

1 Q. **Reference: Response to CA-NLH-028, part a**

2 Further to the response to CA-NLH-028, part a, please explain the similarities and differences
3 between the Hydro vision to be “*cost-conscious*” in its 2026 to 2030 Strategic Plan (page 3) and
4 the concept of affordability of rates commonly discussed in the electric utility sector.

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7 A. Operating in a cost-conscious manner means making disciplined decisions about how
8 Newfoundland and Labrador Hydro (“Hydro”) uses public resources and invests in the electricity
9 system, while balancing cost, safety, reliability and environmental considerations in both the
10 near and long term. Cost-consciousness is a behavior and management discipline that Hydro has
11 embedded culturally throughout the organization. Affordability is a broader public-value
12 outcome that is impacted by both Hydro and Newfoundland Power Inc.’s cost-conscious
13 behaviors and discipline, which is also influenced by rate design, customer usage, government
14 energy policy decisions and rate mitigation commitments. Hydro is committed to its part in the
15 affordability of electricity rates for customers as outlined in its 2026-2030 Strategic Plan.