

1 Q. **Reference Application**

2 With respect to the 2021 Capital Budget submission, please provide all documentation between
3 Hydro senior management and line managers relating to prioritization and cost cutting, or any
4 other documentation from senior management relating to cost reduction in light of rate
5 pressures brought on by the Muskrat Falls Project.

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8 A. Cost management is a continued priority for Newfoundland and Labrador Hydro (“Hydro”).
9 Hydro’s executive and senior management teams, together with all of Hydro’s employees, have
10 been tasked with the priority of managing costs as a normal part of its business management
11 process. The criticality of ongoing cost management is an overarching message throughout all
12 levels of the organization. With respect to the 2021 Capital Budget Application, there was no
13 specific direction or instruction issued and therefore no documentation to provide.

14 For further information on Hydro’s response to rate pressures and its approach to capital
15 investment please refer to Hydro’s response to PUB-NLH-004 of this proceeding.