] 134:23 carry [1] 71:13 case [13] 33:5 43:3 87:18 87:21 92:7,22,23 120:6 120:11 121:7 135:20 156:13 164:3 cases [2] 80:7 131:14 Cass [2] 75:5 182:15	

catchall [1] 90:13	charging [1] 71:16	97:6 100:6	conceptually [1] 23:9	contained [1] 10:9
categories [1] 118:20	chart [12] 59:23 60:3,7	communicating [3]	concern [4] 51:19 100:23	content [1] 98:21
categorization [1]	70:6 71:17 132:20 134:5	74:11,19 81:4	104:25 130:10	context [4] 95:2 100:14
138:21	135:18 136:14 137:25	communication [14]	concerned [1] 158:20	112:5 156:16
categorize [3] 27:25	154:19,21	27:11 38:20 43:24 60:24	concerns [1] 37:11	continue [5] 14:13 35:17
118:19 119:17	charts [1] 134:8	72:17 74:17 77:16 87:22	concert [1] 87:15	68:23 98:6 130:22
category [1] 154:2	checking [1] 97:5	98:7 100:21 101:4,18	concluding [1] 182:23	continuing [1] 12:12
cause-based [1] 47:13	choice [3] 131:5 132:7,8	103:19 115:3	concrete [1] 150:10	contract [1] 35:25
caused [1] 31:11	chosen [1] 129:7	communications [49]	concur [1] 53:12	contracts [3] 36:5,13,17
causing [1] 47:22	Churchill [1] 62:16	38:3 39:3,11 45:22 46:1	condensation [3] 6:15	contrasting [1] 156:7
CDM [6] 25:8,9,24 72:6	cipher [1] 123:14	46:2,4,10,12 56:7 57:19	7:10 172:12	contributed [1] 27:10
88:6 175:11	citizenship [1] 91:15	59:11 60:23 61:3,23 62:2	conduct [3] 34:2 144:3	contributing [3] 6:19
CEA [1] 23:3	Claim [1] 112:3	62:8,15,19 63:3,8,14	146:9	8:15,20
ceilings [1] 141:25	claims [4] 111:6,8 112:2	64:18 68:25 69:8,25 72:8	confidence [2] 63:25	control [5] 13:2 111:4
celebrating [1] 148:9	112:17	72:9,13,14 82:21 85:10	86:24	111:10 148:13 175:6
centered [1] 159:11	clarification [1] 37:3	87:6,12,16 90:15,19 91:5	confident [2] 76:25 77:3	controls [2] 175:14 176:8
centre [4] 22:18 40:25	clauses [1] 111:12	94:22,25 95:8 96:4,16	confirm [1] 116:10	conversation [2] 43:16
110:11 150:3	clear [6] 135:25 136:2	98:15,23 102:9,17 107:24	confirming [1] 41:7	46:15
cents [1] 86:3	142:16 144:1 148:5	108:9	confused [6] 120:13,14	conversations [4] 43:19
certain [6] 50:24 54:15	149:15	communities [66] 2:23	126:11 166:4,14 175:2	44:15,17 105:19
99:4 158:8,8 163:8	clearer [2] 83:23 84:5	2:24 3:6,9 4:7,12,15 5:9	confusion [2] 85:3	convertor [1] 107:22
certainly [24] 8:24 28:3	clearly [1] 176:21	5:21,23 8:3,14,24 9:23	132:18	convey [1] 82:4
32:23 34:17 35:13 54:9	client's [1] 151:2	10:4,9 11:1,3 13:8 55:10	connection [2] 37:7	copy [1] 118:13
64:9 69:1 71:10 95:16	close [1] 1:13	115:22,23 116:4,7,20,22	106:18	core [1] 94:7
104:19 108:11 125:25	closely [4] 12:25 28:1	125:19 126:3,5 129:15	connections [2] 130:6,7	Corner [1] 107:22
129:20 136:1 140:16	96:20 99:11	133:20 137:24 146:1,12	48:13 157:1,2,7,12	corporate [23] 39:10
142:11 144:4 148:18	closer [1] 1:11	146:13 157:7 158:8,16	173:15 174:5,11 177:23	56:2,7,14,16 57:18 59:10
151:7 155:15 156:14	Co [1] 59:1	158:25 159:3,7,22 160:8	conserve [4] 5:22 7:22	59:24 60:16,23 64:18
173:9,24	coded [1] 26:3	160:11 162:5 163:6,8,10	52:13 160:21	68:25 69:7 89:20 90:4
CERTIFICATE [1]	coffee [1] 92:6	164:4,6,13,21,23 165:5	consider [8] 31:3 71:18	91:6,15 92:19 94:14,16
183:1	collaborative [1] 103:12	165:8,9,10,12,19,22	81:8 85:16 124:5 139:18	94:23 96:3 180:17
certify [1] 183:2	colleague [1] 55:23	166:16 167:6	148:6 151:10	corporately [1] 29:2
cetera [6] 1:19 12:15	collection [1] 136:6	174:3 175:7,19	considerable [3] 136:4	corporation [1] 61:21
40:19 42:9 149:2 178:4	colour [1] 81:10	community [17] 1:15	151:12,13	correct [16] 1:22 4:4 17:3
CF [1] 59:1	coloured [1] 81:9	2:2 8:15,19 9:25 52:25	consideration [1] 95:5	21:2 74:2 85:23 102:12
Chair [3] 109:18 152:3	column [2] 80:23,25	95:18 129:14 158:19	considerations [1]	116:24 121:17 160:25
182:5	combination [1] 5:5	161:23 162:7,8,24 163:18	155:2	163:20 164:1 166:12
CHAIRMAN [25] 1:2	combustion [3] 100:1,3	163:22 164:25 167:6	considered [2] 69:16	167:22 170:18 183:3
49:7,13,25 50:4,8,13	100:8	Compact [1] 167:1	179:9	correspondence [1]
55:18 101:10 109:13,25	comfort [4] 145:18,19	companies [4] 58:18	consistency [1] 91:17	10:11
110:4,10,22 151:22 152:4	145:19 147:22	131:22,24 149:5	consistent [1] 180:22	cost [10] 7:18 8:2 47:12
152:13,17,22 153:1 182:2	coming [3] 7:12 73:17	company [13] 1:24 27:5	consolidate [1] 129:9	48:21 55:9 74:19 92:24
182:7,13,17,21	86:25	34:17 56:21 63:16 64:1	consolidated [3] 18:22	93:23 131:14 173:2
challenge [2] 29:15	commensurate [1] 65:5	64:5 91:11 94:8,9 96:8	23:8 129:17	Costco [2] 49:16 50:3
41:12	59:15	132:2 136:5	constituency [1] 88:15	costs [3] 74:14,15,21
challenged [1] 32:2	comment [7] 30:10 33:9	company's [2] 89:20	consultation [5] 10:18	council [2] 23:3 86:4
challenging [1] 41:10	80:5 104:1,5 106:7	92:21	28:24 98:18 112:20 181:6	counsel [1] 32:19
Chamber [2] 73:14,15	142:20	compare [2] 141:15,16	consulted [6] 18:3 98:14	couple [5] 10:20 56:18
change [14] 47:25 48:12	comments [1] 54:4	competitive [2] 130:13	98:21,25 100:13 106:10	81:24 111:23 112:24
49:12 51:4 52:12 54:17	commercial [5] 80:3,9	131:11	consulting [1] 11:22	course [7] 59:25 60:20
56:5,25 57:11 58:14	128:2,3,16	competitors [2] 92:5,6	consumers [1] 91:22	71:13 92:3,7 171:16
63:23 67:12 84:18 130:11	commissioned [3] 1:25	complaint [1] 102:3	consumption [2] 54:19	174:6
changed [2] 59:8 135:7	2:8 11:23	complaints [1] 131:16	168:21	cover [1] 162:25
changes [6] 37:10,14,18	Commissioners [1]	complement [1] 109:1	CONT'D [1] 1:8	covered [1] 95:7
37:19 130:12,19	183:6	completed [4] 20:25	contact [21] 42:21,24	Coxworthy [102] 55:19
characterize [1] 27:18	committed [2] 19:20	22:2 45:18 125:14	43:6 75:3,9,20 76:10,14	55:20,21,23 56:12,22
characterized [1] 68:7	21:12	complex [1] 53:14	77:9 80:14 83:19,22	57:5,10,17 58:1,6,11,19
charge [3] 102:20 103:20	committee [3] 69:23	complexity [7] 50:18,20	84:14 85:16,21 87:25	59:4,19 60:11 61:5,11
132:5	89:1,8	51:13 52:10 54:11 68:21	88:22 103:6 105:12	61:16 62:5,17 63:5,18
charged [9] 29:7 31:11	communicate [1] 97:25	125:13	107:16 150:3	64:8,14 65:11,21 66:3,9
68:2,6 70:8 71:9,17,20	communicated [3] 77:8	component [10] 29:3	contacted [1] 43:5	66:13,18,23 67:7,11,24
71:22		47:12,13,21 48:20 49:3	contacts [2] 43:7 46:9	68:18 69:11,15,20 70:3
charges [3] 74:13 101:19		73:11 94:7,8 96:11		70:11,23 71:6 72:11 73:4
102:11		compound [1] 172:16		73:19 74:3,10,23 75:13
		comprehensive [2]		75:24 76:9,15,24 77:6
		13:25 15:7		
		concepts [1] 22:23		

<p>78:1,10,15,20 79:2,9,15 79:19 80:19 81:16,23 82:14,18 83:4 85:5,9,24 86:9,20 87:4,23 88:18 89:6,12 90:1,7 92:1,11 92:17 93:6,16 94:10,20 95:9 96:2,15,19,24 97:10 98:9 99:5,10,16,22 100:19 101:6,17</p> <p>create [1] 75:2 created [2] 19:8 70:21 creating [1] 20:22 crews [1] 146:8 crisis [1] 30:6 criteria [16] 159:24,25 160:2,4,6,7,23 161:7,10 161:17 166:7 167:10,13 168:13 175:3 178:3 critical [5] 38:20 44:18 68:20 95:25 96:11 criticizing [1] 157:20 CROSS-EXAMINATION [4] 1:8 55:20 101:12 110:14 curb [1] 33:7 curbing [1] 46:3 current [2] 100:10 115:12 customer [89] 5:6 16:19 20:22 22:12 23:3 24:3 24:23 25:3 27:11 28:9 28:21 31:8,15 32:22 33:2 35:23 47:21 48:20 51:20 51:21 52:1,2 56:3,14,16 56:20 57:1 60:4,6,15 61:20 69:1,2,5 72:3,4,5 72:21,24 73:24 79:23 88:11,16 92:3 93:10 102:19 103:19 105:13,19 107:17,19,25 108:9 114:12,12,15 115:15,19 119:9 123:20 127:4 128:1 128:3,15,16 130:16 131:23 134:19,24 135:2 135:16 141:5 148:7 149:1 149:6,13,25 150:2,11 152:9 153:13 155:19 156:5,8 162:17 172:16 172:19 179:17 180:16 customer's [5] 31:6 46:22 47:13 142:6 150:16 customers [123] 2:13,24 5:22 7:21 12:14 13:5,9 16:2 21:21 22:5 29:7 32:9 33:1 34:5,8,25 35:9 35:19 37:12,21 47:2 52:13,20 53:21 54:16 55:25 72:15,15 74:7,12 75:3,4,8 76:5,5,13 77:8 77:17,25 79:14 80:4,6,9 80:9,11 82:3,21 83:17 83:22 84:8,19 85:4 92:25 93:20 94:4 95:10,17,21 101:18 102:9 103:10,13 104:8,12,13 106:1,14 108:15,18 117:2 118:23 118:25 119:13 121:6 124:18,19 125:7,10,22 126:3,4,6 128:1,5,18,23</p>	<p>129:3,4,11,12,13,14 130:1,8,12,23 131:20 132:11 134:13 142:4,14 145:22,25 146:24 147:9 148:19,20 149:5,17,19 156:13 160:12,15,21 161:13,18,22 164:22,24 165:5 167:20 168:9,19</p> <p>cut [1] 155:10 cutoff [4] 162:12,13,15 162:17</p> <hr/> <p style="text-align: center;">-D-</p> <hr/> <p>Dalley [266] 1:5 16:19 16:20 19:3 20:15,17 22:9 22:13 23:22 24:4,8,13 24:17 25:3,4,12,16 26:1 26:12,16,24 27:3,20 28:12,18 29:5,14 30:11 30:21 31:2,13 32:3,6 33:16,23 34:22 35:5,22 36:1,6,19 37:23 38:4,18 39:4 40:4,9,15,20 41:11 41:15 42:13,15,19 45:6 45:12 46:8,19 47:3,17 47:23 48:7,19 49:4,10 49:22 50:2,6,17 51:7,12 52:4,5,22 53:4,9 55:22 55:25 56:9,15 57:3,8,15 57:22 58:4,8,16,24 59:13 60:9 61:2,7,14,22 62:9 62:24 63:12,24 64:12 65:1,19,25 66:5,11,15 66:21 67:3,9,14 68:15 68:16 69:9,13,18,22 70:9 70:20,25 71:2,24 72:16 73:7,20 76:8 79:4,12,17 79:21 80:15 85:15,22 86:7,15,23 87:11 88:2 88:24 89:10,24 90:5,10 92:9,13 93:1,9,24 94:14 94:17 95:1,13 96:6,17 96:22 97:1 98:2,19 99:8 99:14,19 100:16,25 101:7 102:22 103:25 104:18 106:9,24 107:6,13 108:1 108:6,24 109:7,11 111:1 111:15,22 112:11 113:3 113:12,16,23 114:7,19 116:8,15,23 117:9,14 118:6,13,15 119:22 120:1 120:5,18,22 121:20 122:2 122:11,15,22 123:3,19 124:15 125:21 127:20,24 131:7 132:24 133:10 134:6 135:19 136:20 137:2 138:4,12,19,24 139:5,10,15,20,24 140:7 140:12 141:1,14,20 143:4 143:24 144:8,24 145:4,9 145:13,20 146:19 147:5 147:15,19,23 151:5 152:2 152:8,15 153:15,21 154:20 155:1,22 174:25 175:4,10 176:16 177:6 177:20 178:22 179:5,12 180:6,10,20 181:5,14,21</p> <p>Dalley's [1] 89:15 damage [1] 172:10 dark [1] 176:5</p>	<p>darker [1] 81:9 data [33] 22:25,25 78:5,6 79:7 94:1 119:7 120:19 124:1,23 125:2 129:23 129:24 135:8 136:6 137:11 140:16,17,21 141:2 142:12 143:5,11 143:13,13,15 144:1 149:21 150:9 151:9 153:24 156:10,17 dataset [1] 124:16 Dated [1] 183:10 Dawn [7] 1:5 16:19,20 18:15 19:1 70:25 106:6 Dawson [145] 109:14,15 109:18,20,21 110:11,12 110:14,15,17,25 111:17 112:7,23 113:8,14,18 114:1,10 115:1,8,13 116:13,17 117:4,11 119:15,20,24 120:3,10 120:25 121:9,22 122:6 122:13,17 123:1,10 124:2 124:13 125:16 126:10 127:22 128:6 130:25 132:16 133:21 135:13,21 136:12,24 137:15 138:6 138:15,22 139:2,8,12,17 139:22 140:1,9,24 141:10 141:18 143:8,25 144:6 144:10,15 145:1,6,11,16 146:14,21 147:7,18 150:17 151:20,25 152:6 152:11,20,24 153:3,19 154:9,22 155:4 156:21 157:11 158:10 159:8 160:22 161:4,14,19,24 162:11,18 163:12,21 164:2,10,17 165:7,13,20 165:24 166:1,13,19,23 167:2,8,17 168:2,14,25 169:7,19 170:2,15,22 171:2,24 172:20 173:11 174:8,18,23 176:14,18 177:9 178:9 179:3,11 180:8,14 181:1,9,18,23</p> <p>days [2] 39:8 121:12 deal [7] 37:1,11 50:18 53:21 59:17 95:8 114:14 dealing [8] 23:10 38:17 88:11 146:3 180:3,15,18 181:3 deals [3] 181:12,12,15 dealt [1] 181:19 Dean [1] 55:24 debate [1] 178:15 decided [3] 36:15 42:14 162:14 decides [1] 97:22 decipher [3] 123:14,15 123:16 decision [8] 3:12,16 41:3 99:23 100:5,7,15,22 decisions [1] 97:16 deck [1] 38:21 decline [2] 125:23 154:17 declining [2] 33:3 34:18 deeper [1] 34:3</p>	<p>deeply [1] 23:12 Deer [2] 51:20 52:1 deficit [8] 5:5,7 8:10 51:14,17 55:9 178:12,19 definitely [1] 135:20 degree [10] 32:25 59:14 63:25 72:20 73:1 89:3 95:19 96:10 103:11 129:8 deliver [2] 84:16 132:4 demand [1] 174:5 Denis [2] 101:12,14 department [4] 49:1 102:18 107:16,23 department's [1] 48:5 depend [1] 85:18 depending [1] 88:3 Depot [1] 7:2 depth [1] 77:24 describe [2] 81:4 166:6 described [1] 147:17 describing [1] 70:12 description [1] 89:15 design [3] 12:8,11,23 designed [1] 135:24 detail [5] 24:21,23 132:6 136:7 175:24 detailed [1] 28:19 details [3] 44:22 146:24 147:8 determine [4] 6:13 33:5 45:4 148:14 determines [1] 30:15 develop [4] 10:24 17:6 82:8 93:18 developed [3] 77:4 84:17 106:4 developing [3] 15:21 105:23 148:10 development [6] 36:8 105:24 117:1 179:13,20 180:4 devices [1] 13:5 devoted [1] 58:22 dice [1] 35:6 diesel [19] 115:22,25 116:3 163:6 165:9,12 167:13,20 168:20 171:11 172:10,22 173:3,17 174:12 175:7 176:23 177:13 178:20 differ [1] 143:16 difference [2] 29:25 30:1 different [16] 52:11 63:7 63:13 65:9 70:7 80:14 92:4 100:9 128:19 130:19 132:15 136:23 163:10 164:25 166:8 174:12 differently [3] 11:14 52:14 105:3 difficult [3] 123:15 126:12 133:23 difficulties [1] 125:14 dig [1] 143:5</p>	<p>digit [3] 82:10,10,11 direct [11] 1:17,20 3:6 33:10 46:16 75:5 90:3 93:19 115:3 158:18 160:8 directed [4] 34:1 73:23 125:5 169:23 directing [2] 21:17 89:19 direction [2] 153:18 156:19 directly [3] 70:24 104:12 114:21 Directors [1] 95:24 discontinued [1] 100:2 discovery [1] 181:11 discuss [3] 73:15 149:23 172:24 discussed [6] 27:7 45:14 71:3 94:19 96:7 141:23 discussing [3] 1:12 21:17 104:2 discussion [20] 37:7,13 38:12 39:24 46:20 47:4 68:13 86:17 100:13,17 102:24 103:13,14 104:3 104:19,20,22 105:6 114:11 132:15 discussions [18] 12:12 43:10 86:6,14,22 88:4 88:10,17 89:5 99:2 103:9 104:8,12,13 108:17 111:25 114:21 146:2 dissect [1] 156:1 dissecting [1] 153:24 dissection [1] 137:11 distinct [1] 80:10 distribution [1] 117:2 district [3] 128:8,11,13 divided [3] 81:12,12 128:16 document [20] 10:1,4 16:15,18 17:24 18:7 19:16,18,19 78:12 80:21 81:15 83:5,10,24 84:2 94:11 123:17 132:19 134:10 doesn't [11] 34:13 53:6 73:1 78:11 80:6 97:8 123:6,7 128:8 145:18 151:14 done [34] 12:21 14:9 15:8 15:13 16:5 17:14 18:4 18:12,22,23 21:10,13 39:7 46:5 55:11 78:5 83:1 85:2 103:18 107:21 114:22,23 121:10 123:20 123:21 136:2,8 154:7 156:8 165:17 175:23 176:7,8,10 door [4] 132:4 162:6,6,9 doors [1] 160:11 down [20] 13:21 16:22 19:6 20:19 36:15 42:8 45:10 114:3 118:11 119:14 120:12,16 121:10 125:1 128:25 131:2 141:11 149:10 173:16,24</p>
--	--	---	---	--

<p>downtown [1] 126:23 Dr [1] 48:22 draft [3] 17:12 22:1 79:16 drafted [1] 19:2 drafts [4] 18:18 19:10 20:10 22:24 drain [1] 6:7 draw [3] 17:11 30:12 123:11 driver [3] 90:24 134:21 148:10 drivers [3] 91:1,20 93:12 drives [2] 91:14 94:5 due [1] 7:11 during [3] 93:4 112:12 146:6 duties [1] 38:13</p> <hr/> <p style="text-align: center;">-E-</p> <p>e-billing [1] 21:23 early [5] 3:8,10 38:14 99:24 106:19 easier [1] 135:8 easy [1] 91:2 economical [1] 8:5 economics [2] 54:5 171:17 education [1] 44:17 effect [2] 5:6 52:18 effective [1] 8:6 efficiencies [4] 158:14 160:20 172:22 173:3 efficiency [12] 1:15 2:3 2:10 9:25 13:24 14:2 60:5 129:8 163:16 169:4 175:15,22 efficient [8] 160:10,14 160:15 170:10 175:19 176:9,24 178:20 effort [6] 9:21 29:3 68:23 69:6 96:5 151:12 efforts [10] 42:14,25 45:1 69:25 72:9,13 94:15,16 94:24 96:3 eight [9] 32:12,15 45:3 91:12 140:14 143:3 151:9 151:11 154:4 either [13] 24:24 36:5 38:1 107:8,25 108:16 113:11 114:4 137:3 141:12,19 157:24 159:1 electric [2] 7:19 160:18 Electrical [2] 111:4,10 electricity [8] 23:2 68:22 69:5 132:9 155:8,9,20 160:24 element [1] 94:18 elements [1] 54:7 eligibility [6] 161:13,17 161:20 163:17 166:7 167:10 eligible [5] 2:25 14:4</p>	<p>161:22 167:21 168:10 eliminate [2] 42:5 43:19 elsewhere [1] 92:7 embedded [1] 89:4 emergency [1] 39:11 emerging [1] 12:20 emphasis [1] 56:20 employ [1] 16:25 employee [1] 108:23 employees [7] 35:19 95:25 109:2 133:18 146:5 146:6 149:11 encompass [1] 108:13 encompasses [2] 90:19 133:19 encounter [1] 6:12 encourage [1] 13:3 end [15] 5:20 7:4,22 14:16 21:12,13 62:7 78:6 106:12 127:13,15 131:4 134:24 146:4 151:17 ends [1] 90:12 energy [26] 2:9 5:11 7:22 8:21 13:4,24 14:2 52:13 60:5 61:10 155:17 158:14 160:14,21 163:15 168:21 169:3,13 170:10 171:17 171:18 174:4 175:15 176:2,13 178:13 engage [1] 3:12 engaged [1] 97:6 engagement [2] 68:24 69:7 engagements [1] 72:24 engaging [1] 98:6 engineering [2] 108:12 173:9 engines [2] 175:21,22 enhance [2] 89:19 90:3 ensure [3] 13:1,2 129:13 ensuring [1] 90:16 entire [2] 63:16 119:6 envelope [6] 6:8,16,18 7:17 159:19 171:5 environmental [2] 180:11 181:7 envisage [1] 104:15 equipment [1] 160:20 essentially [5] 35:8 43:1 62:10 72:21 129:5 establish [1] 75:2 estimate [5] 25:1,24 29:11 162:22,23 estimates [1] 167:19 et [6] 1:19 12:15 40:19 42:9 149:2 178:3 etc [4] 66:8,8 91:19 103:11 evaluated [1] 90:20 evening [2] 36:14 39:13 event [2] 30:1 153:6 events [3] 37:1 98:10,11</p>	<p>eventually [3] 60:20 172:17 179:21 everybody [5] 161:3 163:11 167:4 168:4,5 everyone's [2] 42:16 52:23 evidence [21] 30:16 31:19,21 56:4 68:4 69:1 70:4 73:22 74:24 75:15 86:10 91:13 97:11,14 99:6,12,13,23 100:5 131:3 181:11 exactly [6] 63:2 70:18 77:15 113:4 147:4,16 examine [1] 33:5 examining [1] 12:18 example [7] 14:5 23:11 43:12 72:22 90:24 97:3 135:16 examples [1] 107:25 except [1] 53:7 exceptional [1] 150:7 exchange [1] 178:5 excluded [1] 159:25 exclusively [1] 63:10 Excuse [1] 110:23 executing [1] 35:9 execution [1] 72:5 executive [1] 23:11 exhibit [1] 137:21 exhibited [1] 178:7 exist [1] 78:11 existing [8] 12:16 13:22 14:1 75:18 99:25 108:22 109:8 166:7 expand [1] 60:2 expect [17] 38:14 48:1 51:3 65:16 66:1 67:4,12 70:21 77:11 79:6 84:14 110:21 128:22 131:10 132:14 156:15 181:8 expectation [1] 84:13 expectations [1] 101:2 expected [2] 21:10 86:12 expecting [2] 48:10,12 expedient [1] 90:18 expense [1] 7:18 experience [10] 130:23 131:13,18,20 146:2 148:20 149:13 150:1,7 150:16 experienced [3] 42:12 154:15 171:10 expert [1] 7:3 explain [2] 30:1 146:22 Exploits [2] 86:2,11 expressed [3] 51:20 97:17 103:8 extended [1] 146:4 extent [3] 70:16 92:19 105:10 external [2] 64:4 123:7 extraordinary [2] 47:14</p>	<p>98:10</p> <hr/> <p style="text-align: center;">-F-</p> <hr/> <p>facilitate [5] 103:9 104:6 105:3 108:16,16 facilitated [2] 103:1,12 facilitates [1] 175:17 facilitating [1] 104:11 facilitator [1] 43:1 facilities [1] 176:11 fact [7] 38:12 42:5 48:15 91:18 103:5 104:2 124:25 factors [2] 148:12,13 Fagan [3] 54:24 96:25 97:2 Fagan's [3] 50:19 51:15 53:13 failings [1] 31:12 fair [39] 9:10 26:9,11,17 27:18 32:1 60:8 62:10 70:19 79:16 89:23,25 92:18 94:15 97:2 102:17 107:2 121:15 123:11 124:6 126:19 142:2,10 145:8 147:14 150:25 153:14,16 157:8,10,19 157:20 158:4 159:3 164:7 170:11,14 171:25 178:6 fairly [6] 91:21 95:25 126:1 143:25 149:15 154:5 fairness [2] 31:9 32:2 fallout [1] 65:14 Falls [6] 33:15 34:7 68:10 88:20 179:13 180:4 familiar [7] 51:23 99:12 106:8 111:11,19 112:8 174:16 far [4] 51:22 68:1 139:3 158:20 faster [1] 43:25 faucet [2] 6:1 160:15 February [2] 1:25 2:8 February/March [1] 63:4 Federal [1] 181:17 feed [1] 130:22 feedback [19] 21:21 22:15,19 35:16,18 128:4 128:15,20,23 129:9,10 129:16,19 130:4,12,17 130:20 132:10,12 Feehan [1] 48:22 Feehan's [1] 54:4 feeling [1] 122:21 feels [1] 44:10 felt [3] 49:1 100:2 149:3 few [3] 32:22 98:13 175:4 field [4] 22:17 30:9 31:12 45:10 figure [2] 9:8 155:21 figured [1] 165:17 figuring [1] 172:25</p>	<p>file [3] 9:6 24:1 37:19 filed [7] 11:24 15:14 16:4 19:3 38:1 93:3 161:9 final [7] 19:16 79:11 157:16,17 161:8 162:2 163:16 finalized [1] 83:10 finalizing [2] 67:16 78:4 finally [1] 46:19 financial [1] 91:10 finding [2] 36:11 126:12 finished [2] 109:20,22 firm [1] 11:23 first [15] 18:23 35:17 47:6 68:12 80:25 89:17 93:17 99:18 111:1 113:21 115:18 117:18 118:2 121:11 158:12 fit [1] 2:13 five [5] 10:9 39:14 141:17 143:2 165:22 five-year [1] 15:22 fixing [1] 86:4 Fleming [20] 101:12,13 101:14,22,23 102:2,7,16 103:16 104:14 105:7,16 106:22 107:1,9,15 108:3 108:19 109:3,9 Fleming's [1] 101:11 floors [1] 141:24 flow [1] 6:1 fluorescent [1] 167:1 fly [1] 146:8 focus [29] 18:2,25 22:10 32:7,11,11,21,23 33:8 33:19,22 34:24 69:2 73:2 76:6 84:6 112:20 116:19 116:22,25 130:1,4 134:17 135:1,2 155:17 157:25 158:13 176:19 focused [3] 33:20 40:21 155:20 focusing [2] 62:18 63:17 folks [2] 5:8 174:2 follow [1] 143:9 follow-up [1] 175:4 followed [1] 97:9 following [1] 99:11 forces [1] 3:14 forecast [1] 174:1 foregoing [1] 183:2 forever [1] 44:10 formal [1] 10:4 forth [6] 120:16 159:2 160:4 163:24 167:12 179:15 forward [9] 16:6 31:18 31:20 66:24 68:19 97:20 103:4 149:20 159:13 found [7] 6:15 7:9,14 13:7 84:10 116:14 155:13 four [8] 32:8,24 71:4 82:10,11 113:7 131:23 175:11</p>
---	---	---	---	--

fourth [3] 11:2 94:13,21
frame [5] 58:10 62:2
 63:1 87:19 113:5
frames [1] 130:6
framework [9] 77:3,15
 78:11 79:10 84:17 103:2
 103:5 104:7 105:4
frequency [1] 107:22
friend [1] 37:8
front [7] 90:22 106:12
 110:11,23 118:9 133:2
 144:1
frontline [1] 22:14
fruitful [2] 79:5 155:25
frustrated [2] 48:17
 53:21
frustration [1] 126:18
FTE [1] 109:2
fuel [2] 173:2 176:25
full [2] 33:12 49:23
fully [1] 26:9
fulsome [1] 120:19
function [1] 89:18
future [4] 10:25 11:19
 103:23 178:17

-G-

gains [1] 153:10
gap [1] 40:25
gas [1] 62:13
gather [2] 44:22 79:7
gathered [1] 22:15
gathering [1] 10:23
gauged [1] 92:20
gazing [1] 127:11
gears [1] 11:14
general [7] 2:11 25:21
 35:1 97:23 112:15 176:3
 183:4
generally [19] 26:3 86:24
 90:20 91:12 96:18 97:4
 98:13 108:9 112:3 118:19
 134:13 139:1 140:18,19
 142:3 146:10 151:12
 154:2 156:16
generated [2] 126:6
 178:20
generating [3] 172:22
 176:23 177:13
generation [6] 8:3 86:2
 86:11 173:3 174:12
 176:12
Genevieve [2] 110:14
 110:17
gigantic [1] 128:10
given [13] 17:5,8 69:1
 83:9,12 155:5,7,15,15
 155:17 162:5 178:10,12
giving [2] 132:11 143:11
glossy [1] 91:4
GLYNN [13] 9:15 36:23
 38:8 78:25 101:21,25
 109:17,23 110:2,6 118:12

144:13 182:19
God [1] 118:16
goes [5] 37:13 41:20
 43:24 81:21 105:9
gone [2] 114:22 128:25
good [33] 1:10 5:6 6:20
 7:8 40:5 41:16 49:1
 55:22 59:21 77:14 81:20
 81:22 83:3 84:1,10 85:2
 90:15 101:14 109:16
 110:16 131:17 138:20,20
 138:23,25,25 142:24
 143:21 147:21 148:20
 151:3,7 178:5
government [34] 3:2
 44:3 61:9 85:13,13,17
 86:6,18 87:3,10,16,16
 88:1,23 89:2 95:24
 110:18 112:1 114:15,18
 114:24 115:4 159:6
 165:19 177:11,15,22,25
 180:23 181:3,13,15,17
 181:20
GRA [3] 97:15 98:13
 111:20
Grant [2] 29:21 33:11
granular [1] 148:23
granularity [3] 52:24
 128:25 141:3
Gray [7] 16:17 32:14
 59:22 70:13 80:21 83:6
 133:6
great [3] 50:18 141:19
 153:20
greater [2] 106:2 168:22
greatest [1] 132:2
Greene [2] 182:3,4
grew [2] 59:15,16
grey [1] 82:1
grid [1] 134:11
grievances [1] 179:16
ground [1] 38:23
group [22] 34:2 55:24
 85:2 89:3 92:3 95:17,17
 95:18,23,25 96:13 105:12
 106:21,23 107:7,10 130:4
 154:5 173:25 175:18
 180:12 181:8
grouped [1] 139:1
groups [4] 18:2 73:10
 130:1 173:10
grown [3] 64:2,6,10
growth [1] 65:5
guess [5] 3:7 5:16,22
 10:24 11:4 14:6 26:8
 29:10,17 32:24 33:4,9
 35:22 40:7 41:19 47:5
 48:11 50:22 53:3 60:3
 60:14 71:7 83:8,9 89:3
 96:7 102:14 113:22
 116:10,18,19 121:14
 126:16 127:10 129:8
 131:1,8 134:9 140:11
 147:12 157:5 169:25
 171:14,19 173:10,12
 174:19 175:12 176:19
 178:10 180:2

guidance [3] 29:17 30:14
 31:24
guidelines [1] 105:25
guilty [1] 48:15
guys [4] 131:6 157:19,20
 159:12

-H-

half [8] 66:4,10,12,14,19
 66:22 71:21 176:24
hand [5] 54:11 60:3 62:8
 87:7 99:20
handle [1] 82:12
handled [2] 109:1 180:11
handy [1] 156:9
hanging [1] 41:6
happening [7] 41:2
 42:22 44:11,13 45:20,21
 65:4
happy [5] 138:18 139:19
 143:18 151:3 154:11
Harbour [1] 51:21
hard [3] 65:9 81:14 143:9
harder [1] 151:16
Hardwood [1] 100:8
harm [2] 6:19 7:8
hat [1] 73:5
head [2] 44:25 114:25
heads [1] 6:2
hear [2] 46:15 103:17
heard [5] 2:10 41:8
 101:20 130:8 183:5
hearing [4] 46:21 47:7
 99:17 183:3
heat [8] 6:3,4,7 7:15
 170:8 176:10,10,12
heated [1] 160:24
heating [1] 176:9
heavily [2] 88:22 149:25
help [10] 5:21 7:21 10:24
 29:10 44:2 48:11 82:8
 109:19 160:21 178:20
helped [2] 46:14 176:6
helpful [1] 37:17
helping [1] 25:19
helps [1] 103:14
hence [1] 126:13
Henderson [1] 23:11
hereby [1] 183:2
hesitating [1] 37:24
hey [1] 41:2
high [15] 7:14 8:2 112:19
 134:2,19,25 137:13
 140:23 141:12 142:22
 145:7 148:21 154:25
 155:15,21
higher [3] 120:24 131:14
 145:10
highest [1] 132:3
highly [1] 54:1
hire [1] 162:6
historically [1] 70:21

history [2] 3:7 19:7
hit [2] 7:1 38:23
holding [4] 44:1,2,19
 45:17
Holyrood [2] 99:7 100:1
home [16] 6:22,23 7:2,20
 14:1 38:13,25 160:10,11
 160:13 161:23 162:9
 171:9,15,21 172:4
homes [3] 1:19 13:22
 171:11
honest [3] 130:18 131:22
 136:9
hope [2] 42:11 149:18
Hopedale [2] 165:2,3
hopefully [4] 75:17
 127:3 128:21 178:17
hoping [5] 42:6 47:9,25
 52:11 139:4
horizon [2] 170:4 173:4
horse [1] 128:7
Horton's [4] 91:17,19
 91:20 92:4
hot [6] 5:25 6:3 156:22
 160:16,19 166:18
hour [3] 29:25 86:3
 168:12
hours [13] 24:1 25:1,2
 29:6,23,23 30:4 31:10
 33:12,12,25 66:2 70:25
house [16] 13:23 14:1,2
 14:10 15:7 41:24 151:23
 159:18,19 169:3,12 170:4
 170:6,9,9,10
household [1] 38:13
HR [1] 70:22
HRVs [1] 7:15
hydro [105] 2:17 3:3 4:18
 5:2 6:17 7:19 9:20,22
 10:16 23:24 24:12,14,16
 26:3 28:3 30:3 31:12
 37:9 38:12 55:25 57:20
 57:24 58:13,18,21,22
 60:18,24 61:1,4,17,18
 62:4,12,15,18,19,22 63:9
 63:11,17,20 64:4,20
 65:17,24 67:2 68:6 69:10
 69:14,17,21 70:1,8 71:10
 71:16,17,20,22 72:2,10
 72:13,23 73:5,8,18,18
 73:25 75:6,18 77:21
 85:20 86:12,21 87:7,24
 89:22 90:24 92:8 94:16
 94:18 95:10,23 97:24
 98:15 99:24 105:18
 107:17 113:11 114:3
 123:18,21,23 124:18,20
 124:25 139:7 147:13
 166:3 167:19 169:18
 175:17 176:21 179:15,24
Hydro's [18] 1:12,14
 3:14 16:25 32:19,21 68:9
 73:10 88:20 90:4 92:22
 93:20 94:23 95:10 96:3
 100:23 179:21 183:4
Hydro/Nalcor [1] 85:11

-I-

ID [1] 63:2
idea [2] 23:16 65:2
ideally [1] 141:22
ideas [2] 22:23 178:6
identified [1] 27:14
identifies [1] 94:13
identify [4] 75:18 83:16
 85:12 174:2
identifying [1] 12:17
imagine [1] 42:1
immediacy [1] 43:7
immediately [3] 17:9
 43:2,8
impact [3] 5:4 70:1
 179:13
implement [3] 12:13
 14:4 75:6
implementation [3] 2:1
 27:15 75:9
implementing [2] 80:4
 169:12
implications [2] 53:17
 54:13
implicit [1] 51:17
importance [5] 95:5
 97:13 104:11 134:12,18
important [20] 34:13
 77:22 78:8 90:8 92:12
 93:21 95:11,16,17,18,23
 97:24,25 98:5 101:2
 103:7 132:9 134:14 135:3
 156:4
impression [1] 70:16
improve [11] 74:18 80:2
 130:15,15,23 131:21
 142:18 149:12,16 150:12
 150:16
improvement [4] 27:14
 84:23 142:11,13
IN-165 [1] 4:23
in-between [1] 156:20
IN-NLH-165 [1] 163:14
IN-NLH-166 [1] 166:5
IN-NLH-167 [1] 168:18
incentivize [1] 14:3
inclination [2] 42:23
 44:11
include [2] 43:12 74:11
included [1] 47:15
includes [1] 144:21
including [2] 31:17
 77:17
incoming [1] 88:13
inconsistencies [1]
 111:7
incorporate [2] 132:12
 169:25
increase [2] 53:20
 125:12
increased [1] 120:8
increases [1] 54:20

incredibly [1] 129:19	installing [2] 14:5 166:24	invite [1] 35:15	50:10,15 51:5,9 52:3,6 52:17 53:1,11 55:15 97:12 102:5 135:11 159:15 169:1,10 178:11	last [9] 35:9 36:14 72:12 79:25 93:5 111:23 112:24 130:20 154:10
indeed [7] 90:25 91:9 142:15 148:9 149:10 150:3 179:8	installs [1] 160:8	invited [1] 73:9	Johnson's [1] 171:8	latterly [1] 111:19
indicate [3] 34:23 118:23 119:13	instalments [1] 158:18	involve [1] 171:22	joined [1] 46:13	lays [1] 35:12
indicated [6] 20:24 32:10 33:13 71:18 120:7 135:2	instance [4] 8:10 25:23 87:5 172:14	involved [12] 6:23 23:12 29:1 60:13 65:14 76:2 86:5,13,18 88:22 107:24 136:10	joint [1] 9:20	lead [8] 46:10,12 61:10 94:14,23 96:13 128:10 146:9
indicates [2] 71:17 168:18	instead [1] 143:2	IP [2] 82:21 83:2	joy [5] 151:13,23,24 152:16 153:7	leadership [10] 25:17 25:21 27:5,6 68:2,5 70:7 72:2 100:14 123:24
indication [1] 156:12	insulate [2] 160:18 172:14	Island [2] 4:11 14:8	judge [3] 91:8 94:7,9	leading [2] 94:16 96:3
indicator [1] 91:11	insulated [1] 170:7	isolated [68] 1:13,14 2:2 2:9,23,24 3:5,9 4:11,14 5:8 8:14,15,19,23 9:23 9:24 10:3,9 11:1,3 13:7 13:13,15 55:10 115:22 115:23 116:3,6,19,22 117:24 120:11 121:12,14 122:9 124:4,14 125:7,19 126:2,5 129:11,15 133:20 137:24 140:5,6 141:7,11 143:1,18,23 144:21 145:25 146:11 149:17 157:7 163:15 165:9,12 167:6,20 168:20 171:10 172:10 173:17 175:7	judgment [1] 31:22	leads [5] 45:24 55:7 131:14,15,15
indicators [2] 146:10 156:11	insulation [12] 6:2,6,18 14:6,15 15:2 160:17 166:9 167:11 168:7,8 172:13	issue [14] 35:10 44:5 53:5 55:7 76:19 87:10,14 88:11 98:16 99:20 113:21 172:16 180:19 181:4	Judy [2] 183:2,12	leakage [1] 7:11
individual [2] 162:17 175:16	integration [6] 68:8,9 69:4 71:19 88:19 179:25	issues [17] 6:12,14 7:9 23:9 25:20 30:9 34:5 77:10 85:21 86:1 87:24 87:24 88:3,19 93:21 146:8 181:13	July [3] 16:25 73:24 86:5	leaks [1] 7:12
individuals [2] 106:13 180:22	intended [1] 82:4	it'll [2] 21:17 37:3	June [2] 11:24 16:4	least [11] 68:4 93:21 100:21 138:1 154:18 158:16 159:15,17,20 165:21 178:18
industrial [29] 55:25 74:6,6,12 75:4,8 76:13 77:8 80:3,6,11 82:2,20 83:17,22 84:19 92:3 101:18 102:9,19 103:9 103:13,19 105:13 107:17 107:19 108:14,18 128:18	intending [1] 59:20	items [3] 13:17 19:20 22:3	jurisdiction [1] 51:25	leather [1] 126:25
industrials [4] 76:6 77:17 78:4 85:1	intention [1] 75:16	iterations [1] 28:24	keen [1] 13:16	leave [2] 100:12 164:9
infiltration [2] 7:10 172:11	interact [1] 148:25	iterative [1] 130:18	keep [1] 144:3	leaves [1] 66:8
inform [2] 99:3 125:10	interaction [6] 113:20 114:17 149:4,11 150:4 173:14	itself [7] 10:2 109:1 125:7 135:22 171:23 180:12,22	KEMA [4] 11:21,22 12:21 15:14	leaving [2] 98:10,12
informal [1] 44:15	interactions [1] 149:10	January [3] 26:9 65:15 98:11	KEMA's [1] 14:17	led [1] 130:5
informally [1] 96:9	interconnected [7] 13:14 14:8 129:4,11 132:22 133:19 146:13	Jenny [2] 118:7 119:15	Kent [1] 7:2	left [4] 60:12,22 62:7 87:7
information [46] 10:23 11:17 18:1 23:6,8 41:7 41:21 44:5,22 46:17,22 47:2 48:6,10 51:2,11 52:7,11 53:10 67:25 70:18 77:7 86:25 87:3 87:15,15,17 90:22 93:13 97:19,21,23 106:3 108:17 123:22 128:14 133:13 142:8 147:25 149:3 157:14 160:13 166:4 167:19 178:5 179:8	interconnection [3] 68:8,21 71:19	John's [3] 52:2 183:7,10	key [10] 12:4 33:21 43:4 75:3 76:4,13,14 77:16 77:25 94:12	legal [2] 82:2 114:4
informed [3] 50:25 52:9 54:2	interest [6] 13:11,16 101:15 144:9 149:23 178:4	Johnson [122] 1:3,4,8,9 1:23 2:6 3:11,22 4:5,10 4:16,24 5:13,17 7:23 9:1 9:5,13,17 10:14 11:7,12 11:20 13:18 14:19,23 15:4,12,18,24 16:3,11 17:4,10,17,21 18:5,11 18:17 19:5,22 20:9,14 21:3,8,14 22:8 23:18,25 24:6,10,15,25 25:6,14 25:22 26:2,4,14,18 27:1 27:17 28:6,16 29:4,19 30:13,17,24 31:5,25 32:5 32:15,16 33:18 34:15,21 35:6,21 36:3,10,21,25 38:2,6,10 39:5 40:2,6,11 40:17 41:9,13,18 42:17 44:24 45:8 46:6,18 47:10 47:19 48:3,18 49:15 50:9	kilowatt [2] 86:3 168:12	legible [1] 80:23
informing [1] 48:20	interested [9] 21:23,23 21:25 47:4 89:23 115:17 164:14 177:2,13	job [8] 21:4 72:1 85:2 89:18 97:20 143:21 150:9 155:18	kilowatts [1] 168:21	legislation [3] 111:14 112:4 113:2
infrastructure [1] 174:7	interesting [4] 39:5 125:2 153:4 177:7	John's [3] 52:2 183:7,10	kind [8] 11:4 81:14 90:23 126:25 131:3 133:22 152:21 157:3	less [3] 66:2 128:2 156:15
initial [2] 18:18 26:25	interface [7] 45:20,21 87:2,9 88:12 96:13 180:13	Johnson [122] 1:3,4,8,9 1:23 2:6 3:11,22 4:5,10 4:16,24 5:13,17 7:23 9:1 9:5,13,17 10:14 11:7,12 11:20 13:18 14:19,23 15:4,12,18,24 16:3,11 17:4,10,17,21 18:5,11 18:17 19:5,22 20:9,14 21:3,8,14 22:8 23:18,25 24:6,10,15,25 25:6,14 25:22 26:2,4,14,18 27:1 27:17 28:6,16 29:4,19 30:13,17,24 31:5,25 32:5 32:15,16 33:18 34:15,21 35:6,21 36:3,10,21,25 38:2,6,10 39:5 40:2,6,11 40:17 41:9,13,18 42:17 44:24 45:8 46:6,18 47:10 47:19 48:3,18 49:15 50:9	knit [10] 12:4 33:21 43:4 75:3 76:4,13,14 77:16 77:25 94:12	letting [1] 77:17
initiative [4] 48:14 49:2 75:1 83:18	interconnection [3] 68:8,21 71:19	January [3] 26:9 65:15 98:11	knocked [1] 54:24	level [35] 24:5,7 29:18 47:11 51:19 52:24 55:3 65:4 67:10,19,20 72:25 84:13,15 112:19 116:9 117:2 119:5,13 124:24 128:9 131:9,12 136:7 140:23 141:2,6,9,25 148:21,23 149:8 153:24 153:25 178:12
initiatives [6] 2:10 83:7 88:6 168:4,5 175:6	interfacings [1] 88:23	Jenny [2] 118:7 119:15	knocking [1] 53:4	levels [2] 31:16 180:9
inordinate [1] 36:14	internal [3] 17:25 43:24 175:15	John's [3] 52:2 183:7,10	knowledge [2] 78:17 113:1	liaison [3] 173:21 174:13 174:19
input [6] 17:16,18,22 79:22 81:13 175:1	internet [1] 83:2	Johnson [122] 1:3,4,8,9 1:23 2:6 3:11,22 4:5,10 4:16,24 5:13,17 7:23 9:1 9:5,13,17 10:14 11:7,12 11:20 13:18 14:19,23 15:4,12,18,24 16:3,11 17:4,10,17,21 18:5,11 18:17 19:5,22 20:9,14 21:3,8,14 22:8 23:18,25 24:6,10,15,25 25:6,14 25:22 26:2,4,14,18 27:1 27:17 28:6,16 29:4,19 30:13,17,24 31:5,25 32:5 32:15,16 33:18 34:15,21 35:6,21 36:3,10,21,25 38:2,6,10 39:5 40:2,6,11 40:17 41:9,13,18 42:17 44:24 45:8 46:6,18 47:10 47:19 48:3,18 49:15 50:9	King [1] 181:12	liasoning [1] 179:17
inputted [1] 70:17	interfaces [6] 91:7,8 106:14 112:18 180:23 181:17	job [8] 21:4 72:1 85:2 89:18 97:20 143:21 150:9 155:18	kits [3] 159:2,21 160:2	Liberty [2] 37:11,21
inputting [1] 27:12	interfacing [1] 88:23	John's [3] 52:2 183:7,10	knew [1] 111:20	light [5] 11:10 81:9 127:7 127:9,14
inquiry [6] 26:8,20,23 29:12 30:7 93:4	internal [3] 17:25 43:24 175:15	Johnson [122] 1:3,4,8,9 1:23 2:6 3:11,22 4:5,10 4:16,24 5:13,17 7:23 9:1 9:5,13,17 10:14 11:7,12 11:20 13:18 14:19,23 15:4,12,18,24 16:3,11 17:4,10,17,21 18:5,11 18:17 19:5,22 20:9,14 21:3,8,14 22:8 23:18,25 24:6,10,15,25 25:6,14 25:22 26:2,4,14,18 27:1 27:17 28:6,16 29:4,19 30:13,17,24 31:5,25 32:5 32:15,16 33:18 34:15,21 35:6,21 36:3,10,21,25 38:2,6,10 39:5 40:2,6,11 40:17 41:9,13,18 42:17 44:24 45:8 46:6,18 47:10 47:19 48:3,18 49:15 50:9	knock [2] 160:11 162:8	lightbulb [1] 170:7
inside [6] 96:8 103:1 104:6 134:4 135:9 176:4	internet [1] 83:2	John's [3] 52:2 183:7,10	knocked [1] 54:24	lightbulbs [4] 158:1 160:9,10 166:16
install [5] 1:18 3:6 13:6 159:1 160:14	interpretation [1] 134:9	Johnson [122] 1:3,4,8,9 1:23 2:6 3:11,22 4:5,10 4:16,24 5:13,17 7:23 9:1 9:5,13,17 10:14 11:7,12 11:20 13:18 14:19,23 15:4,12,18,24 16:3,11 17:4,10,17,21 18:5,11 18:17 19:5,22 20:9,14 21:3,8,14 22:8 23:18,25 24:6,10,15,25 25:6,14 25:22 26:2,4,14,18 27:1 27:17 28:6,16 29:4,19 30:13,17,24 31:5,25 32:5 32:15,16 33:18 34:15,21 35:6,21 36:3,10,21,25 38:2,6,10 39:5 40:2,6,11 40:17 41:9,13,18 42:17 44:24 45:8 46:6,18 47:10 47:19 48:3,18 49:15 50:9	knowing [1] 53:4	lighting [6] 5:24 175:6 175:13 176:1,6,9
	interviewed [2] 118:1 135:15	Johnson [122] 1:3,4,8,9 1:23 2:6 3:11,22 4:5,10 4:16,24 5:13,17 7:23 9:1 9:5,13,17 10:14 11:7,12 11:20 13:18 14:19,23 15:4,12,18,24 16:3,11 17:4,10,17,21 18:5,11 18:17 19:5,22 20:9,14 21:3,8,14 22:8 23:18,25 24:6,10,15,25 25:6,14 25:22 26:2,4,14,18 27:1 27:17 28:6,16 29:4,19 30:13,17,24 31:5,25 32:5 32:15,16 33:18 34:15,21 35:6,21 36:3,10,21,25 38:2,6,10 39:5 40:2,6,11 40:17 41:9,13,18 42:17 44:24 45:8 46:6,18 47:10 47:19 48:3,18 49:15 50:9	knowledge [2] 78:17 113:1	lights [1] 152:18
	interviews [1] 55:11	Johnson [122] 1:3,4,8,9 1:23 2:6 3:11,22 4:5,10 4:16,24 5:13,17 7:23 9:1 9:5,13,17 10:14 11:7,12 11:20 13:18 14:19,23 15:4,12,18,24 16:3,11 17:4,10,17,21 18:5,11 18:17 19:5,22 20:9,14 21:3,8,14 22:8 23:18,25 24:6,10,15,25 25:6,14 25:22 26:2,4,14,18 27:1 27:17 28:6,16 29:4,19 30:13,17,24 31:5,25 32:5 32:15,16 33:18 34:15,21 35:6,21 36:3,10,21,25 38:2,6,10 39:5 40:2,6,11 40:17 41:9,13,18 42:17 44:24 45:8 46:6,18 47:10 47:19 48:3,18 49:15 50:9	King [1] 181:12	likely [5] 76:11 87:14 108:22 125:13 129:6
	introductions [3] 113:15 113:19,19	Johnson [122] 1:3,4,8,9 1:23 2:6 3:11,22 4:5,10 4:16,24 5:13,17 7:23 9:1 9:5,13,17 10:14 11:7,12 11:20 13:18 14:19,23 15:4,12,18,24 16:3,11 17:4,10,17,21 18:5,11 18:17 19:5,22 20:9,14 21:3,8,14 22:8 23:18,25 24:6,10,15,25 25:6,14 25:22 26:2,4,14,18 27:1 27:17 28:6,16 29:4,19 30:13,17,24 31:5,25 32:5 32:15,16 33:18 34:15,21 35:6,21 36:3,10,21,25 38:2,6,10 39:5 40:2,6,11 40:17 41:9,13,18 42:17 44:24 45:8 46:6,18 47:10 47:19 48:3,18 49:15 50:9	Lake [4] 51:20 52:1 180:5,9	limited [3] 110:19,19 163:5
	Inuit [1] 111:6	Johnson [122] 1:3,4,8,9 1:23 2:6 3:11,22 4:5,10 4:16,24 5:13,17 7:23 9:1 9:5,13,17 10:14 11:7,12 11:20 13:18 14:19,23 15:4,12,18,24 16:3,11 17:4,10,17,21 18:5,11 18:17 19:5,22 20:9,14 21:3,8,14 22:8 23:18,25 24:6,10,15,25 25:6,14 25:22 26:2,4,14,18 27:1 27:17 28:6,16 29:4,19 30:13,17,24 31:5,25 32:5 32:15,16 33:18 34:15,21 35:6,21 36:3,10,21,25 38:2,6,10 39:5 40:2,6,11 40:17 41:9,13,18 42:17 44:24 45:8 46:6,18 47:10 47:19 48:3,18 49:15 50:9	Land [4] 111:6,8 112:3 112:17	line [8] 37:9 45:2,3 62:7 68:13 74:25 82:25 121:7
	investigate [1] 50:22	Johnson [122] 1:3,4,8,9 1:23 2:6 3:11,22 4:5,10 4:16,24 5:13,17 7:23 9:1 9:5,13,17 10:14 11:7,12 11:20 13:18 14:19,23 15:4,12,18,24 16:3,11 17:4,10,17,21 18:5,11 18:17 19:5,22 20:9,14 21:3,8,14 22:8 23:18,25 24:6,10,15,25 25:6,14 25:22 26:2,4,14,18 27:1 27:17 28:6,16 29:4,19 30:13,17,24 31:5,25 32:5 32:15,16 33:18 34:15,21 35:6,21 36:3,10,21,25 38:2,6,10 39:5 40:2,6,11 40:17 41:9,13,18 42:17 44:24 45:8 46:6,18 47:10 47:19 48:3,18 49:15 50:9	lands [1] 112:2	lines [6] 42:8 59:9,18 64:9,19 66:20
	investigating [1] 42:10	Johnson [122] 1:3,4,8,9 1:23 2:6 3:11,22 4:5,10 4:16,24 5:13,17 7:23 9:1 9:5,13,17 10:14 11:7,12 11:20 13:18 14:19,23 15:4,12,18,24 16:3,11 17:4,10,17,21 18:5,11 18:17 19:5,22 20:9,14 21:3,8,14 22:8 23:18,25 24:6,10,15,25 25:6,14 25:22 26:2,4,14,18 27:1 27:17 28:6,16 29:4,19 30:13,17,24 31:5,25 32:5 32:15,16 33:18 34:15,21 35:6,21 36:3,10,21,25 38:2,6,10 39:5 40:2,6,11 40:17 41:9,13,18 42:17 44:24 45:8 46:6,18 47:10 47:19 48:3,18 49:15 50:9	large [4] 71:10 76:5 80:3 106:1	link [4] 68:10,11 88:21
	investigations [1] 27:7	Johnson [122] 1:3,4,8,9 1:23 2:6 3:11,22 4:5,10 4:16,24 5:13,17 7:23 9:1 9:5,13,17 10:14 11:7,12 11:20 13:18 14:19,23 15:4,12,18,24 16:3,11 17:4,10,17,21 18:5,11 18:17 19:5,22 20:9,14 21:3,8,14 22:8 23:18,25 24:6,10,15,25 25:6,14 25:22 26:2,4,14,18 27:1 27:17 28:6,16 29:4,19 30:13,17,24 31:5,25 32:5 32:15,16 33:18 34:15,21 35:6,21 36:3,10,21,25		

88:21 list [3] 83:13,15,16 listed [1] 162:4 listening [1] 131:2 lists [1] 83:14 literally [2] 40:24 46:14 live [4] 43:6 161:23 163:18,22 load [1] 174:1 loading [1] 106:12 local [2] 99:25 162:7 log [1] 69:21 long-term [1] 171:4 longer [3] 34:19 100:3 148:11 look [58] 5:20 6:10 8:24 11:18 47:21 51:13 54:4 54:9 59:25 66:1 67:20 82:13 90:22 114:20 115:18 116:11 121:5 122:8 123:6,7 125:6,18 128:7 129:24 137:22 141:11 143:14,14,15 144:7,11 147:24 148:2 149:21 150:15 153:7 156:1,10,10 157:12,15 157:18,22 158:17,23 159:17 160:13 161:7 162:1 164:20 167:18 170:9 171:15 173:25 174:2 176:22 177:16,19 looked [8] 6:6,8 42:2 53:11 55:2 134:7 170:17 179:9 looking [30] 11:13 18:18 27:13 38:13 41:1 63:25 75:6 76:21 81:19,24 87:5 88:8 103:22 121:3 123:17 129:20 137:10 140:13 148:23 153:23 154:3 155:18 156:9 157:4 170:12 171:4,9,11 173:6 173:12 looks [2] 66:12 173:5 loss [2] 6:3,4 lots [1] 91:3 low [4] 6:1 134:2,20 135:4 lower [4] 62:16 121:5 141:17 146:12 lozenges [1] 82:1 lumped [1] 80:8 Lye [67] 1:7 16:13,19,24 17:2,7,13,19,23 18:9,14 18:20 19:13 20:6,12,23 21:1,6,11,19 24:19 55:22 73:21 74:1,8,16 75:11 75:21,25 76:1,12,17 77:2 77:13 78:3,13,18,21,23 79:21 80:17 81:1,5,18 82:5,16,22 83:25 85:6,7 101:7,17,20 102:8,13 105:14,21 115:2,5 117:13 120:20 121:2,18 124:7 133:4,8 142:19 Lye's [1] 73:22	-M-	150:2,2,3,4,6 172:23 174:25 179:8 mean [50] 9:23 26:25 29:5,20 34:13 40:10,21 42:20 43:16 44:7 48:21 49:14,15 50:5,7,11 51:23 53:2,12,18 58:25 59:14 59:16 64:1 73:2,9 86:16 86:24 89:21 91:16 95:14 98:10 99:15 104:21 113:13 116:10 133:23 141:22 142:2 143:25 151:19 152:14 153:2 155:6 157:18,18 158:6,7 159:9 160:6 meaningfully [1] 5:3 means [2] 44:3 183:8 meant [2] 89:22 125:9 measure [3] 14:5 82:2 154:3 measured [2] 92:20,23 measurement [1] 148:24 measures [4] 5:25 8:4 13:24 14:4 mechanics [1] 82:15 media [3] 55:11 87:13 87:18 meet [7] 10:12,18,20 60:25 72:23 73:14 79:13 meeting [3] 25:18,18 178:1 meetings [4] 72:19 86:19 88:9 177:21 meets [1] 101:4 megawatt [1] 106:2 Melville [2] 180:5,9 member [3] 23:3 27:6 38:21 members [3] 23:10 38:21 112:16 memorable [2] 28:4 65:13 mention [1] 13:20 mentioned [8] 6:9 20:21 57:11 78:2 84:12 157:3 175:13 181:10 mercifully [1] 101:16 mercury [1] 180:9 merits [1] 48:23 met [6] 22:14 84:7 88:4 114:23 177:24 178:1 meter [2] 22:17 115:20 MHAs [1] 88:15 mic [3] 1:11 101:22 110:23 might [19] 19:25 46:24 77:11 79:5 80:22 84:2,5 85:20 110:20,21 117:13 117:13 126:7 137:9 143:1 151:3 164:25 165:17 169:10 mildew [1] 6:15 mind [6] 72:19 105:11 139:3 144:4 154:25	176:19 mine [1] 21:7 minor [3] 59:2 119:10 132:6 minus [2] 124:21 126:7 minute [2] 104:21 181:25 minutes [8] 41:5,5 44:8 109:20,22 144:23 154:16 155:14 miss [1] 110:24 misspoke [1] 161:15 mobilization [2] 39:19 42:25 mobilize [1] 38:24 mobilized [7] 38:16 39:10,14,16 42:24 43:15 43:18 model [3] 90:24 91:23 135:9 modem [1] 82:24 moderate [1] 138:17 moisture [1] 7:10 mold [2] 6:15 172:12 moment [2] 20:16 22:10 Monday [3] 182:20,22 182:22 money [5] 162:14,19,20 162:25 171:20 monitoring [1] 2:2 monology [1] 131:11 monopoly [2] 126:21 130:13 month [1] 26:6 months [1] 18:24 morning [12] 1:10 38:14 38:22 40:23 43:11 53:4 55:22 101:14 109:16 110:16 169:2 171:7 Moss [2] 183:2,12 most [8] 51:17 54:25 80:7 91:22 93:21 101:15 131:22 149:7 mostly [1] 170:8 motivate [1] 48:12 move [8] 73:20 79:20,22 80:20 85:10 101:22 149:20 151:11 moved [7] 14:20,22 45:10 60:18 61:18 62:22 164:3 moving [10] 8:8 15:6 23:17 41:3 43:21 59:6 68:19 153:17 159:13 164:6 Ms [434] 1:5 9:15 16:16 19:3 20:15,17 22:9,13 23:22 24:4,8,13,17 25:3 25:4,12,16 26:1,12,16 26:24 27:3,20 28:12,18 29:5,14 30:11,21 31:2 31:13 32:3,6,14 33:16 33:23 34:22 35:5,22 36:1 36:6,19,23 37:23 38:4,8 38:18 39:4 40:4,9,15,20 41:11,15 42:13,15,19	45:6,12 46:8,19 47:3,17 47:23 48:7,19 49:4,10 49:22 50:2,6,17 51:7,12 52:4,5,22 53:4,9 55:22 55:25 56:9,15 57:3,8,15 57:22 58:4,8,16,24 59:13 59:22 60:9 61:2,7,14,22 62:9,24 63:12,24 64:12 65:1,19,25 66:5,11,15 66:21 67:3,9,14 68:15 68:16 69:9,13,18,22 70:9 70:13,20 71:2,24 72:16 73:7,20 76:8 78:25 79:4 79:12,17,21 80:15,21 83:6 85:15,22 86:7,15 86:23 87:11 88:2,24 89:10,14,24 90:5,10 92:9 92:13 93:1,9,24 94:13 94:17 95:1,13 96:6,17 96:22 97:1,2,5 98:2,19 99:8,14,19 100:16,25 101:7,21,25 102:22,24 103:8,25 104:18,25 106:9 106:24 107:6,13 108:1,6 108:24 109:7,11,15,17 109:18,19,21,23 110:2,6 110:12,14,15,25 111:1 111:15,17,22 112:7,11 112:23 113:3,8,12,14,16 113:18,23 114:1,7,10,19 115:1,8,13 116:8,13,15 116:17,23 117:4,9,11,14 118:6,12,13,15 119:15 119:20,22,24 120:1,3,5 120:10,18,22,25 121:9 121:18,20,22 122:2,6,11 122:13,15,17,22 123:1,3 123:10,19 124:2,13,15 125:16,21 126:10 127:20 127:22,24 128:6 130:25 131:7 132:16,24 133:6 133:10,21 134:6 135:13 135:19,20 136:12,20,24 137:2,15 138:4,6,12,15 138:19,22,24 139:2,5,8 139:10,12,15,17,20,22 139:24 140:1,7,9,12,24 141:1,10,14,18,20 143:4 143:8,24,25 144:6,8,10 144:13,15,24 145:1,4,6 145:9,11,13,16,20 146:14 146:19,21 147:5,7,15,18 147:19,23 150:17 151:5 151:20,25 152:2,6,8,11 152:15,20,24 153:3,15 153:19,21 154:9,20,22 155:1,4,22 156:21 157:11 158:10 159:8 160:22 161:4,14,19,24 162:11 162:18 163:12,21 164:2 164:10,17 165:7,13,20 165:24 166:1,13,19,23 167:2,8,17 168:2,14,25 169:7,19 170:2,15,22 171:2,24 172:20 173:11 174:8,18,23,25 175:4,10 176:14,16,18 177:6,9,20 178:9,22 179:3,5,11,12 180:6,8,10,14,20 181:1 181:5,9,14,18,21,23 182:3,11,19 multi-year [1] 9:22
---	------------	---	--	---

<p>multiple [1] 34:14 municipalities [2] 72:24 95:19 Muskkrat [6] 33:14 34:7 68:9 88:20 179:13 180:4 must [3] 122:19 166:14 173:21 myriad [1] 150:8 mystified [2] 153:2,5</p>	<p>nine [10] 140:6 141:9 143:20 146:25 147:10 150:22 151:8,11 154:2,4 NLH-138 [1] 87:6 NLH-215 [1] 12:3 NLH-323 [1] 137:21 nobody [1] 158:22 non-communication [1] 100:20 non-Hydro [3] 63:23 66:19 67:1</p>	<p>obstacles [1] 13:7 obviously [2] 76:8 82:8 occasion [1] 181:16 occurred [1] 30:8 October [2] 56:13 57:13 off [11] 7:1 42:16 54:24 66:7 95:7 114:25 115:17 152:21 155:11 156:22 162:25 offer [4] 2:21 14:13 15:2 169:23 offered [2] 2:14 14:14 offering [2] 2:11 12:19 officials [1] 177:24 offset [1] 174:6 often [2] 80:7 88:12 oil [1] 62:13 old [1] 63:9 on-call [2] 37:15 39:12 on-call [2] 37:15 39:12 once [4] 6:24 45:5 79:7 79:13 one [44] 8:18 12:18 13:6 16:10 19:8,16,19 20:7,7 29:25 30:12 70:6,24 74:17 76:10 81:20 82:1 82:12 85:12 86:1 89:18 90:25 94:18,21,21 97:25 105:17 131:23 139:23 142:20 145:2 148:3 149:7 149:14 152:1 154:10 158:12 163:6,9 164:25 166:14,15 167:9,10 ones [2] 10:15 167:3 ongoing [3] 82:23 98:4 106:18 online [2] 22:4 127:2 Ontario [1] 3:21 open [7] 35:13,14 39:25 90:15 98:6 161:2 178:7 operation's [3] 173:15 175:18 179:1 operational [1] 81:10 operations [31] 39:13 40:24 45:24 46:5,9 68:9 72:4,23 73:10 85:1 88:20 94:6 98:8 107:12,14 112:19 123:23 133:15,17 149:23 150:1 172:25 173:6,19 175:18 177:4,7 177:8,22 178:3 179:4 operators [1] 45:21 opinion [5] 30:12 52:8 119:9 128:6 151:18 opportunities [4] 5:12 11:5 12:19 22:16 opportunity [2] 80:1 179:6 opposed [6] 3:14 38:24 54:8 58:13 63:9 80:10 opposite [1] 136:17 order [6] 47:8 86:4 128:13 130:16 131:25 171:13 organization [6] 19:2 61:13,15,17 62:23 76:21</p>	<p>organizational [1] 59:23 orientation [4] 112:3 112:13,16 113:6 otherwise [1] 158:21 ours [2] 84:9,22 ourselves [3] 10:18 23:1 171:10 outrage [11] 26:8,19,22 29:12 30:7 38:17 39:9 93:4 97:4 98:11 154:16 outrages [19] 21:24 26:7 26:10,22 28:25 29:12 30:6 43:3 65:15 71:12 136:16 145:14,24 146:3 146:4 154:12,13 155:13 156:12 outfit [1] 179:16 outgoing [1] 88:14 outlined [1] 23:21 outlines [1] 83:7 outside [3] 7:13 64:4 173:8 overall [31] 8:9,21 9:18 117:2,20 118:4 120:6 122:24 125:11 128:11 133:12 138:3,8 139:6 141:17,21 142:14,17 143:6 146:25 147:9,12 148:2,19 150:21,23 151:1 164:20,23 165:4 175:12 overarching [8] 27:4 34:11 91:23 95:2 117:3 127:25 129:9 141:5 overly [1] 60:1 oversee [1] 69:24 overseeing [2] 25:17 27:15 oversight [5] 25:21 63:15 72:3 76:8 88:25 overview [1] 123:24 own [9] 3:3,7 9:4 27:7,8 67:21 71:25 146:18 176:15</p>	<p>panel [6] 1:10 46:20 81:25 105:10 182:6,10 paper [3] 22:23 107:23 118:13 par [1] 142:14 paragraph [4] 80:1 89:17 115:24 116:2 paraphrasing [1] 92:19 Paris [2] 127:2,3 parse [1] 150:9 part [20] 3:1,16 22:21 28:2 31:10 54:25 57:1,7 71:10 72:12 74:4 77:14 88:25 90:2 91:25 108:4 108:7 129:15 132:23 179:25 participants [1] 14:3 participate [2] 128:22 161:18 participation [1] 12:14 particular [18] 14:7 16:9 16:16 51:14 81:25 83:18 116:22 123:9 132:19 137:25 146:1 149:4 161:8 162:20 167:9 170:10 180:5,18 particularly [5] 3:20 13:6 127:13 133:17 141:12 parties [1] 72:14 partner [2] 3:4 169:22 partnership [4] 2:16,21 15:22 169:17 party [1] 89:4 pass [1] 179:24 passionate [1] 131:19 past [8] 10:24 32:8,22,24 84:25 103:18,20 178:8 Paul [2] 55:20,23 pay [4] 8:8 48:16,17 52:14 paying [7] 46:23 49:9,18 49:20 50:3 52:1 102:10 pen [1] 22:23 people [80] 8:8 19:1 37:15 38:13 43:4,11,21 45:22 46:1,2 48:12,14 48:16,25 49:2,8 50:24 59:17 60:4,8,12 76:11 87:17 89:9,11 90:23 91:3 91:7,16 94:7 112:13 118:1,3 119:11,18 120:7 121:3,13 124:4,8,11 133:25 135:15 136:15 137:7 138:2,13 140:4,5 140:10 141:21 142:23 143:17 144:22 147:11 150:22 151:10,10,11 152:10,18 153:11,11 154:1,15 155:9,12 162:7 162:8 168:16 173:16 174:10,11,12,13,14,17 179:14,19 180:3 people's [2] 145:15 156:3 peoples' [1] 1:19</p>
-N-				
<p>Nain [3] 157:25 164:5,18 Nalcor [35] 57:20,25 58:3,13,18 59:6,9 60:19 61:1,13,15,19 62:23 63:15,21 64:4,19 65:23 65:24 66:19 67:2 68:1,5 70:2,7 73:10,13 85:20 86:21 89:22 100:14 113:11 114:3 179:20 180:17 name [7] 55:23 56:2,5 57:1 92:5 110:16 181:2 natural [1] 42:23 naturally [1] 92:14 nature [5] 91:20 98:22 112:17 142:9 157:23 navel [1] 127:11 near [2] 83:9 84:3 necessarily [3] 79:10 119:8 128:8 necessary [2] 40:19 74:25 need [18] 6:13 29:21 43:4 44:5 52:7 53:23 61:24 74:18 82:13 83:21 114:5 128:12,24 129:21 130:16 132:25 148:14 171:13 needed [1] 34:19 needle [1] 8:8 needs [3] 60:25 74:17 82:11 negotiated [2] 112:2,14 neutral [3] 31:3,7 97:19 never [1] 178:17 new [22] 12:19 22:4 34:7 62:11 102:18 103:19,23 104:16 105:13,23 106:1 108:4,20 109:2 127:2 130:6,7 149:2 173:4 175:9 176:23 177:12 Newfoundland [21] 2:17 9:20 15:23 38:16 40:22 45:15 46:10,12 49:18 51:24 53:18 85:14 95:22 123:18,21 147:13 169:18 181:15 183:4,7 183:10 NEWMAN [1] 182:11 next [10] 37:1 116:1 132:17 136:13 137:21 156:24 159:25 163:9 174:24 177:17 nice [1] 127:17 night [1] 39:12</p>	<p>non-timely [1] 100:21 none [1] 131:16 noon [1] 37:16 nor [2] 100:7 115:11 note [1] 118:16 noted [6] 9:16 36:24 38:9 79:1 144:14 169:8 notes [1] 9:4 nothing [2] 109:4 155:10 notification [2] 37:12 37:20 notifications [1] 21:24 notion [1] 52:19 notwithstanding [2] 34:23 67:18 Nova [1] 3:21 November [4] 1:1 35:2 183:5,11 now [63] 1:11,13 5:22 6:21,25 7:5 8:12,14,18 8:19 9:9,18 10:22 11:1 11:14 15:1 16:24 19:16 19:23 22:3,7,9 26:5 35:22 47:16 53:2 59:21 62:12 67:16 77:20,23 104:2 105:9,13 107:7 112:15 114:11 115:14 117:5 120:16 124:14 126:11 134:8 139:13 140:13 143:23 144:16,18 146:17 150:24 153:23 156:23 157:5 164:6 165:8 165:23 167:11 169:1 173:13 174:24 176:23 179:23 181:25 number [13] 5:1 23:14 33:3 88:4 124:4 136:16 137:5 142:23 146:5 163:8 164:22,24 175:5 numbers [4] 70:17 125:18 128:7 150:12 numerical [1] 119:18 Nunatsiavut [17] 110:18 114:14,17 115:4 159:5 165:18 177:11,15,22,24 179:14,19 180:3,15,23 181:3,19</p>	<p>obstacles [1] 13:7 obviously [2] 76:8 82:8 occasion [1] 181:16 occurred [1] 30:8 October [2] 56:13 57:13 off [11] 7:1 42:16 54:24 66:7 95:7 114:25 115:17 152:21 155:11 156:22 162:25 offer [4] 2:21 14:13 15:2 169:23 offered [2] 2:14 14:14 offering [2] 2:11 12:19 officials [1] 177:24 offset [1] 174:6 often [2] 80:7 88:12 oil [1] 62:13 old [1] 63:9 on-call [2] 37:15 39:12 on-call [2] 37:15 39:12 once [4] 6:24 45:5 79:7 79:13 one [44] 8:18 12:18 13:6 16:10 19:8,16,19 20:7,7 29:25 30:12 70:6,24 74:17 76:10 81:20 82:1 82:12 85:12 86:1 89:18 90:25 94:18,21,21 97:25 105:17 131:23 139:23 142:20 145:2 148:3 149:7 149:14 152:1 154:10 158:12 163:6,9 164:25 166:14,15 167:9,10 ones [2] 10:15 167:3 ongoing [3] 82:23 98:4 106:18 online [2] 22:4 127:2 Ontario [1] 3:21 open [7] 35:13,14 39:25 90:15 98:6 161:2 178:7 operation's [3] 173:15 175:18 179:1 operational [1] 81:10 operations [31] 39:13 40:24 45:24 46:5,9 68:9 72:4,23 73:10 85:1 88:20 94:6 98:8 107:12,14 112:19 123:23 133:15,17 149:23 150:1 172:25 173:6,19 175:18 177:4,7 177:8,22 178:3 179:4 operators [1] 45:21 opinion [5] 30:12 52:8 119:9 128:6 151:18 opportunities [4] 5:12 11:5 12:19 22:16 opportunity [2] 80:1 179:6 opposed [6] 3:14 38:24 54:8 58:13 63:9 80:10 opposite [1] 136:17 order [6] 47:8 86:4 128:13 130:16 131:25 171:13 organization [6] 19:2 61:13,15,17 62:23 76:21</p>	<p>organizational [1] 59:23 orientation [4] 112:3 112:13,16 113:6 otherwise [1] 158:21 ours [2] 84:9,22 ourselves [3] 10:18 23:1 171:10 outrage [11] 26:8,19,22 29:12 30:7 38:17 39:9 93:4 97:4 98:11 154:16 outrages [19] 21:24 26:7 26:10,22 28:25 29:12 30:6 43:3 65:15 71:12 136:16 145:14,24 146:3 146:4 154:12,13 155:13 156:12 outfit [1] 179:16 outgoing [1] 88:14 outlined [1] 23:21 outlines [1] 83:7 outside [3] 7:13 64:4 173:8 overall [31] 8:9,21 9:18 117:2,20 118:4 120:6 122:24 125:11 128:11 133:12 138:3,8 139:6 141:17,21 142:14,17 143:6 146:25 147:9,12 148:2,19 150:21,23 151:1 164:20,23 165:4 175:12 overarching [8] 27:4 34:11 91:23 95:2 117:3 127:25 129:9 141:5 overly [1] 60:1 oversee [1] 69:24 overseeing [2] 25:17 27:15 oversight [5] 25:21 63:15 72:3 76:8 88:25 overview [1] 123:24 own [9] 3:3,7 9:4 27:7,8 67:21 71:25 146:18 176:15</p>	<p>panel [6] 1:10 46:20 81:25 105:10 182:6,10 paper [3] 22:23 107:23 118:13 par [1] 142:14 paragraph [4] 80:1 89:17 115:24 116:2 paraphrasing [1] 92:19 Paris [2] 127:2,3 parse [1] 150:9 part [20] 3:1,16 22:21 28:2 31:10 54:25 57:1,7 71:10 72:12 74:4 77:14 88:25 90:2 91:25 108:4 108:7 129:15 132:23 179:25 participants [1] 14:3 participate [2] 128:22 161:18 participation [1] 12:14 particular [18] 14:7 16:9 16:16 51:14 81:25 83:18 116:22 123:9 132:19 137:25 146:1 149:4 161:8 162:20 167:9 170:10 180:5,18 particularly [5] 3:20 13:6 127:13 133:17 141:12 parties [1] 72:14 partner [2] 3:4 169:22 partnership [4] 2:16,21 15:22 169:17 party [1] 89:4 pass [1] 179:24 passionate [1] 131:19 past [8] 10:24 32:8,22,24 84:25 103:18,20 178:8 Paul [2] 55:20,23 pay [4] 8:8 48:16,17 52:14 paying [7] 46:23 49:9,18 49:20 50:3 52:1 102:10 pen [1] 22:23 people [80] 8:8 19:1 37:15 38:13 43:4,11,21 45:22 46:1,2 48:12,14 48:16,25 49:2,8 50:24 59:17 60:4,8,12 76:11 87:17 89:9,11 90:23 91:3 91:7,16 94:7 112:13 118:1,3 119:11,18 120:7 121:3,13 124:4,8,11 133:25 135:15 136:15 137:7 138:2,13 140:4,5 140:10 141:21 142:23 143:17 144:22 147:11 150:22 151:10,10,11 152:10,18 153:11,11 154:1,15 155:9,12 162:7 162:8 168:16 173:16 174:10,11,12,13,14,17 179:14,19 180:3 people's [2] 145:15 156:3 peoples' [1] 1:19</p>
-O-				
<p>O'Brien [5] 1:4 37:8 68:14 70:15 89:16 objective [2] 108:11 148:19 observations [1] 148:3</p>	<p>O'Brien [5] 1:4 37:8 68:14 70:15 89:16 objective [2] 108:11 148:19 observations [1] 148:3</p>	<p>obstacles [1] 13:7 obviously [2] 76:8 82:8 occasion [1] 181:16 occurred [1] 30:8 October [2] 56:13 57:13 off [11] 7:1 42:16 54:24 66:7 95:7 114:25 115:17 152:21 155:11 156:22 162:25 offer [4] 2:21 14:13 15:2 169:23 offered [2] 2:14 14:14 offering [2] 2:11 12:19 officials [1] 177:24 offset [1] 174:6 often [2] 80:7 88:12 oil [1] 62:13 old [1] 63:9 on-call [2] 37:15 39:12 on-call [2] 37:15 39:12 once [4] 6:24 45:5 79:7 79:13 one [44] 8:18 12:18 13:6 16:10 19:8,16,19 20:7,7 29:25 30:12 70:6,24 74:17 76:10 81:20 82:1 82:12 85:12 86:1 89:18 90:25 94:18,21,21 97:25 105:17 131:23 139:23 142:20 145:2 148:3 149:7 149:14 152:1 154:10 158:12 163:6,9 164:25 166:14,15 167:9,10 ones [2] 10:15 167:3 ongoing [3] 82:23 98:4 106:18 online [2] 22:4 127:2 Ontario [1] 3:21 open [7] 35:13,14 39:25 90:15 98:6 161:2 178:7 operation's [3] 173:15 175:18 179:1 operational [1] 81:10 operations [31] 39:13 40:24 45:24 46:5,9 68:9 72:4,23 73:10 85:1 88:20 94:6 98:8 107:12,14 112:19 123:23 133:15,17 149:23 150:1 172:25 173:6,19 175:18 177:4,7 177:8,22 178:3 179:4 operators [1] 45:21 opinion [5] 30:12 52:8 119:</p>		

<p>per [3] 86:3 149:13 166:2 perceive [1] 145:22 percent [85] 8:13,16,17 8:20 64:20,21 67:22 118:3,4,5 120:7,9 121:7 121:13,24 122:10,19,24 124:8,10,10,11,22 125:6 126:8 128:23 132:20 133:25 134:3 135:14 136:15 137:7 138:1,1,11 139:3 140:4,11,15 141:12 141:17,21 142:3,22,22 142:24,25 143:2,4,7,7 143:16,18,20,22 144:21 147:2,3,11 148:2 150:20 150:22 151:2,8 153:5,10 154:14,17 155:12 156:13 164:12,13,14,20,23 165:1 165:3,4,6,19,23 167:20 168:9,19,22 percentage [8] 8:22 54:16 118:22,24 145:7 146:24 147:8,21 perception [1] 142:6 perceptions [1] 156:3 perfect [1] 130:17 performance [7] 35:25 36:5,12,17 92:22,23 135:3 perhaps [12] 9:6 37:5 48:15 52:13 59:21 60:1 65:12,18 68:11 79:20,21 109:24 period [9] 11:25 38:20 39:8 42:1 64:2,11,13,16 146:7 person [20] 43:2 44:10 46:4,9 61:9 62:6,13 63:16 76:11,16 77:12 87:14 105:18 108:10,10 117:12 127:9 156:1 173:14 181:2 personally [6] 22:11 25:9 34:15 74:19 180:21 180:25 personnel [1] 177:23 persons [2] 72:15 85:19 perspective [28] 22:17 23:16 27:5,10,13 30:2 31:6,20 34:4 51:16 54:5 54:19 58:20 63:6,21 64:15 71:25 130:9 133:13 148:1,7,24 151:15 155:23 156:5 176:3,4 179:2 pertaining [3] 24:2 37:1 46:22 phenomenal [1] 23:6 phone [5] 41:6,24 42:16 42:23 44:12 pick [1] 44:12 picture [1] 8:9 piece [18] 27:19,22 28:5 28:22 38:3 43:23 45:9 45:18 59:12 61:20,21 125:2 128:4 129:23,24 130:19 142:21 147:25 piecemeal [8] 157:18,23 158:3,6,7,7 159:19 163:2</p>	<p>pieces [4] 111:13 112:4 113:2 157:24 pilot [2] 3:3 84:10 pinpoint [1] 149:9 pipe [1] 6:2 pipes [2] 166:20 172:3 pipng [1] 160:16 place [10] 33:7 35:17 37:10 77:1,5 88:6 149:16 170:23 171:1 177:14 plan [24] 9:19,21,22 10:2 10:3,10,10,13,16 20:22 21:5,16,20 35:3,7,11,17 106:16 116:6 127:8,19 149:18 163:7 171:3 planned [3] 86:12 145:14 145:24 planning [10] 68:20 107:12,14,17 132:13 173:10,25 174:2 177:23 178:3 plans [6] 10:25 65:3 67:15 95:3 149:16 171:4 plants [4] 175:20 176:5 176:11,15 pleased [1] 156:16 pleasure [1] 151:24 plus [6] 4:11 18:23 23:1 124:21 126:7 138:3 point [47] 20:20,21 39:2 40:13 47:1,20 58:2 59:6 60:17 67:20 75:3,8,19 76:10 77:9 80:13 83:19 83:21 84:14 92:2 93:25 103:6,23 104:16,23 108:8 108:20 111:23 126:6,14 126:16,20 127:15 129:22 130:11 131:1,4 134:10 143:12 159:11 173:12,13 175:21 179:18,23 180:16 180:17 pointed [1] 38:15 points [2] 12:16 141:17 policies [1] 88:7 policy [1] 87:22 polled [1] 133:25 polls [2] 23:5 128:9 poor [1] 7:13 population [1] 165:5 Porter [1] 55:24 portfolio [4] 25:8,9,13 25:24 pose [1] 53:8 position [43] 22:20 53:7 54:1,2 56:1,2,6 57:2,12 57:12,20,21,24 58:2,12 58:13,14 59:6 60:18,19 60:21 62:1,7,11,19,21 63:2,20 73:25 75:17 87:8 89:15 97:17 100:11 103:24 104:17 108:5,20 108:25 109:6 111:2,3,11 positions [6] 53:5 60:21 60:22,25 70:7 75:19 post-integration [1] 69:4</p>	<p>post-interconnection [1] 68:22 Postville [4] 157:25 158:14,24 164:18 potential [6] 5:2,7,11 7:24 8:7 12:19 potentially [1] 79:6 power [25] 2:17 9:20 15:23 38:16 40:23 45:16 46:10,12 49:19 51:24 53:18 74:14 111:4,10 136:16 144:22 154:12,13 154:16 155:13 169:18 174:10,11,14,16 practice [1] 154:6 practices [1] 23:7 precedence [1] 111:9 precipitated [1] 31:11 precipitates [1] 54:22 precision [1] 64:22 predominantly [1] 62:4 preparation [1] 77:20 prepare [4] 17:12 21:4 34:19 87:14 prepared [5] 16:19 83:10,20,24 99:2 present [2] 11:5 36:18 presentation [1] 123:25 presentations [2] 99:1 114:23 presently [2] 10:22,23 president [4] 57:12 60:20 111:21 114:4 presumably [1] 40:3 pretty [3] 55:6 106:5 148:5 previous [11] 18:16,22 36:5 56:5 65:18 70:4 115:7,11 118:7 121:7 177:21 previously [2] 55:10 178:2 price [4] 86:5 126:24,24 134:23 primarily [1] 86:22 primary [9] 22:24 32:7 32:23 85:16,21 87:25 88:12,22 116:25 principle [2] 94:6 104:10 principles [2] 93:17 103:4 priorities [5] 34:14 68:20 83:8,9,12 prioritized [2] 96:5,12 priority [6] 34:9,13,17 84:7 134:2,2 problem [1] 35:15 problems [3] 172:15,17 172:19 procedures [1] 12:13 proceedings [1] 110:18 process [23] 12:8,11,22 23:16 31:16 43:21 44:16 44:18 46:13 96:10 97:13</p>	<p>97:15 104:1,4 105:3,23 106:3,8,10,12 130:5,8 132:11 processes [4] 45:5 80:2 98:7 149:10 proclaim [1] 151:21 produce [1] 78:22 product [1] 91:17 products [2] 13:9 173:4 professionally [1] 34:16 prognosticate [1] 67:13 program [31] 1:15,18 2:3 7:25 8:15,16,19 9:25 11:22,25 12:8,11,22 13:23 14:3,11 15:8,22 25:13 80:5,12 84:4 161:2 161:2,18 162:15 163:16 166:7,9 167:7 170:1 programming [1] 2:18 programs [20] 2:21 3:1 4:7 8:21 14:13 15:3 35:9 73:16 88:7 89:19 90:3 93:19 163:23 166:8 167:21 169:22 171:16 174:5 175:4,23 progress [2] 20:24 21:10 project [5] 6:22 175:6 180:12,21 181:7 projects [3] 6:24 81:8 176:7 promote [1] 5:3 prone [1] 41:12 properly [2] 7:17 47:8 provide [18] 10:12 12:17 25:24 28:17 31:23 36:16 48:4 91:10 94:1 100:8 101:4 123:22,24 146:25 160:12 172:13 174:3 179:7 provided [13] 21:21 29:17 48:6 87:17 90:17 112:15 123:8 140:18,20 147:9 156:17 157:14 178:2 provider [7] 123:7 125:1 125:4 135:7 140:21 141:3 144:2 provides [2] 92:24 125:4 providing [13] 25:17 27:4 47:2 51:10 64:17 72:2 76:7 87:3 96:1 104:10 142:7 155:20 157:1 province [2] 16:2 52:24 provinces [1] 3:20 provincial [6] 2:25 3:2 9:19 85:13,17 88:1 provincially [1] 169:23 provisions [3] 112:9 113:1,20 PUB [4] 87:5 94:22,24 96:4 PUB-313 [1] 158:12 PUB-NLH [2] 70:5 94:11</p>	<p>PUB-NLH-138 [2] 59:20 62:20 PUB-NLH-228 [1] 70:13 PUB-NLH-229 [1] 89:13 PUB-NLH-313 [1] 3:25 PUB-NLH-379 [1] 68:12 public [8] 73:3 95:12,21 98:1 111:3,9 128:6 183:6 pulled [1] 130:1 Pulp [1] 107:23 purchase [2] 13:9 132:8 purchased [1] 86:2 pure [1] 49:11 purpose [3] 50:23 73:11 116:24 pursue [1] 6:17 push [3] 50:24 151:16 157:6 put [26] 11:10 22:22 28:8 33:6 37:10 45:16 52:21 78:16,19 97:20 119:9 125:3 126:15 138:17 150:24 152:21 158:25 160:2,9 162:14 166:6 170:23,25 178:14,16 179:1 puts [1] 67:17 putting [7] 22:5 46:21 67:15 105:25 158:13 163:24 177:14</p> <hr/> <p style="text-align: center;">-Q-</p> <p>Q.C [105] 1:8,9,23 2:6 3:11,22 4:5,10,16,24 5:13,17 7:23 9:1,5,13,17 10:14 11:7,12,20 13:18 14:19,23 15:4,12,18,24 16:3,11 17:4,10,17,21 18:5,11,17 19:5,22 20:9 20:14 21:3,8,14 22:8 23:18,25 24:6,10,15,25 25:6,14,22 26:4,14,18 27:1,17 28:6,16 29:4,19 30:17,24 31:5,25 32:5 32:16 33:18 34:21 35:21 36:3,10,21,25 38:2,6,10 40:2,6,11,17 41:9,13,18 42:17 44:24 45:8 46:6 46:18 47:10,19 48:3,18 50:10,15 51:5,9 52:3,17 53:1 55:15 102:5 182:4 qualitative [3] 34:4 130:4,9 quality [3] 90:20 91:9 135:16 questioned [1] 130:2 questioning [2] 31:9 54:6 questions [30] 53:8 55:17 56:1 70:14 73:21 73:23 77:10 78:7 81:3 81:24 85:25 89:16 90:17 93:7 101:8,9,15,17 110:20 130:3 139:11</p>
--	---	--	---	---

165:18 169:2 171:8 174:25 175:5 182:1,5,10 182:12 quick [1] 23:4 quicker [2] 52:14 83:3 quickly [1] 44:20 quiet [1] 102:3 quite [8] 27:25 55:8 75:23 87:1 117:14 127:12 131:19 136:17	recommendations [9] 12:4,6,9,10,23 13:20 15:6 27:16 170:1 recommending [2] 10:15 159:17 reconciliation [1] 71:3 record [18] 1:17 3:24,25 9:16 12:1 34:22 36:12 36:13,24 38:9 42:4 65:20 68:1 70:22 78:17,19 79:1 144:14 recorded [2] 23:19,23 recover [1] 34:24 recovering [2] 32:9,25 recovery [4] 6:7 7:15 170:8 176:10 reduce [3] 6:3,4 178:18 reducing [2] 5:6 178:14 refer [3] 12:3 59:20 117:18 reference [10] 9:24 82:1 82:20 87:20 111:5 115:20 115:23,25 116:3 175:14 referenced [1] 95:3 references [5] 17:24 116:4,5,14,21 referred [3] 41:25 45:2 175:5 referring [5] 9:7 106:6 119:16 175:11,13 refine [2] 130:5,7 reflect [2] 145:21,22 reflecting [2] 23:20 104:25 reflection [3] 57:6 67:21 119:3 reflective [3] 61:4 119:11 137:6 reflects [2] 65:20 92:21 regard [5] 5:2 12:2 31:4 176:6 179:16 regarding [3] 69:1 74:12 101:19 regards [1] 26:7 region [7] 125:2 132:25 133:11,16,18 147:1,10 regional [1] 123:22 regions [1] 149:19 regular [2] 98:20 156:6 regularly [1] 10:19 regulated [2] 96:11 179:22 regulation [1] 96:10 regulations [1] 96:21 regulator [6] 30:14 31:19 95:6,16 96:9 98:7 regulatory [7] 31:15,23 94:22,24 96:13 97:13 104:4 related [9] 63:17 69:25 72:1,9 87:21,22 88:11 88:15 146:7 relates [7] 115:22 117:23 132:23 165:22 167:11	179:14 180:5 relating [1] 41:22 relation [16] 11:21 25:7 25:7 26:22 30:5 61:19 68:4,7,14 71:7,9,12 88:19 93:21 94:24 97:17 relation's [2] 179:18 180:16 relations [14] 56:3,8,14 56:16 57:19 59:11,24 60:16 61:9,21 114:12,15 115:16,19 relationship [10] 12:16 32:9 33:1 34:25 84:20 84:24 92:16 98:5 104:7 106:19 relationships [2] 80:2 90:13 relative [2] 8:7 28:9 relatively [2] 136:8 146:4 relax [2] 44:1,21 relevance [1] 14:7 relevant [2] 128:4 133:17 reliability [15] 90:25 93:22 122:9,14 124:9 141:7 142:21,25 143:6 146:10,11 153:9,14 156:2 156:11 reliable [2] 83:2 124:6 reliably [1] 92:24 rely [2] 100:7 127:19 relying [1] 123:17 remember [2] 61:25 100:12 remotely [1] 38:24 removed [3] 14:16,17 15:1 renovation [4] 7:20 171:12 172:4,7 renovations [2] 171:21 172:8 repairs [1] 146:9 replace [1] 177:17 replicating [1] 129:5 reply [1] 167:19 report [25] 3:23 4:1,25 6:5,10,11 11:23 12:7 14:18 15:15 16:4 19:2 29:22 33:11 157:16,17 159:15 161:8,10 162:1,2 163:14,16 169:9,16 reported [3] 4:22,23 141:8 reporting [3] 27:8 98:20 120:19 reports [6] 4:17 25:19 27:9 61:10 98:22 157:22 represent [5] 55:24 101:14 110:17 118:25 135:8 representation [4] 124:23 135:6,11 151:4 representative [6]	31:18 89:2,7 92:2 119:1 119:8 representatives [4] 73:15 112:1 114:24 116:1 represents [1] 92:21 reputation [24] 89:20 90:4,12,18,23 91:1,6,14 91:14,24 92:12,20 93:12 93:22 100:23 138:9,10 138:21 139:6,13 150:21 150:23 151:1,6 request [1] 73:17 requested [1] 16:18 require [1] 68:23 required [2] 34:11 76:7 requirement [3] 30:4 31:10 109:5 requirements [1] 101:3 requires [1] 69:6 research [7] 22:25 28:23 34:1,3 93:2 140:18 154:7 residences [2] 8:13 15:11 residential [4] 125:10 128:17 141:5 168:19 residents [4] 132:21 164:14 165:23,25 resolve [1] 34:6 resources [3] 65:7 163:3 163:5 respect [23] 4:1,18 32:21 54:3 87:12 99:6 111:24 112:18 114:15 116:6 126:21 132:10 143:17 144:20 153:8 154:13 155:23 157:15 168:3,6 175:20 179:12 180:7 respond [1] 47:8 responding [1] 43:25 response [14] 26:25 27:6 27:12 30:5 39:11,17,18 50:20 54:17 75:4 97:11 167:24 168:24 171:8 responsibilities [10] 56:25 57:7 58:14 59:7 60:15 63:7,9 74:5 90:2 94:12 responsibility [9] 23:13 58:17 59:9 67:21 76:3 106:20 149:25 171:19 173:8 responsible [5] 15:19 74:5 93:18 133:16 169:11 rest [4] 122:18 123:4 137:17 140:10 result [3] 53:21 111:19 126:7 results [5] 51:1 140:23 141:9 148:21 158:18 RESUMES [3] 1:5,6,7 retailers [9] 12:15,17,25 13:1,3,4,8,13,16 retention [1] 2:7 retrofits [1] 176:1 retrospect [1] 28:14	RETURN [1] 110:9 revenue [3] 30:4 31:9 109:5 review [2] 10:21 19:18 reviewed [6] 19:3 22:24 27:9 33:25 116:9 135:10 reviewing [2] 25:19 75:15 revision [5] 12:3 19:7 19:11,14 93:5 revisions [2] 19:10 20:1 revisiting [1] 20:16 RFI [1] 5:1 right [67] 2:5 5:14,22 6:25 7:5 8:12,14,19 10:22 11:1,13 14:24 15:1 17:1 18:8 19:16 20:25 22:3,7 25:15 35:4,25 38:7 41:8 42:18 47:18 49:8 52:20 53:10,16 60:3 77:20,23 79:18 115:14 120:2,11 121:1 122:3,7 127:12 138:5,7,13,16 139:9,16 140:8,25 143:14 143:20 144:19,25 145:3 153:18,20 155:5,20 156:1 156:19 161:20,25 163:22 167:9 168:15 172:5 176:17 Rigolet [5] 157:24 158:15,24 164:5,18 risk [1] 39:16 road [17] 16:13 17:6,12 19:24 20:4,8,17 35:3,7 35:16 79:24 80:7 81:6 81:21 82:8 115:16,19 robust [2] 31:15 97:13 Rocky [1] 51:21 role [18] 18:16 26:21 56:11,20 60:8 63:20 64:17 68:15 87:21 96:7 108:23 110:19 112:14 113:17 115:6,7,11,12 roll [1] 95:20 rolled [1] 106:4 rolling [2] 4:6 107:3 room [1] 131:21 rounding [2] 82:9 130:3 routine [1] 23:4 row [1] 80:25 run [3] 7:1 162:19,19 running [3] 11:4 38:23 176:21 rural [8] 5:4,7 8:9 51:14 51:17 55:9 178:12,18
<hr/> -R- <hr/>				
race [1] 128:7 raised [1] 37:11 ranked [1] 119:18 rarely [1] 102:3 rate [4] 35:1 97:23 135:4 183:4 rates [3] 96:12,20 179:15 rather [2] 14:4 70:12 rating [1] 118:5 ratings [1] 95:15 re-direct [1] 182:14 reached [4] 77:24 128:17 163:11 164:23 read [16] 12:7 27:8 50:19 54:2,3 99:15,20 116:20 120:14 121:25 134:16 136:14,18 137:4 158:21 158:23 readers [1] 115:20 reading [5] 1:16 22:17 144:19 145:2 155:12 ready [6] 40:18 43:16,18 43:22 106:5,5 real [1] 157:6 realism [1] 142:6 realize [1] 159:11 really [23] 1:13 2:18 6:14 7:1,4 13:11 31:11 32:10 32:25 33:8 77:14 84:10 85:2 90:14 100:17 125:19 127:5,5,16,19 134:19 143:6 145:7 reason [4] 53:22 56:24 91:16 143:10 reasonable [1] 65:16 reasons [1] 53:16 receive [2] 11:17 88:14 receiving [4] 21:24 46:17,24 74:20 recent [3] 65:12 86:4 139:23 recently [4] 102:25 103:15 107:20 136:8 recognize [1] 84:16 recognizing [2] 64:23 105:8 recollection [3] 62:21 82:7 145:15 recommendation [7] 14:10 15:9,14 16:7,9 37:22 169:8	recommendations [9] 12:4,6,9,10,23 13:20 15:6 27:16 170:1 recommending [2] 10:15 159:17 reconciliation [1] 71:3 record [18] 1:17 3:24,25 9:16 12:1 34:22 36:12 36:13,24 38:9 42:4 65:20 68:1 70:22 78:17,19 79:1 144:14 recorded [2] 23:19,23 recover [1] 34:24 recovering [2] 32:9,25 recovery [4] 6:7 7:15 170:8 176:10 reduce [3] 6:3,4 178:18 reducing [2] 5:6 178:14 refer [3] 12:3 59:20 117:18 reference [10] 9:24 82:1 82:20 87:20 111:5 115:20 115:23,25 116:3 175:14 referenced [1] 95:3 references [5] 17:24 116:4,5,14,21 referred [3] 41:25 45:2 175:5 referring [5] 9:7 106:6 119:16 175:11,13 refine [2] 130:5,7 reflect [2] 145:21,22 reflecting [2] 23:20 104:25 reflection [3] 57:6 67:21 119:3 reflective [3] 61:4 119:11 137:6 reflects [2] 65:20 92:21 regard [5] 5:2 12:2 31:4 176:6 179:16 regarding [3] 69:1 74:12 101:19 regards [1] 26:7 region [7] 125:2 132:25 133:11,16,18 147:1,10 regional [1] 123:22 regions [1] 149:19 regular [2] 98:20 156:6 regularly [1] 10:19 regulated [2] 96:11 179:22 regulation [1] 96:10 regulations [1] 96:21 regulator [6] 30:14 31:19 95:6,16 96:9 98:7 regulatory [7] 31:15,23 94:22,24 96:13 97:13 104:4 related [9] 63:17 69:25 72:1,9 87:21,22 88:11 88:15 146:7 relates [7] 115:22 117:23 132:23 165:22 167:11	179:14 180:5 relating [1] 41:22 relation [16] 11:21 25:7 25:7 26:22 30:5 61:19 68:4,7,14 71:7,9,12 88:19 93:21 94:24 97:17 relation's [2] 179:18 180:16 relations [14] 56:3,8,14 56:16 57:19 59:11,24 60:16 61:9,21 114:12,15 115:16,19 relationship [10] 12:16 32:9 33:1 34:25 84:20 84:24 92:16 98:5 104:7 106:19 relationships [2] 80:2 90:13 relative [2] 8:7 28:9 relatively [2] 136:8 146:4 relax [2] 44:1,21 relevance [1] 14:7 relevant [2] 128:4 133:17 reliability [15] 90:25 93:22 122:9,14 124:9 141:7 142:21,25 143:6 146:10,11 153:9,14 156:2 156:11 reliable [2] 83:2 124:6 reliably [1] 92:24 rely [2] 100:7 127:19 relying [1] 123:17 remember [2] 61:25 100:12 remotely [1] 38:24 removed [3] 14:16,17 15:1 renovation [4] 7:20 171:12 172:4,7 renovations [2] 171:21 172:8 repairs [1] 146:9 replace [1] 177:17 replicating [1] 129:5 reply [1] 167:19 report [25] 3:23 4:1,25 6:5,10,11 11:23 12:7 14:18 15:15 16:4 19:2 29:22 33:11 157:16,17 159:15 161:8,10 162:1,2 163:14,16 169:9,16 reported [3] 4:22,23 141:8 reporting [3] 27:8 98:20 120:19 reports [6] 4:17 25:19 27:9 61:10 98:22 157:22 represent [5] 55:24 101:14 110:17 118:25 135:8 representation [4] 124:23 135:6,11 151:4 representative [6]	31:18 89:2,7 92:2 119:1 119:8 representatives [4] 73:15 112:1 114:24 116:1 represents [1] 92:21 reputation [24] 89:20 90:4,12,18,23 91:1,6,14 91:14,24 92:12,20 93:12 93:22 100:23 138:9,10 138:21 139:6,13 150:21 150:23 151:1,6 request [1] 73:17 requested [1] 16:18 require [1] 68:23 required [2] 34:11 76:7 requirement [3] 30:4 31:10 109:5 requirements [1] 101:3 requires [1] 69:6 research [7] 22:25 28:23 34:1,3 93:2 140:18 154:7 residences [2] 8:13 15:11 residential [4] 125:10 128:17 141:5 168:19 residents [4] 132:21 164:14 165:23,25 resolve [1] 34:6 resources [3] 65:7 163:3 163:5 respect [23] 4:1,18 32:21 54:3 87:12 99:6 111:24 112:18 114:15 116:6 126:21 132:10 143:17 144:20 153:8 154:13 155:23 157:15 168:3,6 175:20 179:12 180:7 respond [1] 47:8 responding [1] 43:25 response [14] 26:25 27:6 27:12 30:5 39:11,17,18 50:20 54:17 75:4 97:11 167:24 168:24 171:8 responsibilities [10] 56:25 57:7 58:14 59:7 60:15 63:7,9 74:5 90:2 94:12 responsibility [9] 23:13 58:17 59:9 67:21 76:3 106:20 149:25 171:19 173:8 responsible [5] 15:19 74:5 93:18 133:16 169:11 rest [4] 122:18 123:4 137:17 140:10 result [3] 53:21 111:19 126:7 results [5] 51:1 140:23 141:9 148:21 158:18 RESUMES [3] 1:5,6,7 retailers [9] 12:15,17,25 13:1,3,4,8,13,16 retention [1] 2:7 retrofits [1] 176:1 retrospect [1] 28:14	RETURN [1] 110:9 revenue [3] 30:4 31:9 109:5 review [2] 10:21 19:18 reviewed [6] 19:3 22:24 27:9 33:25 116:9 135:10 reviewing [2] 25:19 75:15 revision [5] 12:3 19:7 19:11,14 93:5 revisions [2] 19:10 20:1 revisiting [1] 20:16 RFI [1] 5:1 right [67] 2:5 5:14,22 6:25 7:5 8:12,14,19 10:22 11:1,13 14:24 15:1 17:1 18:8 19:16 20:25 22:3,7 25:15 35:4,25 38:7 41:8 42:18 47:18 49:8 52:20 53:10,16 60:3 77:20,23 79:18 115:14 120:2,11 121:1 122:3,7 127:12 138:5,7,13,16 139:9,16 140:8,25 143:14 143:20 144:19,25 145:3 153:18,20 155:5,20 156:1 156:19 161:20,25 163:22 167:9 168:15 172:5 176:17 Rigolet [5] 157:24 158:15,24 164:5,18 risk [1] 39:16 road [17] 16:13 17:6,12 19:24 20:4,8,17 35:3,7 35:16 79:24 80:7 81:6 81:21 82:8 115:16,19 robust [2] 31:15 97:13 Rocky [1] 51:21 role [18] 18:16 26:21 56:11,20 60:8 63:20 64:17 68:15 87:21 96:7 108:23 110:19 112:14 113:17 115:6,7,11,12 roll [1] 95:20 rolled [1] 106:4 rolling [2] 4:6 107:3 room [1] 131:21 rounding [2] 82:9 130:3 routine [1] 23:4 row [1] 80:25 run [3] 7:1 162:19,19 running [3] 11:4 38:23 176:21 rural [8] 5:4,7 8:9 51:14 51:17 55:9 178:12,18
<hr/> -S- <hr/>				
safe [1] 100:4 safety [1] 176:4 SAIDI [1] 156:6 SAIFI [1] 156:6 sales [2] 8:17,23 sample [18] 119:2,4,5 124:17 125:8,8,12,23				

126:2 128:12,24 129:1,6 129:13,16 137:12 147:11 156:18 sat [3] 27:6 88:9 114:3 satisfaction [27] 20:23 33:2 34:18 35:24 54:21 114:12 117:20 119:3 120:2,21 130:20 132:3 134:12,20 138:3 139:7 142:3,17 146:25 147:2,9 147:13 148:8 150:15,25 151:15 156:8 satisfactory [2] 139:18 151:20 satisfied [27] 118:4,20 118:20 120:22,23 121:4 121:6,8,15,19,19,21,25 124:9,12 131:12 134:3 134:15 135:15 136:16 137:7 141:22 143:19 145:17 147:12 150:5 153:13 save [2] 5:25 173:2 saving [4] 5:11,25 171:17 171:17 saving's [1] 176:3 savings [2] 8:16,21 saw [4] 22:16 33:1 34:18 150:14 says [7] 147:4,6 153:6,8 154:21 167:24 168:24 scale [3] 135:24 136:2 151:17 scene [1] 4:6 scholarly [1] 91:13 science [2] 28:19 148:16 scope [3] 21:9,15,20 score [5] 120:23 142:13 146:25 147:10 150:21 scores [8] 33:2 132:3 138:9 142:17,25 147:2 147:22 156:8 Scotia [1] 3:21 screen [1] 118:10 scroll [6] 13:21 20:19 80:24 118:11 119:14 132:25 scrutiny [1] 35:14 seat [1] 156:22 second [10] 8:18 16:13 20:17 62:14 79:25 102:4 102:6 118:17 133:2 174:24 secondary [1] 22:25 secondly [1] 12:9 section [3] 12:4 83:6,7 securing [1] 34:7 security [1] 34:12 see [55] 3:12 5:8 6:5 10:2 10:15 12:6 13:19 16:17 19:6,9,17 20:5 29:1 35:10 50:22 54:16,17 55:3 67:16,19 69:10,12 69:14 70:1 80:1 81:14 84:18,23 94:4 98:25 108:7 110:21 116:5	118:21 119:12 120:6 122:24 124:23 134:19,22 137:19 141:6 142:11,13 142:14,15,17 148:18 149:17,20 151:19 153:17 156:11 158:16 160:16 seeing [1] 8:7 seek [3] 12:13 128:14,20 seeking [2] 37:2 53:10 seem [1] 44:8 selected [2] 3:13,19 self [1] 159:10 selfish [1] 159:10 senior [10] 60:23 61:3,23 62:2,8,14,18 63:3,8 87:6 sense [14] 8:6 26:6 27:21 28:21 38:18,19 52:21 64:23 67:4 70:25 89:4 97:14 126:17 142:8 separate [2] 10:3 139:11 separately [1] 128:3 September [3] 16:23 83:11,20 series [4] 93:11 94:3 134:13 169:1 seriously [1] 52:19 service [59] 16:20 22:12 24:3,23 25:3 27:11 28:10 28:21 32:22 54:21 55:9 56:3,14,17,20 57:1 60:4 60:6,15 61:20 69:2,2,5 72:3,4,5 73:24 79:24 84:15 90:25 91:9 92:24 93:10,22,23 96:1 115:25 119:6 122:8,14 123:20 124:5,20,25 125:1,4 129:7 131:9 135:16 141:3 141:7 144:2 149:6,25 150:5,11 152:9 153:9,14 services [2] 51:18 90:16 servicing [2] 107:18,20 set [2] 142:12 146:6 sets [1] 174:13 setting [4] 105:20 130:6 141:24 148:17 setup [1] 149:2 seven [13] 32:18,20 37:9 45:2 64:1 91:12 138:2 138:16,23 143:3 151:9 154:4,4 share [3] 133:14,15 149:24 shareholder [6] 56:7 57:19 59:11 61:9 68:24 95:22 sheet [2] 18:19,21 shepherded [1] 108:10 shift [2] 64:17,23 shoes [5] 126:22 127:3 131:25 132:4,7 short [2] 42:1 101:16 show [3] 80:6 102:14 146:11 shower [1] 6:1 showerhead [1] 160:14	showing [1] 143:1 shown [2] 49:20 62:20 shows [4] 19:7 70:6 80:8 125:22 sic [2] 118:3 168:21 side [8] 45:23 60:13,22 62:8 72:6,8 87:7 105:24 significance [1] 119:5 significant [15] 27:21 27:25 28:5,22 29:2 31:16 67:17 68:5,23 69:6 98:12 107:18,21 124:4 126:1 significantly [1] 125:12 similar [8] 3:5,8 4:17 39:15 111:3 134:21 135:5 163:10 similarly [2] 59:5 82:19 simple [4] 46:3 48:24 54:12,12 simplistic [1] 60:1 single [16] 14:5 75:3,8 75:19 76:10,16 77:9 80:13 83:19,21 84:13 103:6,23 104:16 108:7 108:20 sit [7] 6:21 69:23 106:21 106:23 123:4 173:16,24 site [1] 40:14 siting [2] 111:24 112:21 sits [1] 89:2 sitting [3] 35:1 126:18 131:2 situation [3] 42:7,11 97:4 six [3] 38:22 39:22 64:1 size [11] 119:2,4 124:17 125:8,9,12,23 126:2 129:1,6 137:12 skill [1] 146:5 slice [1] 35:6 slide [4] 122:23 140:13 148:6 150:14 small [5] 13:10 137:12 165:25 166:2 168:3 smaller [1] 168:5 soccer [1] 91:19 sole [1] 18:25 solely [3] 17:14,15 18:7 solicit [1] 22:19 solution [2] 75:23 105:2 solutions [1] 22:1 someone [20] 39:21 40:13 41:2,6 43:8 44:12 62:16 87:8 92:5 93:18 106:20 108:12,22 114:14 114:16 127:17 150:8 173:9 179:1 181:8 Sometime [1] 178:16 sometimes [2] 120:16 126:13 somewhat [4] 121:4,25 138:18 159:16 somewhere [7] 8:18 57:25 58:9 122:20 124:21	137:20 157:21 sorry [13] 6:10 32:15 50:9 64:4 101:24 111:13 117:19 118:4,8,16 133:1 134:23 152:23 sort [16] 5:2,7 10:5 54:24 55:2 80:10 87:9,19 91:4 114:13 134:2 153:5 157:2 169:12 172:4 174:10 sound [2] 53:6 183:8 sounds [2] 52:4 151:23 source [2] 23:6 34:7 sources [2] 176:13 177:12 speak [9] 21:15 45:24 73:9 105:8 117:21 166:3 175:24 178:25 180:1 speaking [5] 1:14 13:24 60:6 178:24 179:18 specific [5] 2:22 59:18 83:17 86:1 111:5 specifically [13] 2:22 68:3 70:5 72:9,13 73:17 74:12 87:2 101:19 102:11 102:20 128:12 129:2 speculate [2] 28:14 65:10 speculating [1] 93:14 speculation [1] 55:3 spend [4] 64:20 104:22 136:4 172:25 spending [2] 129:20 171:20 spent [12] 24:2 25:2 28:9 33:14,25 34:6 59:1 63:22 65:17,23 152:3,9 split [1] 67:8 spoke [15] 23:10,14 42:3 42:4 61:8 72:7 75:1 97:12 121:13 138:2 140:5 143:17 153:11 155:3 179:25 sponsor [1] 91:18 spread [2] 81:13,22 square [1] 33:19 St [4] 52:2 73:14 183:7 183:10 staff [8] 17:25 22:15,18 22:19 75:15 98:3,8 99:4 stages [1] 106:19 stakeholder [3] 43:1 68:24 69:24 stakeholders [11] 35:20 43:3,25 44:3,20 85:12 90:14,15 95:11,15 98:1 STAND [3] 1:5,6,7 standard [1] 154:6 stands [1] 47:16 start [11] 2:19 6:24 18:19 18:21 81:3 99:7,17,25 100:9 115:17 118:2 started [8] 17:9 53:19 57:24 156:25 157:21 158:25 159:3,5 starting [2] 32:17 37:9	starts [3] 32:18 39:22 105:17 statement [2] 44:3 142:10 statements [3] 44:2,19 45:17 statistical [3] 119:5 127:25 148:1 statistics [1] 156:2 stay [1] 152:19 steering [3] 69:23 88:25 89:8 step [2] 6:13 33:4 steps [1] 33:4 still [14] 4:6 7:5 13:15 15:2 20:24 75:14 81:11 94:11 127:6,8 131:5,10 143:4 153:20 stock [2] 13:4,8 stocked [1] 13:10 stocking [2] 13:12,17 stop [1] 150:14 store [1] 127:1 straightforward [1] 55:6 strategic [13] 16:12 17:6 17:12 19:24 20:4,8,16 79:24 81:7 116:6 127:8 127:19 171:3 strategically [1] 163:7 strategies [1] 33:6 strategy [15] 18:13 19:21 19:24 22:12 24:3,21 25:3 28:10,21 36:8 72:6 116:24 117:3 149:18 150:11 streamline [4] 12:13 42:7,11 45:4 streamlining [1] 45:1 Street [1] 151:24 strong [3] 91:24,25 108:14 strongly [3] 30:19 31:3 97:18 struck [1] 33:9 structural [2] 172:9,9 structure [2] 6:20 171:22 struggle [1] 29:6 stuff [8] 22:7 72:7 81:7 81:11 134:21 158:22 172:2,4 stunned [1] 117:17 subject [1] 19:25 submitted [1] 19:11 subsequent [2] 28:25 39:18 subsequently [2] 39:8 62:12 subsets [1] 95:20 subsidy [2] 46:23,24 such [6] 35:20 43:6 75:3 107:19 148:22 151:18
--	---	---	---	---

<p>sufficiency [1] 169:13 suggest [5] 49:15 71:11 147:19 154:23 159:23 suggested [2] 77:15 105:5 suggesting [2] 159:14 170:12 suggestion [7] 39:5 40:5 41:16 45:15,15 47:7 104:5 summary [4] 60:8 89:18 123:25 124:24 Summerhill [13] 1:25 3:13,18,24 4:6 6:5,11 10:12,19 11:18 161:9 162:1 163:4 Summerhill's [1] 2:7 supervisors [1] 82:7 supervisory [1] 22:19 supplied [2] 166:5 169:9 supply [6] 34:8,12 155:7 155:8,16 158:2 supplying [1] 1:18 support [3] 12:18 84:17 140:22 supposed [1] 123:16 surprised [1] 67:6 survey [21] 20:23 21:22 77:24 93:10 117:21,22 118:8 124:19 125:13 126:5 127:15,16 129:2,3 129:4 135:12,21 136:5 136:11 144:3 148:21 surveyed [8] 118:25 119:11 124:8 125:22 128:2 138:13 150:22 154:15 surveying [1] 128:19 surveys [14] 18:4 93:7 117:6,8,10,15 127:4 129:10 130:21 136:4 137:22 146:18,18 151:18 swing [1] 137:14 switching [2] 11:13 120:15 system [21] 14:8 45:20 45:24 46:5,9 68:22 69:5 82:9,11 85:1 107:12,12 107:14,14 108:15 123:8 125:7 129:1,1 159:18 174:2 system's [2] 157:25 173:25 systems [11] 1:14 2:2,9 7:13 9:24 125:11 163:15 167:6,13,21 168:20</p> <hr/> <p style="text-align: center;">-T-</p> <p>table [12] 81:1,3,4,6,7 97:6 100:14 104:13 121:11,23 146:23 147:8 tabled [1] 19:24 tables [4] 140:17,22 141:2 144:3 takeCHARGE [8] 2:12</p>	<p>2:16,20 10:1 11:22,25 166:8 167:9 takes [3] 67:17 85:3 151:11 taking [7] 9:2 13:16 35:11 36:13 65:22 77:18 88:6 talks [1] 68:19 tank [3] 6:3,4 160:19 tanks [3] 160:3 166:18 172:3 tapping [1] 7:25 target [4] 7:4 35:24 141:23 148:17 targeted [1] 2:9 task [2] 17:11,15 tasked [8] 86:22 87:1,9 98:14 105:12 106:20 177:3,4 team [22] 18:25 25:18 27:7 38:21,21 39:14,24 40:23,25 59:14 70:22 76:11 84:16 112:16 114:4 123:24 133:15 175:16 180:12,21 181:6,7 teams [2] 91:19 177:23 technical [3] 12:18 108:13 132:6 technologies [1] 12:20 technology [2] 82:24 178:24 telephone [1] 82:25 telling [1] 136:15 tells [1] 104:24 ten [12] 39:8 109:20,22 140:6 141:9 143:20 147:1 147:10 150:23 151:8 154:2,4 ten-minute [1] 44:6 tendency [1] 176:5 tenure [1] 88:5 term [5] 28:7 34:19 83:9 84:3 148:11 terms [26] 5:1 7:25 9:7 9:18 13:19 15:5 18:6 20:15 21:15 23:19 26:19 30:6 40:18 49:2 59:10 64:10,17 67:25 68:1 77:8 80:11 85:10 92:22 97:19 98:15 100:23 terribly [5] 44:9 51:22 51:23 54:12 63:13 territories [3] 124:20 124:25 129:7 territory [2] 51:25 119:7 test [7] 29:8,9,23 30:4 84:11 94:4 109:5 testified [2] 35:23 48:22 testimony [2] 51:15 55:1 thank [18] 1:10 9:14 36:22 55:16 79:3,20 85:6 101:7 102:1 109:10 110:13 118:16 144:12 166:20 175:1 182:6,10 182:16</p>	<p>thankful [1] 153:16 Thanks [1] 152:25 That'll [1] 78:5 there'd [2] 71:13 178:13 therefore [1] 6:21 thermostat [2] 15:2 166:10 thermostats [4] 14:15 167:12 168:7,9 they've [5] 44:4 85:2 136:2 141:8 150:5 thinking [2] 72:18,20 third [2] 80:25 116:2 THOMAS [1] 1:8 Thornton [2] 29:22 33:11 thorough [1] 55:2 thought [13] 28:8 39:6 48:24 49:14 52:19 53:3 55:1 105:5 119:12 142:23 151:2 169:11 178:13 thoughts [1] 39:1 three [10] 12:15 18:24 32:8,24 71:4 82:7 113:7 131:23 158:15,24 threshold [1] 142:1 through [18] 39:12,13 43:19 53:11 66:25 73:18 98:8 115:14 116:11 118:18 135:23 136:6 150:4,11 158:19 163:13 167:6 169:1 throughout [2] 16:2 56:21 tight [1] 44:18 tighten [1] 7:16 Tim [4] 91:17,18,20 92:3 timely [1] 97:7 times [5] 10:21 55:10 88:5 124:22 145:23 timesheet [2] 28:20 70:22 timesheets [1] 66:1 timing [1] 61:25 title [1] 56:10 today [4] 103:3 144:2 148:4 150:13 together [9] 19:3 62:13 67:15 84:22 105:25 138:25 154:5 173:16 174:1 tomorrow [1] 132:5 Tony [2] 16:19 114:20 too [1] 153:5 took [5] 23:8 33:3 52:19 111:21 130:10 tool [1] 149:14 tools [1] 149:8 top [4] 114:25 131:23 141:8 151:17 topic [1] 85:19 total [4] 132:21 164:22 164:24 165:4</p>	<p>touch [4] 118:10,11 152:1,12 touched [2] 165:22 178:11 towards [5] 15:6,6 16:6 22:2,6 tower [1] 113:21 towers [3] 111:25 112:10 112:22 track [9] 24:5,7,11,20 24:21,23 28:1 29:17 36:15 tracked [2] 24:14,16 tracks [1] 43:2 train [1] 162:6 transaction [1] 149:1 transactional [2] 148:24 149:8 transcribed [1] 183:7 transcript [6] 32:7,12 37:6 41:21 53:12 183:3 transfer [2] 86:11 108:16 transferred [4] 57:25 58:3,12 62:1 transformer [1] 107:20 transition [4] 63:19 106:15,16,17 transitioned [1] 64:6 transparency [7] 47:11 49:11,23 55:5,6,13 76:19 transparent [2] 47:16 91:22 tread [1] 7:7 tremendous [1] 176:2 trending [1] 156:18 trial [1] 54:15 tried [1] 81:21 trouble [3] 6:16 36:11 123:13 troublesome [1] 147:20 true [1] 183:2 trust [3] 31:22 43:17,20 try [10] 6:2 13:3 36:14 130:22 132:1 134:1 148:11 162:9,24 178:18 trying [23] 7:4,5,21 29:5 33:21 34:24 38:24 42:5 45:3 49:6,15 50:12,16 50:24 52:7,15 55:4 61:24 82:25 130:7 158:4 159:20 160:19 turbine [3] 100:1,3,8 turn [20] 12:2 16:12,15 33:7 37:5 59:21 68:12 70:12,13 75:1 79:24 83:14 89:13,14 101:11 127:6,8 148:7,11 155:9 turning [1] 42:16 turns [1] 40:7 TV [1] 155:11 two [19] 12:7 45:24 46:15 60:12 82:10 105:17 112:9 113:1 116:4,14,21 118:19 122:23 134:24 139:11</p>	<p>140:15 173:22 174:12,25 two/three [1] 107:4 twofold [2] 141:16 155:25 type [6] 3:20 13:4 37:16 48:5 77:10 100:9 types [2] 88:13,16 typically [10] 42:20 66:7 87:20 88:10 97:3 98:25 136:3 140:20 146:6 151:17</p> <hr/> <p style="text-align: center;">-U-</p> <p>ultimately [1] 95:21 umbrellas [1] 12:7 under [8] 4:25 12:7 60:4 60:7,13 89:17 94:12 109:8 understand [53] 1:16 1:24 3:23 12:1 15:5 16:14,21,24 19:25 20:18 35:14 38:15 40:24 52:15 53:17,23 54:10,17 56:4 57:13 68:11 77:22 84:8 84:9,21,22,25 85:11 90:16 91:2 99:20 101:2 105:22 107:3 113:22 117:15 120:15 126:13 131:1 132:1 133:23 135:9 139:13 143:9 146:1 149:12 155:24 156:24 166:9 170:5 176:22 179:20 180:24 understood [10] 34:1 56:6 60:17 74:4 75:2,6 75:14,16 102:8 108:21 undertake [4] 11:19 24:1 36:16 37:19 undertaken [2] 3:5 171:13 undertaking [6] 9:10 37:4 77:23 78:21 144:5 179:22 undertakings [1] 180:2 unfold [1] 128:9 unfolds [1] 104:2 unhappy [1] 127:5 unit [1] 177:18 units [5] 82:2 176:23 177:13,18 178:20 unless [1] 131:22 unlike [2] 93:10 126:21 unplanned [6] 145:14 145:24 154:12,13,16 155:13 unreasonable [2] 66:10 66:14 up [29] 7:16 8:25 12:2 16:15 17:12 26:10,21 32:17 37:5 39:12 41:6 44:12,25 53:5 59:24 62:22 80:6,8 90:12 95:20 97:9 99:4 105:2,20 114:22 133:1 134:24 146:4 164:21 update [3] 19:19 42:13</p>
---	---	---	---	--

<p>178:2 updates [1] 39:13 Upgrade [1] 82:20 upgrades [2] 167:12 171:14 usability [1] 176:4 usage [1] 48:13 used [1] 176:25 uses [2] 5:20 7:5 using [5] 65:12,12 100:3 163:4 176:12 utilities [13] 23:1,5,7 45:5 46:16 98:1 111:4,9 169:17,24,24 171:19 183:6 utilities' [1] 171:18 utility [4] 7:19 39:21 95:12 96:12</p> <hr/> <p style="text-align: center;">-V-</p> <p>vacation [1] 66:7 Vale [3] 101:14 105:17 107:20 valid [6] 124:23,24 125:3 125:8 128:13 142:12 validity [6] 119:6 124:18 127:25 137:13 148:1 156:18 valuable [2] 129:19 149:7 variance [1] 126:1 various [1] 88:7 vary [1] 142:8 vehicle [1] 98:23 vein [1] 41:19 ventilate [1] 7:17 ventilation [1] 7:13 ventilators [1] 7:15 vernacular [1] 35:7 versa [1] 87:18 version [6] 16:23 19:8 19:15,16 20:3 79:11 versions [1] 20:3 versus [5] 41:4 51:21 134:12 139:6 176:12 viability [1] 91:10 vice [4] 57:12 60:20 87:18 111:21 VICE-CHAIR [1] 182:9 vice-president [1] 36:18 view [8] 30:25 39:3 40:13 47:1,20 179:18 180:16 180:17 viewpoint [1] 46:25 views [1] 48:5 vis [2] 93:20,20 visibility [1] 27:23 visit [2] 73:12 160:12 visits [1] 1:20 visually [1] 133:23 volumes [2] 53:20</p>	<p>131:15 VP [6] 56:2,6,13 68:25 69:7 111:3</p> <hr/> <p style="text-align: center;">-W-</p> <p>waiting [1] 103:11 wake [1] 37:21 walk [2] 118:18 135:23 wall [1] 7:1 walls [1] 172:14 wants [2] 42:22 158:22 waste [2] 176:10,11 watching [1] 155:11 water [14] 5:25,25 6:3,4 6:7 7:10,12 151:24 160:16,19 166:18 170:8 172:11,15 wavelength [1] 110:7 ways [3] 12:17 149:5 173:2 wearing [1] 73:5 weather [1] 146:7 web [1] 42:6 Wednesdays [1] 37:16 weekly [1] 10:20 weeks [1] 71:4 welcome [2] 85:8 109:12 WHALEN [1] 182:9 whereas [2] 63:16 73:13 whereby [1] 6:12 wherein [1] 65:13 who'd [1] 17:22 whole [20] 13:23 14:1,2 14:10 15:7 128:5 133:14 137:18 158:21 159:18,18 169:3,12 170:4,5 171:4 171:9,14 173:13 178:13 Williams [5] 97:2,5 102:25 103:8 104:25 wind [8] 111:24 112:10 112:21 113:21 174:10,11 174:14,16 window [2] 44:6 81:25 windows [7] 14:15,17 15:1 166:10 167:11 168:7 168:8 winter [2] 38:20 146:7 wisdom [1] 31:22 wished [1] 118:14 within [34] 9:25 51:24 58:21 60:18,19 61:18,19 62:1 63:8,10,20,20 72:4 75:18 85:19,20 86:21 98:15 104:4 105:4 106:21 106:23 107:7 109:1 148:12 156:16 173:17 174:9 175:16 176:15 177:7,8 181:7,8 without [2] 48:8 144:22 wonder [2] 126:15 131:3 wondered [1] 40:8 wondering [7] 14:9 37:25 42:13 44:10 47:8</p>	<p>116:18 170:3 word [6] 40:18 80:6 99:17 110:24 150:24 155:6 worked [1] 45:17 works [3] 44:16 92:4 178:1 world [3] 43:7 92:4 131:24 worth [1] 54:13 worthy [1] 105:5 wow [2] 152:10,16 wrap [1] 170:7 wrapping [3] 166:16,20 172:3 wraps [3] 6:3,4 160:3 written [1] 169:16 wrong [6] 39:23 40:1 51:6,10 117:25 169:10</p> <hr/> <p style="text-align: center;">-Y-</p> <p>year [36] 10:10,13,21 11:2 21:12,13 22:21 29:8 29:10,23 30:4 33:12,21 35:10 65:8,8,12,13,13 65:16,22 67:17,18 73:16 78:6 81:11,11 83:1,8 109:5 128:17 130:20,21 162:22 163:9,9 year's [1] 11:18 years [17] 23:14 32:8,22 32:24 33:3 55:12 56:19 64:1 65:18 98:14 105:17 107:4 111:23 112:24 113:7 156:20 158:9 yesterday [29] 1:11 2:11 8:1,12 20:21,23 22:3 32:6,13 33:13 37:6 45:13 57:23 61:8 72:7 74:24 84:12 85:15 89:17 90:12 91:4 95:4 134:22 135:10 141:23 148:4,22 175:5 181:11 yet [6] 46:13 78:11 106:4 115:11 170:17,23 York [1] 127:2 yourself [6] 35:20 60:13 73:20 75:25 85:16 127:18</p> <hr/> <p style="text-align: center;">-Z-</p> <p>Zappos [2] 131:24,25 zoom [1] 80:22</p>		
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