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1 SEPTEMBER 14, 2015
 2 (9:23 a.m.)
 3 CHAIRMAN:
 4 Q. Good morning, everybody. I think before you
 5 proceed there are some preliminary matters
 6 which our solicitor wishes to address.
 7 MS. GLYNN:
 8 Q. Thank you, Mr. Chair. In my opening
 9 statement, I did refer to the Settlement
 10 Agreement and we entered that into the record
 11 as Information 1. I should have also entered
 12 correspondence from Innu Nation regarding that
 13 Settlement Agreement, and that will be
 14 labelled as Information 2. There's also a
 15 document from Mr. Dumaresque that will be used
 16 in cross-examination this morning that's
 17 already been distributed to the parties and
 18 the Commissioners. We'll enter that as
 19 Information Item 3. Mr. Chair, I understand
 20 that Hydro has undertakings which they wish to
 21 present to the Board.
 22 CHAIRMAN:
 23 Q. Okay, so I think now we're ready - is there
 24 anything else, any other preliminary -
 25 MS. GLYNN:

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1 Q. Hydro is going to enter the undertakings.
 2 CHAIRMAN:
 3 Q. Oh, okay, I'm sorry, yes.
 4 MR. YOUNG:
 5 Q. Thank you, Mr. Chair. Yes, we have - as you
 6 can see in front of Ms. Pennell, we have a
 7 fairly large stack of documentation that was
 8 prepared since we adjourned on Friday. I
 9 don't think it would have been possible to
 10 have done this much work if it wasn't for the
 11 weekend, and a lot of this was in the nature
 12 of RFIS, and sort of echoing back to the point
 13 I made a few days ago, it is preferable for
 14 these kinds of requests to come as RFIS. We
 15 understand that they arise during the course
 16 of a hearing and were undertakings, however,
 17 it's putting the Applicant to some trouble to
 18 do this, and more than trouble, an
 19 inconvenience, it's logically very difficult.
 20 I can't guarantee we can deliver like this
 21 from day to day, but we do what we could here
 22 and we're pleased to do so. We've answered, I
 23 believe, all but one undertaking right now,
 24 and the only reason we haven't been able to
 25 answer that one yet is further consultations

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1 are required which couldn't occur over the
 2 weekend, and that is in relation to the
 3 performance contract with Mr. Martin because
 4 that's with the Nalcor Board and those
 5 opportunities weren't available to us. The
 6 rest of them we do have and are pleased to do
 7 so, and this panel, I think, is probably
 8 better able at this point to summarize those
 9 for the parties and to make sure they're
 10 distributed correctly.
 11 CHAIRMAN:
 12 Q. So we're now ready - I beg your pardon.
 13 What's wrong with me? I don't know.
 14 MS. PENNELL:
 15 Q. You're just really eager this morning on a
 16 Monday.
 17 CHAIRMAN:
 18 Q. Yeah, that's me, I'm noted for my eagerness.
 19 MS. PENNELL:
 20 Q. The first document that we have is not an
 21 official undertaking on the list, but it was a
 22 request by Mr. Dumaresque for the executive
 23 compensation for the Nalcor Executive for 2013
 24 and 2014.
 25 MS. GLYNN:

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1 Q. We'll enter that document as Information 4.
 2 MS. PENNELL:
 3 Q. The next two documents that we have would
 4 actually satisfy undertaking number 2 and that
 5 is the complete performance contracts for Mr.
 6 Henderson for 2013 and 2014. Satisfying
 7 undertaking number 3 and 7 are the performance
 8 contracts for employees of Hydro and the Hydro
 9 leadership team for 2013 and 2014. For
 10 undertaking number 5, it is the percentage of
 11 the performance contracts for 2014 related to
 12 reliability and asset management. Undertaking
 13 number 6, the performance targets along with
 14 actual results for Hydro for 2012, 2013, and
 15 2014, and the targets for 2015. Our last one,
 16 undertaking number 4, the budget guidelines
 17 for 2013, 2014, and 2015.
 18 CHAIRMAN:
 19 Q. So that's it?
 20 MS. PENNELL:
 21 Q. That's everything.
 22 CHAIRMAN:
 23 Q. We thank you for your devotion to duty. I
 24 guess you had a very pleasant weekend, did
 25 you?

<p style="text-align: right;">Page 5</p> <p>1 MS. PENNELL: 2 Q. It was lovely. 3 MR. YOUNG: 4 Q. Thank you, Mr. Chair. 5 CHAIRMAN: 6 Q. So now I understand we are moving to Mr. 7 Dumaresque cross-examination, I suppose. It's 8 a bit of an anomaly in administrative law to 9 be cross-examining on evidence which haven't 10 been entered directly, but we do our best. 11 Mr. Dumaresque. 12 MR. EDMUND MARTIN - CROSS-EXAMINATION BY MR. DANNY 13 DUMARESQUE: 14 MR. DUMARESQUE: 15 Q. Thank you, Mr. Chair, and good morning 16 everybody. Mr. Martin, I would like to start 17 by, I guess, picking up on what Mr. Johnson 18 talked about on Thursday and Friday, and that 19 is the bonuses, salary, and compensation 20 bonuses that have been given to Hydro 21 employees and what you take yourself, and just 22 to put this in perspective, I wonder if you 23 could give us what the process is on 24 establishing these bonuses and your role in 25 that process?</p>	<p style="text-align: right;">Page 7</p> <p>1 this point, and it would be at Hydro's 2 discretion and the Board's discretion if Mr. 3 Dumaresque does step over any boundaries. 4 MR. YOUNG: 5 Q. And I raise it this juncture, Mr. Chair, 6 because the question that's posed is very 7 broad, and if I can put it this way, a typical 8 GRA matter. We're in the Board's hands here, 9 but for matters of our understanding of the 10 way the intervention was accepted, and, I 11 guess, the Board's sense as to the way the 12 hearing is supposed to proceed, we ask for an 13 indication from the Board as to whether the 14 questions - 15 CHAIRMAN: 16 Q. So you're basically objecting? 17 MR. YOUNG: 18 Q. We are, although I must say, I think perhaps 19 the Board is, we're feeling our way through 20 the rules here. 21 CHAIRMAN: 22 Q. I'm sorry, the Board is what? 23 MR. YOUNG: 24 Q. I said, we're feeling our way through the 25 rules here. As you indicated, this is</p>
<p style="text-align: right;">Page 6</p> <p>1 MR. YOUNG: 2 Q. Mr. Chair, before Mr. Ed Martin answers that 3 question, I just want to get some ground rules 4 set if we could. As you mentioned, it's a 5 little bit of an anomalous situation where Mr. 6 Dumaresque is cross-examining Mr. Martin on 7 evidence that's not before us, and we also 8 understand Mr. Dumaresque has been granted 9 intervenor status on a limited scope. I 10 wonder - asked the Board, I think, the Board 11 spoke to the parties the other day about this, 12 as to whether or not this cross-examination 13 would be in all matters by Mr. Dumaresque or 14 whether it would be confined to the Prudence 15 Review, which is the purpose for which Mr. 16 Dumaresque's intervention request was accepted 17 by the Board. 18 CHAIRMAN: 19 Q. Well, I guess, that - 20 MS. GLYNN: 21 Q. Mr. Chair, we have allowed examination or 22 cross-examination by Mr. Dumaresque on the 23 issues of prudence. We had discussed that 24 there may be some grey areas given that the 25 direct examination has not been presented at</p>	<p style="text-align: right;">Page 8</p> <p>1 somewhat anomalous. The circumstance that we 2 find ourselves in is that Mr. Dumaresque's 3 intervention was supposed to be limited in 4 scope, and that's what we understood it to be, 5 and, you know, as I say, I interjected before 6 Mr. Martin had a chance to answer the 7 question. I don't know where this is going at 8 all. The next question may go somewhere very 9 directed to prudence, I'm not sure, but the 10 first question was very open ended. 11 CHAIRMAN: 12 Q. Mr. Kennedy, you have a - 13 MR. DUMARESQUE: 14 Q. Well, first I would like to - 15 CHAIRMAN: 16 Q. Oh, I'm sorry, okay. 17 MR. DUMARESQUE: 18 Q. Mr. Chair, on Friday, as you know, I raised a 19 point of order which was not objected to by 20 Hydro counsel, requesting the salary and 21 compensation of the Nalcor Executive Team for 22 2014. That was not objected to, and it was 23 provided, and I thank you for providing that 24 this morning. My first question is really 25 following up on information that they did not</p>

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1 object to, and indeed provided me with. I
 2 just wanted at this point to put that in
 3 perspective of how that particular piece of
 4 information was formulated and the role that
 5 the Chairman and Chief Executive Officer plays
 6 in that process. Mr. Kennedy may have
 7 something else to say.
 8 MR. KENNEDY:
 9 Q. Counsel is indicating that the question is a
 10 broad question, and he doesn't know where it's
 11 going and the next question may very well
 12 bring it back to focus, and in that regard, I
 13 would have to say, Mr. Chair, that to me this
 14 objection is completely preliminary or - it's
 15 just too new right now, we don't know where
 16 we're going, and so how he can object to this
 17 one question, I'm not entirely seeing how.
 18 CHAIRMAN:
 19 Q. Well, I guess, the question that immediately
 20 arises is how does this relate to the prudence
 21 issue on which you've been granted intervenor
 22 status.
 23 MR. KENNEDY:
 24 Q. Well, I would think that in respect of the
 25 prudence issue, as I understand the Liberty

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1 Report talking about the way Hydro had been
 2 run for so long and had so many gaps in what
 3 should have been done, I think the idea of how
 4 much compensation is being paid out in bonuses
 5 for people who had supposedly, as my short
 6 calculation indicated that the VP for Hydro
 7 got his full bonus, or their full bonus, I'm
 8 not sure who it is, but I think that that is
 9 relevant. I mean, how do you get paid for
 10 doing such a great job when clearly Liberty
 11 says it wasn't a great job being done. I
 12 think all of this boils down to certainly
 13 implications on the prudency side of it.
 14 CHAIRMAN:
 15 Q. Unless you vehemently object, Mr. Young, and
 16 we'll have to adjourn and discuss it, I think
 17 I'm going to allow Mr. Dumaresque to start and
 18 we'll see where this is going.
 19 MR. YOUNG:
 20 Q. Sure, we accept that. The only other comment
 21 we'd make on that, and just as I suggest to
 22 the Board that, I suppose, an explanation to
 23 objections I might also have to make depending
 24 where this goes, is that the test for prudence
 25 are not done in hindsight as to what happened

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1 after the fact. It's a fairly specifically
 2 determined legal and regulatory process that
 3 takes place for it. So even though things are
 4 generally on prudence, and I understand there
 5 is latitude in cross-examination, there may be
 6 other objections with respect to where things
 7 are going if they relate to after the fact in
 8 hindsight, which - and those issues, to be
 9 fair to the Board and the parties, haven't
 10 really been canvassed and discussed as to how
 11 to start and begin because we are preliminary
 12 in this process prior to the Prudence Review.
 13 CHAIRMAN:
 14 Q. So what you're saying is that prudence is
 15 determined at the time which the decision is
 16 made, not retrospectively?
 17 MR. YOUNG:
 18 Q. Correct, so there can be legal issues that
 19 arise down the road with respect to that.
 20 Just because something relates generally to
 21 performance or prudence of a course of action
 22 doesn't mean that that is engaged by the
 23 Board's consideration of an issue in this
 24 hearing, and as I say, it's almost premature

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1 to raise that because we don't know where
 2 we're going with that yet. Anyway, I'm sure
 3 there will be more discussion on that issue,
 4 but I just caution the Board that if I object
 5 further on that issue, it'll be in relation to
 6 that.
 7 CHAIRMAN:
 8 Q. Okay. So do you understand, Mr. Dumaresque,
 9 the context in which Mr. Young placed the
 10 issue of prudence from a regulatory
 11 perspective?
 12 MR. DUMARESQUE:
 13 Q. Yes, Mr. Chairman, I understand that, but as
 14 I've already pointed out, the issue I'm
 15 dealing with here right now was accepted by
 16 counsel by virtue of not objecting to my point
 17 of order on Friday and producing the piece of
 18 information that I'm now questioning, and only
 19 that, and to put his fears at ease, I don't
 20 intend to belabour this part of the
 21 questioning, and certainly my major focus is
 22 going to be on the 100 megawatt generator
 23 purchase, but to put things in perspective to
 24 follow up on what was an accepted piece of
 25 information, I would like to put this in

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1 perspective and get Mr. Martin to tell us what
 2 his role was in formulating this policy and
 3 specifically answer to a couple of aspects of
 4 that.
 5 CHAIRMAN:
 6 Q. Well, I suppose we can proceed and see where
 7 this goes. Mr. Dumaresque, back to you.
 8 MR. DUMARESQUE:
 9 Q. Yes, thank you, Mr. Chairman, and I would like
 10 to again reiterate my question to Mr. Martin.
 11 The bonus separated from salary program, would
 12 you please tell me how this program is - what
 13 is the process of establishing bonuses and
 14 what is your role in establishing these
 15 bonuses for everybody underneath you that have
 16 received them to date?
 17 MR. MARTIN:
 18 A. Step one is we stand back and I ask my Human
 19 Resources Vice President and staff to make it
 20 clear to me what the elements of total
 21 compensation are for each individual, and they
 22 explain to me at the management and executive
 23 level the elements of total compensation that
 24 are considered are salary short term incentive
 25 program and a long term incentive program.

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1 Armed with that information, I ask them to
 2 tell me what it takes to attract and retain
 3 qualified, trained, experienced personnel of
 4 the nature that we require to execute the
 5 business. So the HR people, the Human
 6 Resources people, then select relevant
 7 employment markets as to where they would seek
 8 to attract and ensure that they would retain
 9 our people, and armed with that relevant
 10 market, they compare positions, the comparable
 11 positions to other positions such as ones
 12 we're seeking to fill, they prepare
 13 comparisons, they use external consultants to
 14 assist them, and they come up with the
 15 components of salary and short term bonus that
 16 would fit the market. The long term incentive
 17 side, Newfoundland and Labrador Hydro doesn't
 18 have that program as you would find in other
 19 utilities such as the Nova Scotia Power and
 20 Newfoundland Power, which are publicly traded
 21 and in many instances they offer stock options
 22 and such for their employees as well. Hydro
 23 doesn't have that element in their program,
 24 they just have salary and short term
 25 incentive. Based upon those recommendations,

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1 it's reviewed with me, we review it with the
 2 Board of Directors, the program is approved
 3 and that's what's in place.
 4 (9:45 a.m.)
 5 MR. DUMARESQUE:
 6 Q. I noticed on the document that was just
 7 provided, I'd like to draw your attention to a
 8 couple of positions. The first position is
 9 the Vice President of Newfoundland and
 10 Labrador Hydro in -
 11 MR. MARTIN:
 12 A. Which document is that?
 13 MR. DUMARESQUE:
 14 Q. This is the Executive Compensation Summary,
 15 one page.
 16 MR. MARTIN:
 17 A. I got it.
 18 MR. DUMARESQUE:
 19 Q. In 2013, the Vice President of Newfoundland
 20 and Labrador Hydro received a base salary of
 21 \$200,729.82, and a performance and other
 22 compensation of \$23,733.00, for a combined
 23 total of \$224,463.00. The same position in
 24 2014, the base salary increased to \$214,579.00
 25 and the bonus increased by \$23,000.00 to

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1 \$36,261.00, for a combined total of
 2 \$251,000.00. You have been reminded by the
 3 Consumer Advocate last week of the
 4 unbelievable year that the people of
 5 Newfoundland went through as a result of Dark
 6 NL. I need not remind you of the crisis that
 7 we had. How did you reach the point to
 8 increase the salary and bonuses to the Vice
 9 President of Hydro with the backdrop of Dark
 10 NL? What was the performance of the Vice
 11 President of Hydro that impressed you so much
 12 to give them a higher salary and a higher
 13 bonus in 2014?
 14 MR. MARTIN:
 15 A. As I spoke about last week, the performance
 16 contract that is in place for each of the
 17 managers and executives who are referenced
 18 here is based upon the balance score card
 19 process where, as I mentioned last week,
 20 performance in an organization such as this
 21 you have to balance particular elements of
 22 what the individuals are responsible for. You
 23 can't pursue one thing at the expense of
 24 something else that is as important. So
 25 there's a combination of measures that each

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1 individual is rated on, and primarily they're
 2 broken into the elements that comprise our
 3 corporate goals, which I also went through
 4 last week. So each executive and manager is
 5 expected to balance the elements of safety,
 6 environmental performance, business
 7 performance both in financial reliability and
 8 cost perspectives. In addition, they're
 9 expected to treat and manage the people in a
 10 certain fashion, the people that work with
 11 them and how they interact with those people,
 12 and they're also expected to be involved
 13 members of the community that they work in.
 14 So within each of those five goals, there's a
 15 series of targets that they have to achieve
 16 and in some cases those targets were achieved
 17 and in other cases certainly they weren't.
 18 It's the balance score card that is, in
 19 essence, it's a contract, it's a performance
 20 contract that's put in place prior to the year
 21 that it refers to, and it's a contract agreed
 22 between myself and the relevant person, and
 23 that's the basis of any type of short term
 24 payout at the end of the year, how the
 25 elements of that contract were fulfilled.

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1 That's what yielded the actual calculation and
 2 payment for this particular person, as well as
 3 others in the organization. Each individual
 4 doesn't have the same exact performance
 5 measures, but they are within the same
 6 categories, depending upon the role.
 7 MR. DUMARESQUE:
 8 Q. Thank you, but you haven't answered the
 9 question. On this particular position, the
 10 most crucial position governing Hydro outside
 11 of yourself, on the issue of reliability for
 12 the last two years in a row, Hydro missed its
 13 target, eight out of eight two years in a row,
 14 2013, 2014. On asset management, many of the
 15 issues under Prudency Review is related to the
 16 assets that failed at Holyrood. This person
 17 was directly responsible for these assets and
 18 this operation. So could you deal
 19 specifically with this position and tell me
 20 where did the Vice President of Hydro perform
 21 exemplary above and beyond to be able to get a
 22 higher bonus in 2014 than he did in 2013?
 23 MR. MARTIN:
 24 A. As I mentioned earlier, there's a series of
 25 five categories. For example, on the actual

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1 performance measures that related to
 2 reliability and up time, this particular
 3 individual did not receive any compensation
 4 for those reliability measures, zero, as per
 5 the performance contract, that's what we
 6 contracted for. From a safety perspective, for
 7 example, Newfoundland and Labrador Hydro had
 8 the best year in history with zero lost time
 9 for the first time in its history, and that
 10 would be an example of, you know, one measure
 11 that was accomplished above and beyond, the
 12 first time in history. Unfortunately, as
 13 we've talked about on the reliability side, it
 14 would have been on the zero side. That would
 15 just be an example. So I repeat what I said
 16 earlier, it's a balance score card and it's a
 17 contract that's agreed with the employee prior
 18 to the year that it starts, and each of those
 19 elements were measured and that's what forms
 20 the basis of the payment, and I gave you two
 21 examples; one on the reliability side and one
 22 on the safety side, where safety performance
 23 would have been very strong that year, and the
 24 reliability performance measures were not met.
 25 MR. DUMARESQUE:

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1 Q. I understand the safety performance of Hydro,
 2 Mr. Martin, but I would suggest to you that's
 3 pretty cold comfort to the families of the
 4 three people that died during Dark NL, and
 5 while they weren't on your salary, they were
 6 certainly -
 7 CHAIRMAN:
 8 Q. Mr. Dumaresque, I've got to ask you, please -
 9 I mean, stick to questions, please, try to ask
 10 Mr. Martin direct questions on the matters
 11 that are of concern to you, and I mean, the
 12 editorial comment, I don't think is
 13 appropriate in the context of cross-
 14 examination.
 15 MR. DUMARESQUE:
 16 Q. Thank you, Mr. Chairman. Mr. Martin, your
 17 salary and performance bonus, in 2013 your
 18 salary was \$495,819.00 and your bonus was
 19 \$146,343.00, for a total of \$642,163.00. In
 20 2014, we see that your salary was increased,
 21 \$511,931.00, with a bonus of \$153,493.00, for
 22 a total of \$665,000.00. I ask you in light of
 23 2014 and the Dark NL, and the crisis that
 24 people went through, do you have any problem
 25 with accepting this level of bonus, in

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<p>1 particular, and did you object in any way to 2 those that offered it to you? 3 MR. MARTIN: 4 A. In my particular case, as per the other 5 employees I discussed, my relationship with 6 respect to compensation is with the Board of 7 Directors, and in that context, they would 8 follow a similar process that I explained for 9 the others, but it would be led then to the 10 accountability of the Board of Directors, but 11 the process followed, as I outlined, so I 12 won't go through and repeat it in terms of the 13 process and following the process of setting 14 that compensation, the measurement of that 15 from the bonus perspective is a similar 16 process, as I mentioned before, and with the 17 exception that it's the Board of Directors of 18 Nalcor that would be responsible for that, 19 other than myself for the executives. 20 MR. DUMARESQUE: 21 Q. Since this issue was raised last week, I'm 22 sure you don't have a lot of time to follow 23 the news or the public reaction to some of 24 this information, but the public certainly 25 responded from the coverage that I have seen</p>	<p>1 CHAIRMAN: 2 Q. Did you understand, Mr. Dumaresque, the point 3 raised by solicitor for Hydro? 4 MR. DUMARESQUE: 5 Q. Yes, I did, and I was just leading to the 6 question, Mr. Chair, and the question is very 7 simple, this is something completely new to 8 the people of the province, and I ask Mr. 9 Martin are you going to continue to be the 10 king of bonus, are you going to continue to 11 provide this kind of system or will you take 12 the step today to end the system of bonuses 13 that - outrageously high bonuses that we have 14 seen paid to the people of Hydro, particularly 15 in 2014? Will you end it now? 16 MR. MARTIN: 17 A. I'm finding I'm going to have to repeat 18 answers that I've already given. I guess, 19 I'll continue to do that for a while. 20 CHAIRMAN: 21 Q. Mr. Martin, that was a "yes" or "no" question, 22 I thought, wasn't it? 23 MR. DUMARESQUE: 24 Q. Absolutely, I don't think I need to have any 25 explanation again. Will you end the king of</p>
<p>1 in a very significant way, they are kind of 2 shocked by it. 3 MR. YOUNG: 4 Q. Mr. Chair - 5 CHAIRMAN: 6 Q. Sorry, you have a point of order, sir? 7 MR. YOUNG: 8 Q. Yes, thank you, Mr. Chair. It's not 9 necessarily a point of order, it's just a 10 matter of trying to determine whether there's 11 a question coming from this, and if I could, I 12 could go back to the earlier point I raised 13 which is, as we understand Mr. Dumaresque's 14 purpose for cross-examination relates to the 15 prudence question, and I think I stated the 16 test which I thought the Board would bring to 17 that. He's now talking about things that 18 happened this week, the comments by people 19 generally. I'm just not sure if it's relevant 20 and germane to the issue. We thought that it 21 was appropriate given the fact that this 22 document was up there and provided by Hydro at 23 his request that we allowed him to discuss 24 this, but it sounds to me like we're drifting 25 from that.</p>	<p>1 bonus that you are now well known for? 2 CHAIRMAN: 3 Q. Excuse me, Mr. Dumaresque, like, you made your 4 point, it is a "yes" or "no" question, so I 5 would turn it over to Mr. Martin for his 6 response? 7 MR. MARTIN: 8 A. I understand, like others, I have the ability 9 to provide some perspective before I provide a 10 "yes" or "no" answer. That's my 11 understanding. I just want to clarify that. 12 (10:00 a.m.) 13 MR. YOUNG: 14 Q. We're in the Board's hands here, but normally, 15 Mr. Chair, I would suggest that the policy and 16 practice for this Board, particularly when 17 Chief Executive Officer is asked a question, 18 that he be given an opportunity for context. 19 CHAIRMAN: 20 Q. Well, we're not the Spanish Inquisition, so I 21 guess the answer is certainly yes. 22 MR. MARTIN: 23 A. Thank you very much. So part of my role is to 24 attract and retain competent, qualified, 25 professional and experienced people. To do</p>

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1 that, we need to be offering competitive
 2 salaries, wages, and such, as I explained
 3 earlier. It's a key part of the role because
 4 we need to have the right people to do the
 5 right things. The Human Resources people and
 6 the consultants that we work with, as well as
 7 the Board of Directors, have put together a
 8 strong comparison and comparative market
 9 analysis, and recommended what competitive
 10 compensation should be for the people in the
 11 employ of Newfoundland and Labrador Hydro. As
 12 I mentioned, part of my role is to ensure we
 13 attract and retain, which means we have to be
 14 competitive. The short term bonus program is
 15 one element of that compensation. I don't
 16 have the ability to offer long term
 17 compensation, so that's something that we just
 18 can't bridge, but in the context of providing
 19 competitive compensation to these people, we
 20 will continue to provide a short term bonus
 21 and, no, I will not today change that program.

22 MR. DUMARESQUE:
 23 Q. Thank you. I would now like to turn to the
 24 issue of the purchase of the combustion
 25 turbine generator, and I would like to refer

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1 to RFI-PR-DD-NLH-001, to put this, I guess,
 2 into some context. So as you can see from
 3 this question that I asked and the answer that
 4 I got, just so we can put this into the
 5 context of what we're talking about here is
 6 the purchase and installation of the
 7 combustion turbine generator, and the cost of
 8 doing so. So just if we scroll down a little
 9 bit more, and what, I guess, I wanted to point
 10 out is that the bottom line there is that the
 11 contractor's costs are noted at 114.6 million
 12 dollars, consultants are in at 2.2 million
 13 dollars, and the remainder of 8.1 or 8. 2
 14 million dollars are the owner's costs. So you
 15 may not have the answer to this question, but
 16 certainly I wanted to make sure that we
 17 understood where we are on the overall cost of
 18 125 million dollars, and we did award a
 19 contract on April 21st of 2014 for 99. 8
 20 million dollars and now we see a contract
 21 expenditure of 114,580. Would you be able to
 22 tell me why the contractor got the extra
 23 nearly 15 million dollars?

24 MR. MARTIN:
 25 A. Now, I'd like to defer that detail to the

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1 prudence review people who have that
 2 information at hand. I would like to note
 3 though, a couple of numbers just for clarity.
 4 So, the budget that was submitted for this
 5 particular acquisition was in the neighborhood
 6 of \$119,000,000.00, all in, which would
 7 include the things that are all of the
 8 categories that are classified here. This is
 9 a breakdown of the actually cost to July which
 10 is \$125,000,000.00. And my understanding is
 11 the final number that we're dealing with now
 12 which has been filed with the Board, I
 13 believe, is \$128,000,000.00, about an eight
 14 percent difference. So, I just wanted to
 15 clarify that so there's not confusion between
 16 one element of this and the total. In my
 17 perspective I look at the total budgeted
 18 amount and not necessarily the detail of each
 19 element and I compare that to the forecast's
 20 final cost, apples to apples. So, I just
 21 wanted to state that for clarity.

22 MR. DUMARESQUE:
 23 Q. Yes, so you're going to want to extend the
 24 answer on the extra 15,000,000.00 because just
 25 for again, clarification for people that don't

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1 know, there was a fixed price contract given
 2 to this company from the United States for
 3 99.8 million and certainly there was public
 4 comment that there would no extra cost to the
 5 rate payer for this contract. As a matter of
 6 fact, there were penalties in it. But anyway,
 7 you, I expect, will come back for the prudence
 8 review. Will you be back for the prudence
 9 review to answer this question?

10 MR. YOUNG:
 11 Q. Perhaps I -- I can't shed light on the answer
 12 Mr. Martin might give here. He has been asked
 13 this question, but I think we've been clear to
 14 the Board that that decision hasn't been made.
 15 We do have some time before we provide an
 16 answer to the witness this question (sic.) and
 17 we're pleased to have Mr. Martin available to
 18 answer the questions that Mr. Dumaresque has
 19 today. But that determination hasn't been
 20 made and we do have some time before we make
 21 that decision.

22 MR. DUMARESQUE:
 23 Q. Thank you, but the question is for Mr. Martin.
 24 Will you return for the prudence review?

25 MR. MARTIN:

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1 A. I haven't considered it yet. The process I
 2 follow is -
 3 MR. YOUNG:
 4 Q. No.
 5 CHAIRMAN:
 6 Q. Mr. Dumaresque, I think we've heard the answer
 7 from the solicitor for Hydro. They have not
 8 made that decision yet. So I mean, I'm not
 9 sure what point it is in pursuing it further
 10 at this time.
 11 MR. DUMARESQUE:
 12 Q. Okay, thank you.
 13 MS. GLYNN:
 14 Q. Mr. Dumaresque, before you proceed, there is
 15 some interference, I think, with the
 16 transcription. I just hope -- or remind
 17 everybody to have their phones turned off. I
 18 hope that's not -
 19 CHAIRMAN:
 20 Q. Any of you getting a buzz out there?
 21 MS. GLYNN:
 22 Q. I'm not sure, yeah.
 23 MR. DUMARESQUE:
 24 Q. Yeah, I hear a buzz there somewhere.
 25 MS. GLYNN:

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1 Q. I'm assuming it's a phone. I'm not sure if it
 2 could be -
 3 CHAIRMAN:
 4 Q. I thought it was just us.
 5 MS. GLYNN:
 6 Q. No, no, you can hear it throughout.
 7 MR. DUMARESQUE:
 8 Q. Okay, thank you. Thank you, Mr. Chairman.
 9 CHAIRMAN:
 10 Q. Up here hallucinating. Okay.
 11 MR. DUMARESQUE:
 12 Q. Thank you. Mr. Martin, on June -- I think it
 13 was June 4th or 5th, 2014, you had an annual
 14 general meeting of Nalcor and we have
 15 circulated a transcript of that time when you
 16 spoke specifically to the questions from the
 17 floor, one of your shareholders asked you
 18 about the purchase and installation of the
 19 combustion turbine generator. So, you know,
 20 we have now seen what the present cost is,
 21 \$128 million. So I would now like to try and
 22 go back over and put this all in perspective
 23 from a process point of view.
 24 So on page two -- and we don't have the
 25 numbers on the lines there, but just past

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1 midway where it says "the events of this year
 2 happened and there's two points to that." I
 3 see now, thank you, that's there. The next is
 4 "one is that we were out looking" and my
 5 question is who were the "we" that you were
 6 talking about at that time?
 7 MR. MARTIN:
 8 A. I'm not sure of all of the exact names. I
 9 would refer to Vice-President of Project
 10 Execution at Nalcor and Hydro, Mr. MacIsaac
 11 would be handling that for me. He would have
 12 a series of people working with him. I don't
 13 know exactly which ones were being used at
 14 that point.
 15 MR. DUMARESQUE:
 16 Q. Yes, and when -- I guess the next one is you
 17 say you had found this particular unit -- "we
 18 found this particular unit". Again, I don't
 19 need to understand who we is as much as when
 20 was the exclamation of a Eureka. When did
 21 this take place, in your understanding? When
 22 was this unit found? Was it 2012, 2013 or
 23 when did you come across it?
 24 MR. MARTIN:
 25 A. I'm not exactly sure of the time, but just to

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1 provide some perspective and background,
 2 there's a couple of phases to this type of
 3 acquisition obviously. We go -- you know, we
 4 understood that we had a need and that had
 5 been developing over time. I just can't
 6 remember the exact dates, but obviously in the
 7 2012-2013 timeframe we knew from projections
 8 that we would be needing additional power --
 9 additional capacity for electricity and we
 10 knew that we would have to obviously put in an
 11 application and understand the costs. So at
 12 that point, during that time period, we would
 13 be out going to various suppliers getting
 14 budgetary quotes, finding alternatives,
 15 seeking alternatives as an ongoing preparatory
 16 work to preparing a budget and understanding
 17 what specifications we would be looking for,
 18 what size of unit we'd be looking for, and
 19 that would have been occurring I would expect
 20 all through 2013 for sure, probably into 2012.
 21 It would be a normal process upfront to
 22 understand the types of things that are
 23 available, start preparing for the
 24 acquisition. And armed with that data that we
 25 would come up with there, we would set a

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1 budget to the best of our ability and then end
 2 up formalizing an actual acquisition process
 3 at that point, informing the process with the
 4 information we had found up to that date, and
 5 that would have occurred on into 2014, both
 6 elements of that process.
 7 MR. DUMARESQUE:
 8 Q. So no question there was a very extensive
 9 process undertaken by Hydro and as I
 10 understand it in the first place, it was
 11 contemplating a 50 megawatt unit and then
 12 because of the black start, you went into a 60
 13 megawatt unit and then, of course, you found
 14 this unit. So during that extensive process,
 15 certainly people would have been looking
 16 everywhere, including the Internet, and do you
 17 recall anybody ever bringing to your attention
 18 that this unit was being advertised on the
 19 internet?
 20 MR. MARTIN:
 21 A. I can't remember anyone specifically saying it
 22 was advertised on the internet, but it was
 23 brought to my attention that this was a
 24 particular opportunity.
 25 MR. DUMARESQUE:

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1 Q. I'd like to refer -
 2 MR. MARTIN:
 3 A. And just to -- just for clarity again, the
 4 instruction would be to, you know, seek all
 5 potential alternatives. So I'm sure there was
 6 internet searches. I'm sure there were
 7 searches within the various providers of that.
 8 So, it would have been extensive. It wouldn't
 9 surprise me that they found it, but I can't
 10 remember specifically someone saying it was an
 11 internet kind of thing.
 12 MR. DUMARESQUE:
 13 Q. I'd like to refer to GT-DD-NLH-030.
 14 MS. GRAY:
 15 Q. I'm sorry, Mr. Dumaresque, what's the number
 16 again?
 17 (10:15 a.m.)
 18 MR. DUMARESQUE:
 19 Q. Yes. GT-DD-NLH-030. And as you can see, the
 20 question is "please confirm if you were aware
 21 of the advertisement by ProEnergy Parts
 22 Solutions and CFAS Enterprises Inc. 1x New
 23 Siemens SGTG" and so forth. "If so, did you
 24 receive a copy of the offer, and particularly
 25 if you received the contents of the advertised

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1 complete package? If so, please provide this
 2 information." And the answer was "Hydro was
 3 aware of the advertisement by ProEnergy Parts
 4 Solutions and CFAS Enterprises Inc." My
 5 question would be when was Hydro aware and I
 6 appreciate that you don't know that, but would
 7 you please undertake to ask the people
 8 concerned if they would tell us when they
 9 became aware of this advertisement?
 10 Furthermore, it says "in February of 2014, in
 11 February, Hydro received advertised
 12 information" from both of these brokers and I
 13 would like to ask again, since the information
 14 wasn't provided when I asked the question,
 15 would you please provide me with a copy of
 16 what information you did receive as a result
 17 of this advertisement, these two
 18 advertisements? And as you see there, the
 19 Attachment 1 is a copy of these
 20 advertisements, and I'd like to refer you to
 21 the Attachment 1 which is -
 22 MS. GLYNN:
 23 Q. Can we just -- I'm sorry, Mr. Dumaresque, but
 24 if there was a undertaking request, we should
 25 clarify that before we go too far.

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1 MR. DUMARESQUE:
 2 Q. Okay. So the undertaking request was, because
 3 it wasn't answered in my question at the time,
 4 when was Hydro aware of the advertisement, and
 5 secondly, could you provide a copy of the
 6 information received? Because I asked for
 7 that, but -- and they agree that they received
 8 information, but it never came in the answer
 9 to the question.
 10 MR. YOUNG:
 11 Q. Mr. Chair, I'm not sure I follow -- maybe it's
 12 just me. I'm not sure I follow the question,
 13 because it sounds to me like the attachment to
 14 this document is in fact the answer to the
 15 question.
 16 MR. DUMARESQUE:
 17 Q. No, no. No, the answer to this question is a
 18 copy of the ads which I asked for, if you're
 19 aware of the advertisement, but the second
 20 part of my question is "did you receive a copy
 21 of the offer, and particularly if you received
 22 the contents of the advertised complete
 23 package" not just the ad, but what the
 24 complete package would be. And in the answer,
 25 in the answer Hydro says they received

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1 advertising information. I assume it was more
 2 to just the unit and the picture. There would
 3 have been the contents and they received it.
 4 So that's what I'm looking for, what
 5 information did -- I would assume you would
 6 have gotten what the contents of the package
 7 would be, for example. That's what I'm asking
 8 for.
 9 MR. YOUNG:
 10 Q. Mr. Chairman, I think we understand the
 11 undertaking now. We can look to see. As I
 12 understand, there's two questions. I just
 13 want to confirm this.
 14 MR. DUMARESQUE:
 15 Q. Yeah, one is the timing.
 16 MR. YOUNG:
 17 Q. Right.
 18 MR. DUMARESQUE:
 19 Q. When you were aware of the advertisement and
 20 the second one is you say you received
 21 advertised information.
 22 MR. YOUNG:
 23 Q. Right.
 24 MR. DUMARESQUE:
 25 Q. So I would like to get what information you

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1 received, because I asked if you would provide
 2 the contents of the advertised package and I
 3 didn't receive that. If it wasn't available,
 4 then that's a different thing, but you say
 5 that you received it.
 6 MR. YOUNG:
 7 Q. This might be a matter of interpretation. Mr.
 8 Chair, we can undertake to look into this.
 9 I'm not 100 percent sure that we've received
 10 something different than is here, but we can
 11 undertake to look into that.
 12 MS. GLYNN:
 13 Q. We'll note that as Undertaking 8.
 14 MR. DUMARESQUE:
 15 Q. Okay. So I referred you to Attachment 1 and
 16 specifically I would -- that is -- no, I think
 17 that's Attachment 2. Yeah, first page of
 18 Attachment 1, yeah, this one here, if you
 19 would scroll -- for some reason I've got them
 20 backwards, I think, on my file. So just go to
 21 the next page please. Yes, this one here.
 22 So this is the advertisement by CFAS
 23 Enterprises Inc. which is an after-market
 24 utility power equipment brokerage firm. And I
 25 would particularly point out the asking price.

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1 So for this complete package the asking price
 2 was \$23 million, for the complete package.
 3 Did anybody ever make you aware, Mr. Martin,
 4 that the complete package of this combustion
 5 turbine generator was being advertised for
 6 years on the internet for \$23 million?
 7 MR. MARTIN:
 8 A. May be aware that it had been advertised over
 9 time. They never mentioned the price or not,
 10 but I was aware it was being advertised in
 11 general conversations and had been available
 12 for a period of time, yes, but not specifics
 13 around numbers and everything else. That
 14 would have been in the context of informing me
 15 of any other type of outcome of the research
 16 they were doing and such like that, keeping me
 17 informed. So it wouldn't be normal for them
 18 to give me a bunch of detail at that point, or
 19 for me to ask it, but they were keeping me
 20 informed of some of the opportunities.
 21 MR. DUMARESQUE:
 22 Q. So when you became aware of this machine,
 23 supposedly your Vice-President came in and
 24 told you that, what would be your first
 25 question to him you would think?

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1 MR. MARTIN:
 2 A. You know, I would probably ask something like
 3 "is this a viable alternative? Is this
 4 something that we should put in the mix? Does
 5 it suit what we're seeking?" and you know, and
 6 have some dialogue with them around that to
 7 have them explain where we were and I would be
 8 trying to ascertain is this type of unit going
 9 to be in the mix for the decision. We'd
 10 dialogue that back and forth and normally Mr.
 11 MacIsaac would give me an answer to that or he
 12 would say "I need to check it further, but
 13 here's where we are." But eventually, he
 14 would say -- and obviously in this particular
 15 case -- is "yeah, this should be in the mix."
 16 MR. DUMARESQUE:
 17 Q. Thank you. As a businessman, as a businessman
 18 for nearly 20 years now, my first question
 19 would be "how much are they asking for it?"
 20 Did you ask that question to your vice-
 21 president that day?
 22 MR. MARTIN:
 23 A. I would be asking -- I can't remember if I
 24 asked that question or not, but to put it in
 25 context again, I would be -- from my

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1 perspective, as CEO, I would be interested in
 2 what the total budget, you know, was or was
 3 planned to be and I would likely ask would
 4 this type of unit, you know, be fitting into
 5 that total budget, and by total, I would mean
 6 whatever the price for this particular turbine
 7 generator unit would be, but understanding
 8 from previous discussions that this would only
 9 be one element of the overall cost and I would
 10 have a range of total costs that we were
 11 expecting, not final because we'd have to go
 12 through a bid process, but I would know that,
 13 you know, there would be eight or ten
 14 different elements that would go into
 15 finalizing the construction of a unit such as
 16 this and all the surrounding infrastructure,
 17 all of the surrounding expediting, buildings.
 18 I know there are fuel tanks, fuel lines, et
 19 cetera, et cetera, that would add up to a
 20 rough budget number and I would be -- I
 21 wouldn't be asking him the price of this. I
 22 would be more in the context of "so does this
 23 seem to fit within the budget parameters that
 24 we were talking about?" Once again,
 25 speculating a bit, but he would probably --

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1 obviously he would have said "yeah, it fits in
 2 and we're looking at putting this into the mix
 3 for consideration." So the conversation would
 4 go something like that.
 5 MR. DUMARESQUE:
 6 Q. Yeah, so the -- when you say -- when you said
 7 on page two of the statement you made at the
 8 public -- at the annual general meeting in
 9 June 2014, just below what we referred to
 10 earlier, you said is that "we were looking for
 11 the best deal for the Province." What did you
 12 mean by the best deal, if price wasn't on your
 13 mind at that point?
 14 MR. MARTIN:
 15 A. Well, price would definitely be a component of
 16 that, and other types of components would be
 17 reliability, you know, other elements of value
 18 such as could we get more capacity for a
 19 similar expenditure, those types of things.
 20 So it would be an overall combination of
 21 value, which price would be a key element
 22 obviously.
 23 MR. DUMARESQUE:
 24 Q. On page four of your statement or your
 25 response to questions that day, in the middle

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1 of that statement, let me see, yes, down to
 2 where you said, and you mentioned it was used
 3 or new, "it is not a used unit." Have you
 4 found that right there in the middle? Yes.
 5 The next sentence "it's about a three or four
 6 -- it was built about three or four years ago,
 7 approximately." Were you aware that -- well,
 8 no, of course you couldn't be aware. But the
 9 unit was seven years old at the time that you
 10 made that statement. Why would you say three
 11 or four when three weeks before you signed the
 12 contract knowing that it was seven years old?
 13 MR. MARTIN:
 14 A. Just a couple clarification points there, I
 15 believe with some more detail. I think the --
 16 there was two elements to this, the turbine
 17 and the generator, and going from memory now
 18 again, one of those elements was -- I think it
 19 was brought into service or not -- no, not
 20 into service. It was provided to the vendor
 21 in 2007 and the other piece was -- and I
 22 believe it was '09 or '10. I'd have to check
 23 that. So there's different ages on both. I
 24 said three to four years here. I should have
 25 said at that particular five to seven or

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1 whatever, depending on it, but I would say
 2 here I was probably not that deep into the
 3 timing, other than to know it had been on the
 4 market for a while and it wasn't a year, so I
 5 was generalizing three or four, but in
 6 retrospect, I guess five to seven probably
 7 would have been better.
 8 MR. DUMARESQUE:
 9 Q. Yeah, and that's all that I wanted to clarify
 10 there was the actual age of the unit as seven
 11 -- the turbine was seven years and the
 12 generator was five years old.
 13 MR. MARTIN:
 14 A. Right, and it's better to be totally accurate
 15 obviously, but the point I think I was trying
 16 to get here to answering the question I was
 17 trying to make the point to the person asking
 18 it and the audience at the time, I wanted to
 19 declare and recognize it wasn't something that
 20 had been built that year. So I was trying to
 21 say is that, you know, it had been available
 22 for a significant period of time. Three or
 23 four years was my estimate in doing that, but
 24 I wasn't trying to mislead folks in terms of a
 25 couple of year time span.

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<p>1 MR. DUMARESQUE: 2 Q. No, that's okay. Thank you. That's fair. I 3 mean, the fact is that it was seven years old. 4 It was advertised for years on the internet 5 and nobody would buy it. 6 MR. MARTIN: 7 A. I just wanted to clarify that. There's two 8 elements, as I mentioned. One element is 2007 9 and the other was 2000 and - 10 MR. DUMARESQUE: 11 Q. '05. 12 MR. MARTIN: 13 A. It may be attached here. I think it was 2009, 14 so - 15 MR. DUMARESQUE: 16 Q. No, 2005. The turbine was 2007. The 17 generator 2005. 18 MR. MARTIN: 19 A. Once again, we need to - 20 MR. DUMARESQUE: 21 Q. You can - 22 MR. MARTIN: 23 A. I can confirm that, so we'll get someone to do 24 that due diligence for us. 25 MR. DUMARESQUE:</p>	<p>1 he was referring to some information, but I 2 wasn't sure if all had to be under general 3 rate application documentation as opposed to 4 others, other information that's on the public 5 record and actually did get presented here at 6 the Board. So that's -- I take your guidance 7 there if it's allowed or not. 8 CHAIRMAN: 9 Q. Well, I mean, I think -- obviously if it's 10 used in another proceeding, then it is a 11 matter of public record, but it is not part of 12 the record for these proceedings, as I 13 understand it. So it would be available, but 14 it would not be available now. I mean, we'd 15 have to go back and we'd have to go into the 16 Board - 17 MS. GLYNN: 18 Q. We may be able to get it from the website, but 19 I'm not sure, Mr. Chair. It wouldn't be a 20 part of this record, no. 21 CHAIRMAN: 22 Q. Yeah. 23 MR. YOUNG: 24 Q. And of course, normally you'd get a day 25 notice, so we can review the matter.</p>
<p>Page 46</p> <p>1 Q. You can correct me if you want, yeah. On 2 costs again, I'd like to go back there a 3 little bit. We are now aware that this had 4 been advertised, the complete package, for 5 million or nearest offer. Hydro itself did 6 some work in preparing for the acquisition of 7 the turbine, albeit as I said earlier, a 50 8 megawatt and then a 60 megawatt, and I'm not 9 sure that we can get this up on the screen 10 because it is on the public record, but it is 11 a document named CE-47 REV.1 Public. This was 12 in the proceedings here during the Muskrat 13 Falls debate or application. 14 (10:30 a.m.) 15 CHAIRMAN: 16 Q. I don't think -- I've just been advised by our 17 Vice-Chairman of course that that wouldn't be 18 part of this record. 19 MR. DUMARESQUE: 20 Q. Okay. I noticed yesterday that Mr. - 21 CHAIRMAN: 22 Q. That was a previous proceeding, so I - 23 MR. DUMARESQUE: 24 Q. Yeah. Like I was wondering about that because 25 I noticed Mr. Johnson went back to 2004 when</p>	<p>Page 48</p> <p>1 CHAIRMAN: 2 Q. Yeah. 3 MR. YOUNG: 4 Q. There's an awful lot of documents on the 5 record of the PUB. 6 MS. GLYNN: 7 Q. Absolutely. 8 MR. YOUNG: 9 Q. That this Board has received in the last ten 10 years or so, you know. We don't have recall 11 of all of them obviously, but if we had had it 12 in advance, we could have reviewed it, like we 13 did with the transcripts here. 14 CHAIRMAN: 15 Q. Yeah. 16 MR. DUMARESQUE: 17 Q. Yes, Mr. Chairman, and I apologize for that 18 because I thought because it was on the public 19 record at the PUB that it would have been 20 easily accessible, but I take your guidance on 21 it and I mean, I'd be happy to table it. It's 22 just a couple of pages and we can have it for 23 the record that it confirms that the High 24 level estimate of Hydro for a 50 megawatt 25 generator was \$40 million, including</p>

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1 installation. So I'll provide that to
 2 everybody for the record.
 3 In addition to that piece of information,
 4 I'd like to draw your attention to GT-PUB-NLH-
 5 012 and this is a question which identifies on
 6 page eight of the report it states that "Hydro
 7 identified several combustion turbine options
 8 that could provide capacity up to 100
 9 megawatts" and I would like to draw your
 10 attention to the answer in Table 1 and
 11 particularly to page three where the Wood
 12 Group -- would you be aware, Mr. Martin, that
 13 this information was being sought and would
 14 you have seen the results of this survey?
 15 MR. MARTIN:
 16 A. I knew it was being sought. I can't remember
 17 looking at the particular results of this at
 18 that particular time.
 19 MR. DUMARESQUE:
 20 Q. So how often would you be updated on this now,
 21 because you're getting into 2014? We've had
 22 the blackouts and you obviously now know
 23 you've got to get more generation. So how
 24 often would you be informed or get updated on
 25 what's happening with the acquisition of this

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1 generation? Would it be daily, weekly,
 2 monthly?
 3 MR. MARTIN:
 4 A. I can't give an exact timeframe. It would be
 5 -- it would tend to be more, you know, monthly
 6 and longer than weekly. The reason for that
 7 would be my involvement would be upfront more
 8 so, understanding what type of unit they're
 9 looking for, the capacity, understanding the
 10 budget parameters, you know, understanding
 11 that the right people had been involved
 12 setting specifications and such and at that
 13 point, I would turn that over to the technical
 14 vice-president and the finance people who
 15 would be responsible for contract evaluation
 16 and purchasing and they would deal with it
 17 from thereon in. Knowing that the processes
 18 were in place from a public tendering
 19 perspective that, you know, it would yield a
 20 particular recommendation that met those
 21 parameters and it would be at that point that
 22 prior to awarding that that I would get a
 23 deeper debrief, but my role would be fairly
 24 much directed at, you know, did it meet the
 25 requirements, did we follow the right process

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1 and was analysis done, do we have the right
 2 sign offs. There's a series of sign offs that
 3 have to happen in the company below me before
 4 it comes to me to ensure legal, finance,
 5 engineering, operations and some others have
 6 all reviewed the package and are in agreement
 7 with it and then it comes to me in the final
 8 analysis. I'm seeking those sign offs. I'm
 9 seeking a check the process and following
 10 assurances that those things have been taken
 11 care of properly, if it needed my approval
 12 authority, I would sign off on it at that
 13 point.
 14 Up to that point, roughly speaking, they
 15 would give me, you know, a monthly update.
 16 I'm sure if something changed or some new
 17 information came in that was unexpected, they
 18 wouldn't limit themselves of that. They'd be
 19 in to see me in a couple of days. But it
 20 wouldn't be something that would be generally
 21 on a daily or weekly basis.
 22 MR. DUMARESQUE:
 23 Q. Okay, thank you. If I could just, as I said,
 24 draw your attention to page three and the Wood
 25 Group GE SE 7EA machine, this would be for 99

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1 megawatts. Previously owned equipment but
 2 never used, approximately five years of age.
 3 Younger than the one we purchased and the
 4 price that they would have -- they gave for
 5 the purchase and installation, engineering was
 6 52.1 million US dollars. So you would not
 7 have been given that price? You weren't the -
 8 - oh, maybe -- I'm not sure if I was clear.
 9 You were not told that it was advertised for
 10 \$23 million and you weren't told now or you
 11 don't recall -- or do you recall that you were
 12 told that this similar type machine would be
 13 available for installation for \$52 million?
 14 MR. MARTIN:
 15 A. No, I wouldn't be informed of that type of
 16 analysis. As I described, I would set the
 17 parameters and I would ensure that it went
 18 through a vigorous process to meet the
 19 tendering requirements and the detail in
 20 behind that, I wouldn't be informed upon on a
 21 regular basis. I know that, you know, this
 22 would be one element. There's other elements,
 23 and you know, I would understand that there's
 24 a series of elements that added up to a
 25 particular budgetary cost. I would be

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1 interested as it progressed through the
 2 process and the final numbers were being
 3 landed on that it was all inclusive, so the
 4 total amount that I had understood that it
 5 would likely be in a range of, my role at that
 6 point is to make sure finally when the bid
 7 award happens are all those elements included
 8 as well, which would include this plus many
 9 other things. That would be my perspective.
 10 MR. DUMARESQUE:
 11 Q. Yes, because I recall at the AGM, not in this
 12 transcript, but you certainly made it clear
 13 that the buck stops with you, even though you
 14 are not in on the daily or weekly decisions of
 15 what information is available. At the end of
 16 the day and in this particular contract, did
 17 the buck stop with you? You were the one who
 18 had to give the final green light to signing
 19 this contract?
 20 MR. MARTIN:
 21 A. Yes.
 22 MR. DUMARESQUE:
 23 Q. Further in your statements that day, you said
 24 that -- on page five, you said "there's a
 25 company" -- on the top of that third sentence,

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1 "there's a company that is in the business of
 2 having several of these, many, many, many of
 3 these types of units available and we go to
 4 these brokers so to speak and we went
 5 worldwide to see what is available." And
 6 further down towards the end of that page, you
 7 said "we talked to people who have dealt with
 8 the company we're dealing with from a sales
 9 and installation perspective worldwide and
 10 they have an extremely good reputation."
 11 I'd like to draw your attention to GT-DD-
 12 NLH-036. I've asked "please indicate when and
 13 how you became aware of the investigation by
 14 US authorities into ProEnergy Services and
 15 what due diligence did you do upon learning of
 16 this matter?" The second paragraph of that
 17 answer "through the due diligence process" and
 18 I guess my question is can you explain to me
 19 what the due diligence process would have been
 20 that they're referring to here?
 21 MR. MARTIN:
 22 A. Within the company, I mentioned this earlier,
 23 although I didn't refer it as a due diligence
 24 process but that's what it is, we have a
 25 series of departments that they're required to

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1 review documentation, review tendering
 2 protocols, review specifications, that all
 3 have to sign off on an actual acquisition of
 4 this nature before it comes to me. I don't
 5 have a comprehensive list in front of me, but
 6 as I mentioned earlier, generally it would be
 7 legal, engineering, finance, operations and
 8 some others. It's an extensive list that you
 9 can imagine the types of things. All the
 10 functional group, plus the operational groups,
 11 they all have to sign off on the
 12 recommendation before it comes to me and
 13 that's what I refer to as a due diligence
 14 process and review, internal to the company.
 15 MR. DUMARESQUE:
 16 Q. The next sentence or in the same sentence,
 17 "Hydro became aware of potential
 18 investigations of ProEnergy Services." Did
 19 your officials make you aware and when did
 20 they make -- if they did, when did they make
 21 you aware of the potential investigations by
 22 US authorities of this company?
 23 MR. MARTIN:
 24 A. Mr. MacIsaac did make me aware. I can't
 25 remember a specific date. You know, it

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1 obviously would be during that due diligence
 2 process.
 3 MR. DUMARESQUE:
 4 Q. Before the tender was awarded, would it be?
 5 MR. MARTIN:
 6 A. Yes. I'm almost sure. I probably need to
 7 check some of these details, but -
 8 MR. DUMARESQUE:
 9 Q. Yes, I would certainly like -
 10 MR. MARTIN:
 11 A. - it might not be the due diligence process.
 12 I'm thinking, yes, it would have happened
 13 before that.
 14 MR. DUMARESQUE:
 15 Q. I would like to ask that as an undertaking, if
 16 you could provide when you were made aware of
 17 these potential investigations and also, what
 18 do you recall being told the investigations
 19 were about?
 20 MR. MARTIN:
 21 A. Are you asking me that now?
 22 MR. DUMARESQUE:
 23 Q. Yes, yes.
 24 MR. MARTIN:
 25 A. Pretty much what's here. You know, Mr.

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1 MacIsaac would be accountable for moving this
 2 process ahead. He would have informed me that
 3 there was some potential investigations with
 4 ProEnergy. They're looking into it and he
 5 would keep me apprised if there was anything
 6 that would be problematic or not and I would
 7 have indicated to him, fine, keep me informed
 8 if something comes up, and he would have been
 9 moving on with it and I would have gone to
 10 other things.
 11 MR. DUMARESQUE:
 12 Q. Do you recall specifically -
 13 MS. GLYNN:
 14 Q. Mr. Dumaresque, again I'm going to ask, does
 15 that complete your undertaking or is there
 16 something further you require?
 17 MR. DUMARESQUE:
 18 Q. No, that completes that undertaking.
 19 MS. GLYNN:
 20 Q. Thank you.
 21 (10:45 a.m.)
 22 MR. DUMARESQUE:
 23 Q. But do you recall specifically the fact that
 24 this company was under investigation for
 25 selling used equipment at very highly inflated

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1 prices in Venezuela and US authorities were
 2 investigating whether there might have been a
 3 breach of the Foreign Officials Corruption Act
 4 where foreign government officials would be
 5 bribed?
 6 MR. MARTIN:
 7 A. I was made aware that there was a -- the US
 8 government was involved in some form of
 9 investigation. I remember that it was in a
 10 South American context and that they were
 11 looking into it. That would have been about
 12 the extent of it at that time, where upon as I
 13 mentioned, my instructions would be "well,
 14 stay on it and work it through. Make sure
 15 that everything is fine from our perspective,
 16 and if things change, let me know." So they
 17 would have been giving me that as an
 18 information detail that was relevant and I
 19 would have instructed them -- I would have
 20 said "well, appreciate the update. Keep me
 21 informed if there's an issue" and I would --
 22 obviously the accountability would still rest
 23 with Mr. MacIsaac and he and his team would
 24 see that through.
 25 MR. DUMARESQUE:

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1 Q. I would suggest, Mr. Martin, that this would
 2 have been a big red flag that the company that
 3 we're about to give 100 million dollar
 4 contract to, would have been a big red flag,
 5 but I guess nothing happened more with it
 6 because it was after the tender was awarded on
 7 June the 4th that you felt still comfortable
 8 enough to be able to say that this company was
 9 an extremely good reputation?
 10 MR. MARTIN:
 11 A. Yes.
 12 MR. DUMARESQUE:
 13 Q. I would like to -- yes.
 14 MR. MARTIN:
 15 A. And I would go on to say that as we followed
 16 through our work with ProEnergy, I have to
 17 commend them on the work. They've been
 18 professional and done what they've said
 19 they're going to do and they have performed
 20 well. I just wanted to state that, you know,
 21 from ProEnergy's perspective because, you
 22 know, any good contractors that we deal with,
 23 I want to make it clear that we were satisfied
 24 with their performance.
 25 MR. DUMARESQUE:

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1 Q. You then indicated earlier on in that page, in
 2 the middle of the page, that -- on page five,
 3 yeah. "We had our own assessments done." So,
 4 the -- now I'd like to deal with the machine
 5 itself.
 6 MR. MARTIN:
 7 A. Mr. Chair, unfortunately a short break would
 8 be appreciated. Apologize for that.
 9 CHAIRMAN:
 10 Q. Not at all, sir. We'll take a short break.
 11 MS. GLYNN:
 12 Q. Mr. Chair, we are at 10 to 11. Perhaps we
 13 could break now for the half hour.
 14 CHAIRMAN:
 15 Q. Want to break for your full half hour?
 16 MS. GLYNN:
 17 Q. Yes.
 18 CHAIRMAN:
 19 Q. Okay.
 20 (BREAK - 10:49 a.m.)
 21 (RESUME - 11:26 a.m.)
 22 MS. GLYNN:
 23 Q. Mr. Chair?
 24 CHAIRMAN:
 25 Q. Yes, sorry?

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1 MS. GLYNN:
 2 Q. There was a point about the undertaking
 3 requested by Mr. Dumaresque. When I asked if
 4 he was -- if the answer satisfied his
 5 undertaking, he responded yes, but he
 6 misunderstood. He thought I was asking if the
 7 undertaking was still being requested. So
 8 this is around the line of questioning of when
 9 Mr. Martin became aware of the advertisement
 10 and the copy of the information that comprised
 11 that advertisement. So that undertaking
 12 remains a question from Mr. Martin. I don't
 13 know if Mr. Young has any questions or any
 14 comments on that undertaking.
 15 MR. YOUNG:
 16 Q. Just one. We can answer these undertakings as
 17 well as we can and sometimes a question like
 18 "when did you become aware", Mr. Martin's
 19 memory at this point is not absolutely clear
 20 on it, we may not be able to provide, unless
 21 there's a note in a file or something. So, we
 22 can do what we can on that.
 23 CHAIRMAN:
 24 Q. You will do your best.
 25 MR. YOUNG:

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1 Q. Indeed.
 2 MS. GLYNN:
 3 Q. So we'll note that in the record as an
 4 undertaking.
 5 MR. DUMARESQUE:
 6 Q. Yes. Now that was one undertaking. The
 7 second undertaking, are we clear on the second
 8 undertaking, the one concerning ProEnergy, the
 9 company? When was he told about the
 10 investigation into the company and what was
 11 the nature of the briefing that he got from
 12 his vice-president at the time was the second
 13 undertaking.
 14 MS. GLYNN:
 15 Q. That's my mistake, Mr. Dumaresque. It was the
 16 second undertaking that we were talking about.
 17 Sorry.
 18 MR. DUMARESQUE:
 19 Q. Yes, that's what I thought.
 20 MS. GLYNN:
 21 Q. The one of the advertisement had already been
 22 agreed to.
 23 MR. DUMARESQUE:
 24 Q. Yes, that's what I thought.
 25 MS. GLYNN:

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1 Q. Yes, sorry, so it was around the timing of the
 2 investigation. My apologies.
 3 CHAIRMAN:
 4 Q. So we're all clear on that now, are we?
 5 MS. GLYNN:
 6 Q. There is two undertakings. Undertaking 8 was
 7 for timing and copy of the information for the
 8 advertisement. Undertaking 9 would be aware
 9 of the investigation of ProEnergy.
 10 MR. DUMARESQUE:
 11 Q. Yes.
 12 CHAIRMAN:
 13 Q. So I guess, Mr. Dumaresque, we are now back to
 14 you.
 15 MR. DUMARESQUE:
 16 Q. Thank you, Mr. Chairman. Mr. Martin, at this
 17 point we know the record is clearing showing
 18 that we had this machine being offered for \$23
 19 million or the nearest offer. We now know it
 20 was seven years old at the time that we
 21 purchased it. We know that it was advertised
 22 for years and nobody would buy it. So, as I
 23 just said before we broke, you told us on June
 24 4th of last year, on page five of that
 25 presentation, that you had your own

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1 assessments. Hydro did its own assessments.
 2 Can you please tell me what assessments they
 3 were?
 4 MR. MARTIN:
 5 A. The detail around that would be best asked to
 6 Mr. MacIsaac, although I am aware that we had
 7 sent some of our -- some of Newfoundland and
 8 Labrador Hydro's people with expertise in this
 9 area to visit the unit and ProEnergy's office
 10 and they did a review and I'm aware as well
 11 that Mr. MacIsaac had hired an outside
 12 independent firm experienced in providing
 13 these types of assessments to do an assessment
 14 as well.
 15 MR. DUMARESQUE:
 16 Q. Yes. So you never went yourself, did you?
 17 MR. MARTIN:
 18 A. That's correct. I did not go myself.
 19 MR. DUMARESQUE:
 20 Q. The record also shows that in the request for
 21 what was being done, I asked under PR-DD-NLH-
 22 008 if it could provide -- I asked if you
 23 could provide copies of an independent third
 24 party appraisal. So here you are, as I said
 25 earlier, you're the person who's going to sign

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1 off on this contract. You know that the unit
 2 has been offered for 23 million and you know
 3 it's seven years old. Normal depreciation
 4 would bring it down to probably around \$15
 5 million for the package. The first thing that
 6 you would do, even if you were buying a used
 7 car, you would take it to a garage and let
 8 somebody have a look at it. So did you do an
 9 independent third party appraisal for fair
 10 market value of this particular package?
 11 (11:30 a.m.)
 12 MR. MARTIN:
 13 A. Just to clarify a point first in your comments
 14 prior to the question. You had alluded to
 15 suggesting an impact of depreciation would
 16 drop it to \$15 million. There's no
 17 substantiation for that comment that I believe
 18 is true. So I want to just make it clear that
 19 by virtue of not saying anything about it
 20 means that I agree with it. I don't agree
 21 with that.
 22 As far as the type of assessment and such
 23 that was done from a market perspective, I
 24 think you'd have to ask Mr. MacIsaac that.
 25 From my perspective, repeating myself a little

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1 bit from earlier comments, but I focus on the
 2 larger budget estimate, ensure that the right
 3 parameters are in place for what we're
 4 searching for and then I turned it over to Mr.
 5 MacIsaac to deal with that with his staff and
 6 other supporting staff until it comes back
 7 after a comprehensive tendering process and
 8 due diligence process, at which point I get
 9 reinvolved. It's explained to me the process
 10 that was followed and I take your
 11 recommendation at that point provided all of
 12 the required work was done.
 13 MR. DUMARESQUE:
 14 Q. So you say you don't agree with the
 15 depreciated value. You don't agree with the
 16 fact that it depreciates at all or you just
 17 don't agree with the value?
 18 MR. MARTIN:
 19 A. I just don't agree with the value because I
 20 don't know what you're talking about and such
 21 and when you make a statement like that and I
 22 don't respond to it, I'm just concerned that
 23 by my silence people will think I agree with
 24 it. I'm just stating that that's not the
 25 case.

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1 MR. DUMARESQUE:
 2 Q. In the response to this question, you indicate
 3 that there was no independent third party
 4 appraisal for fair market value. I ask you
 5 again, why didn't you do an independent third
 6 party appraisal for fair market value? It
 7 would be a normal thing to do.
 8 MR. MARTIN:
 9 A. The first thing, is that the full answer for
 10 the RFI? I just can't see it there. Okay,
 11 no, that's good. I appreciate that.
 12 Once again, it's a detail I refer to Mr.
 13 MacIsaac, but the point, from my perspective,
 14 is it's the tendering process that sets the
 15 value at the end of the day. So, regardless
 16 of such an assessment, once we understood or
 17 once I understood or I understand that there
 18 was more than one qualified bidder, at that
 19 point the outcome of the bid is what I am most
 20 interested in with respect to determining what
 21 the best options are.
 22 MR. DUMARESQUE:
 23 Q. Mr. Martin, as we said before, the buck stops
 24 with you. How could you sit there in that
 25 chair knowing that the unit was being

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1 advertised for \$23 million, it was seven years
 2 old, people around the world were asked to buy
 3 it for years and would not buy it, and you
 4 decided you would not do a fair market
 5 appraisal for its value? You expect us to
 6 think that that is a responsible position to
 7 take as the chief executive officer of this
 8 corporation going into buying a 100 million
 9 dollar piece of machinery?
 10 MR. MARTIN:
 11 A. So what I believe is responsible is this: We
 12 did a -- and I'm repeating myself, I apologize
 13 for that somewhat, but the process that I
 14 monitor is the fact that we do a budget
 15 estimate and we do that based upon budgetary
 16 quotes that we receive from qualified
 17 suppliers and in that budgetary quote, it
 18 would range from the actual purchase of the
 19 turbine and generator unit and it would also
 20 include budgetary quotes for all of the
 21 remaining supporting infrastructure,
 22 transportation and project management costs,
 23 engineering, et cetera, which would take that
 24 actual unit price and it would add the
 25 necessary auxiliary costs to that unit price

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1 and that would provide an overall budgetary
 2 quote estimate. That work was done and that
 3 yielded an expectation that was provided to me
 4 and then following that, the team went out to
 5 tender based upon a series of specifications
 6 and we have a budgetary document with some
 7 ranges that would give us an understanding of
 8 what fair market value should look like,
 9 although once again that is an indicator. The
 10 outcome of the tendering process is what
 11 actually determines the costs fully installed
 12 of a unit such as this nature.

13 MR. DUMARESQUE:
 14 Q. Mr. Martin, you're answering your own
 15 questions, but not mine. Why did you not
 16 insist that there be a fair market value
 17 appraisal, third party appraisal of this unit?

18 MR. CASS:
 19 Q. Mr. Chair, I believe this question has been
 20 asked and answered at least three times.

21 CHAIRMAN:
 22 Q. I don't -- Mr. Dumaresque, I have -- yeah, I
 23 don't see the point in your questioning. Mr.
 24 Martin has attempted to answer your question
 25 and he's said that it probably would be

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1 appropriate to refer to later proceedings with
 2 respect to the details of these matters, you
 3 know, so I'm not sure what point there is in
 4 repeating your question. I'm not trying to
 5 preempt your rights, but there are some
 6 reasonable rules of procedure that we have to
 7 adhere to.

8 MR. DUMARESQUE:
 9 Q. Okay. But I'll just conclude on that point by
 10 asking a simple question. Mr. Martin, do you
 11 think it would have been prudent to have a
 12 third party appraisal for fair market value of
 13 this unit?

14 MR. MARTIN:
 15 A. The public tendering process provides me with
 16 a measure of value of this unit and others in
 17 comparison. That's the nature of tendering.
 18 You get a market price. And by virtue of the
 19 fact that there was more than one qualified
 20 vendors, and if my memory serves me correct,
 21 there were four, a tendering process gives you
 22 the purest value of fair market value because
 23 you have four qualified bidders with four
 24 different proposals and that actually sets the
 25 market is the point I'm trying to make. So

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1 I'm comfortable that we had a fair market
 2 value assessment because we had a tender
 3 process that set the value in the market. It
 4 doesn't get any fairer than that.

5 Some other types of assessment wouldn't
 6 be a vigorous as that because we have a true
 7 value of the unit and the construction related
 8 to it in the market because we had a tender
 9 process. By the very nature of the tendering
 10 process, we have fair market value.

11 CHAIRMAN:
 12 Q. In short, the tendering process captures
 13 prudence.

14 MR. MARTIN:
 15 A. That's correct.

16 MR. DUMARESQUE:
 17 Q. Mr. Chairman, again, because we got this late
 18 notice, I guess, of being able to question Mr.
 19 Martin, we weren't able to get all of the
 20 documentation that I would be referring to, so
 21 at this point, again I would like to, as I did
 22 earlier, table testimony before the Public
 23 Service Commission in the State of Missouri
 24 dealing with the fair market value of the
 25 D501A combustion turbine units. This would be

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1 precisely the same turbines, combustion
 2 turbines that we purchases and certainly while
 3 I don't expect Mr. Martin can refer to this
 4 today, I would like to have it put onto the
 5 record so it will be a part of the cross-
 6 examination for Mr. Martin in the future or
 7 some other official.

8 CHAIRMAN:
 9 Q. So that would be referred for the prudency
 10 part of our review you're suggesting?

11 MR. DUMARESQUE:
 12 Q. Yes.

13 CHAIRMAN:
 14 Q. Okay.

15 MS. GLYNN:
 16 Q. Mr. Dumaresque, you can see myself or Cheryl
 17 after and we'll make sure that gets onto the
 18 record.

19 MR. DUMARESQUE:
 20 Q. Yes, and the caption just very quickly is that
 21 the final number on these brand new units was
 22 \$23 million. Mr. Martin, further in the
 23 response to that question on page five, you
 24 said that -

25 MR. MARTIN:

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<p>1 A. Just could I just ask one question of 2 clarification? It might ease some of my 3 responses. When you make a statement and 4 leave it hanging there and I don't respond to 5 it, is it clear that I'm not agreeing with 6 that? 7 MS. GLYNN: 8 Q. Yes, it is. 9 MR. MARTIN: 10 A. Okay. So I'm fine with that, so I don't have 11 to say it any more. 12 MR. DUMARESQUE: 13 Q. In your response to questions at the AGM, 14 again on page five, in addition to the "we had 15 our own assessments done with respect to how 16 well it was maintained. We also hired an 17 independent engineer to give us an additional 18 report." Can you tell me who that engineer 19 was? 20 MR. MARTIN: 21 A. I can't, but Mr. MacIsaac could. 22 MR. DUMARESQUE: 23 Q. I'd like to refer you to NP-NLH-022. This is 24 a question - 25 MS. GRAY:</p>	<p>1 the person who did that report. 2 MR. YOUNG: 3 Q. Mr. Chair, just for assistance, I think we're 4 talking about a different RFI. 5 MS. GLYNN: 6 Q. Yeah. 7 MR. DUMARESQUE: 8 Q. Well, it's -- 9 UNKNOWN SPEAKER: 10 Q. Is it BD? 11 MR. DUMARESQUE: 12 Q. NP-NLH-022. That's what appears - 13 MS. GLYNN: 14 Q. In the prudence review or in the GRA itself, 15 Mr. Dumaresque? 16 MR. DUMARESQUE: 17 Q. Well, it wouldn't have been in the prudence 18 review, no. 19 MS. GLYNN: 20 Q. And not in the gas turbine either? The 21 question we just had up, NP-NLH-22 is about -- 22 oh, it's gone now. It was about the forecast 23 rate base, was it not? 24 MR. DUMARESQUE: 25 Q. Okay. I'm not sure where this one --</p>
<p>Page 74</p> <p>1 Q. Sorry, Mr. Dumaresque, in what proceeding? 2 Are you talking the GRA? 3 MR. DUMARESQUE: 4 Q. What? 5 MS. GRAY: 6 Q. Are you in combustion turbine? Is it just NP 7 MR. DUMARESQUE: 8 Q. NP-NLH-022. 9 MS. GRAY: 10 Q. Okay. 11 MR. DUMARESQUE: 12 Q. Actually, not the revised -- not the first 13 revision, the one I'm looking at. It's 14 without the revision. I don't know - 15 MS. GRAY: 16 Q. Without the revision, okay. 17 MS. GLYNN: 18 Q. I don't know if that remains available. 19 MR. DUMARESQUE: 20 Q. Well maybe -- and it's not so salient, it's 21 just that I asked to provide a copy of the 22 2011 AMEC Consulting Report on the condition 23 of the Holyrood turbine and basically all it 24 does is confirm that AMEC was hired and a 25 gentleman by the name of Blair Seckington was</p>	<p>Page 76</p> <p>1 actually, this comes from the Holyrood Black 2 Start Diesel Units which is a part of the 3 prudence review, I think, one of the things on 4 the prudence - 5 MS. GLYNN: 6 Q. They would be under the combustion turbine, I 7 think. 8 MR. DUMARESQUE: 9 Q. Okay, maybe, but -- yeah, because they were 10 joined together or something. 11 MS. GLYNN: 12 Q. Yes. 13 MR. DUMARESQUE: 14 Q. And trying to navigate the website is 15 something else. But as I said, you know - 16 MS. GRAY: 17 Q. It's under (inaudible). 18 (11:45 a.m.) 19 MR. DUMARESQUE: 20 Q. Yes, that's it there. So just page one of 21 that attachment. Yes, I just want to draw 22 your attention to the date of 19 December 2011 23 and Mr. Blair Seckington is the gentleman that 24 took responsibility for that study. I'd like 25 to also then go to NP-NLH-368 which is under</p>

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<p>1 the General Rate Application and page one of 2 two. We see AMEC Americas Limited. AMEC 3 Americas Limited, Engineering Division, with a 4 couple of contracts there, 7,000 and 91,000. 5 Further down in the operating side, they have 6 a couple of more questions. 7 So, what I'm asking, I guess, Mr. Martin, 8 is that did you have any idea that the 9 independent third party engineer that you 10 asked to do this assessment was indeed very 11 involved with Hydro and had been a recipient 12 of hundreds of thousands of dollars of 13 contracts from 2011 right up until 2014 and 14 continues today? 15 MR. MARTIN: 16 A. Yes. 17 MR. DUMARESQUE: 18 Q. So are you still satisfied that he was an 19 independent third party appraiser? 20 MR. MARTIN: 21 A. Yes, they're a very professional firm and 22 their people do good work. They're certainly 23 not limited to work in Newfoundland and 24 Labrador obviously and we have found their 25 work to be good over the years. Strong,</p>	<p>1 was not done to determine fair market value. 2 Is that true? 3 MR. MARTIN: 4 A. That's correct. 5 MR. DUMARESQUE: 6 Q. It was done to undertake the inspection of the 7 suitability, as I said, for its use here. If 8 you go to the next page, page six, let's look 9 at some of the things that were done and 10 specifically 3.1, a review of the original PO 11 and specifications for the GT, if available. 12 That was supposed to be done. None were 13 available for review during the period. If 14 you go to page eight of that independent third 15 party assessment, it says that, at the top of 16 page eight there, "no significant rusting or 17 corrosion of various parts. There was 18 undisturbed dust coating in some areas 19 indicating the equipment had not been 20 disturbed or moved. No evidence evident of 21 vermin or birds nesting in the equipment. The 22 GT seems to be in condition, in good condition 23 in terms of its visible external elements." 24 Are you satisfied that the assessment that was 25 done on that day spoke to the internal</p>
<p>1 highly qualified people and we were pleased to 2 use them. We have trust in their viewpoints. 3 They have a track record with us and other 4 major companies as well. 5 MR. DUMARESQUE: 6 Q. Yes, and certainly in that there would be 7 certainly no fear that they would create any 8 favour with you from that respect? 9 MR. MARTIN: 10 A. That's correct. 11 MR. DUMARESQUE: 12 Q. I'd like to draw your attention to GT-CA-NLH- 13 005. And this asks to "please provide a copy 14 of Hydro's" -- no, wait now. Okay. 15 Attachment 2, yes, okay., Attachment 2, and 16 page five. So this independent third party 17 assessment in paragraph two certainly makes it 18 clear that AMEC was contracted to undertake a 19 third party visual inspection/assessment of 20 the unit to determine if it had been stored 21 properly and its storage managed in such a way 22 as to maintain its viability for service in 23 Newfoundland and to provide an opinion on its 24 suitability for service. So, the question is 25 this third party inspection was certainly --</p>	<p>1 integrity of the unit? 2 MR. MARTIN: 3 A. You need to talk to Mr. MacIsaac about those 4 details. 5 MR. DUMARESQUE: 6 Q. But Mr. Martin, you're an engineer. 7 MR. MARTIN: 8 A. If that's a question, the answer is no. 9 MR. DUMARESQUE: 10 Q. Okay. Okay, then I remain corrected on that 11 one. The conclusions on page nine, the 12 conclusions on page nine, "the storage and 13 condition monitoring has been and is being 14 well managed." We think that was a good thing 15 "although in two years of the seven years of 16 this machine, there are no records." The 17 final part, I guess, number five, of first 18 number four, "the computer equipment in the 19 climate control room appears well preserved, 20 but may be obsolete and require a replacement 21 by newer systems. This equipment should be 22 suitable for application at Holyrood providing 23 that the liquid fuel system to be provided by 24 ProEnergy is suitable" because as you know, 25 this equipment was using or set up,</p>
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1 manufactured to use natural gas, not number
 2 two diesel. "The air intake system and air
 3 filter materials are modified so they will be
 4 suitable for a salt water ambient air
 5 environment." So that had to be changed.
 6 "The black start proposed to be added to the
 7 existing equipment is integrated into the
 8 overall scheme and the NOx emissions
 9 capability requirements can be met by the
 10 existing water injection system and required a
 11 modification to the system."
 12 So this four-page, except for the
 13 pictures, except for the pictures, this is the
 14 four-page independent third party assessment
 15 as to the quality of this unit. Are you
 16 satisfied that this was a suitable,
 17 comprehensive assessment of the suitability of
 18 this particular unit for our use?
 19 MR. MARTIN:
 20 A. There was a -- I think we talked earlier,
 21 there was a series of reviews and inspections
 22 by others as well as this. The combination of
 23 what was done in total, I am confident that
 24 the assessment was done properly and
 25 acceptably.

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1 MR. DUMARESQUE:
 2 Q. And is it your understanding then that this
 3 was the complete assessments that were done?
 4 Was there any other engineering assessment?
 5 MR. MARTIN:
 6 A. I think, once again, you need to talk to Mr.
 7 MacIsaac about the extent and the work that
 8 was done. What I'm responding to is the fact
 9 that I'm confident that the reviews that were
 10 done, this included obviously, as well as
 11 whatever others were done, which Mr. MacIsaac
 12 can fill you in on, I am confident that it was
 13 appropriate to determine the usefulness and
 14 the use of this unit for us.
 15 MR. DUMARESQUE:
 16 Q. You speak to other reports, you know, of
 17 people that gave the other reports, but we
 18 don't have any other reports.
 19 MR. MARTIN:
 20 A. Well, just what I was trying to do there was
 21 refer you to Mr. MacIsaac because I believe
 22 you -- I understood your question to be
 23 leading me down the path to agreeing this was
 24 the only work that was done. I'm not sure to
 25 tell you the truth. I just wanted to refer

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1 you to Mr. MacIsaac so I wouldn't leave the
 2 impression that something else wasn't done, if
 3 it was.
 4 MR. DUMARESQUE:
 5 Q. The RFI that I identified earlier, I asked for
 6 the reports and of course, you said you did
 7 other assessments, but there was nothing more
 8 provided than this particular report. RFI PR-
 9 DD-NLH-008 that was asking for the third party
 10 assessment. There was another one. Oh, the
 11 other one was the one that I just referred to
 12 as well, GT-DD -- yeah, so as I said, we will
 13 obviously follow up with Mr. MacIsaac, but the
 14 buck stops with you, as you've said many
 15 times, and you're -- are you saying today
 16 you're satisfied that there was enough
 17 assessment on this unit that it would lead you
 18 to be able to sign off on the contract?
 19 MR. MARTIN:
 20 A. That's correct.
 21 MR. DUMARESQUE:
 22 Q. I would like to now refer to GT-DD-NLH-023.
 23 "Please provide the previous operating or
 24 maintenance records for this unit prior to
 25 purchase." So as the answer says, "the unit

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1 is being supplied. It was never installed so
 2 there was no operating or operational
 3 maintenance records available." That is
 4 correct?
 5 MR. MARTIN:
 6 A. That's correct.
 7 MR. DUMARESQUE:
 8 Q. In PR-DD-NLH-012, I asked "please explain why
 9 the CT was offline and unavailable at any time
 10 this year, including any reports or work
 11 orders associated with such items." And the
 12 answer is "during this year, the CT has been
 13 offline and unavailable for scheduled outages
 14 as well as unplanned outages. Please see the
 15 table below." And as you know, Mr. Martin,
 16 you issued a contract in April of 2014 with an
 17 in-service date for \$100 million knowing that
 18 the unit was averaged for 23 million or
 19 nearest offer, that it was advertised around
 20 the world and nobody would buy, it was seven
 21 years old, but you went ahead and signed the
 22 contract for \$100 million. We now have on the
 23 record that that contract has been upped and
 24 the actual contract, we paid \$115 dollars and
 25 maybe more. When this contract was done, it

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1 was told that this unit was guaranteed to be
 2 in service on December the 6th, 2014. Can you
 3 confirm if this unit was in service as per the
 4 contract on December the 6th?
 5 MR. MARTIN:
 6 A. No, it was not.
 7 MR. DUMARESQUE:
 8 Q. When was the unit in service?
 9 MR. MARTIN:
 10 A. I'd have to -- I'd refer you to Mr. MacIsaac
 11 for the details of the dates. I just don't
 12 have them at my fingertips.
 13 MR. DUMARESQUE:
 14 Q. I mean, this is ridiculous. I mean, you don't
 15 know?
 16 CHAIRMAN:
 17 Q. Mr. Dumaresque, Mr. Martin has answered the
 18 question. I mean, I'm not sure what the point
 19 is in haranguing him. Not that I am Mr.
 20 Martin's protector, he can protect himself,
 21 but there is a due process here that we have
 22 to follow.
 23 MR. DUMARESQUE:
 24 Q. Mr. Martin, the record will show, as well as
 25 the people of the Province knows, that on the

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1 morning of March the 4th, March the 4th --
 2 that's December, January, February, three
 3 months after we were guaranteed in service on
 4 this unit, we had paid out over \$100 million,
 5 on March the 4th when we lost power and we had
 6 to revert to the unit that was going to be
 7 saving us, that unit would not start. Is that
 8 correct?
 9 (12:00 p.m.)
 10 MR. MARTIN:
 11 A. That's correct. The initial attempt was to
 12 start and second attempt was made shortly
 13 thereafter and it started.
 14 MR. DUMARESQUE:
 15 Q. So 200,000 people were in freezing cold on
 16 March the 4th because this unit would not
 17 start. As you know from that table, the
 18 Attachment 1, you also can see that on April
 19 the 18th, there was a failed start. On August
 20 the 6th and 7th, the next page, there was a
 21 forced outage for 11 hours and 12 minutes, and
 22 on August the 11th, it also had another failed
 23 start. So here we have now evidence from this
 24 past few months, even in the past few weeks,
 25 that when this unit is required or when we

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1 tried to get this unit going, it would not
 2 start. Are you satisfied with the level of
 3 reliability that this unit is now going to
 4 provide us when we need it?
 5 MR. MARTIN:
 6 A. Yes, I am. I will refer back to earlier
 7 comments I made, in the context of not this
 8 particular piece of equipment but other pieces
 9 of equipment, to the typical operational curve
 10 that exists for various units of this type of
 11 nature or other generating units. I refer to
 12 it as a "bathtub curve" but in any event, it's
 13 a typical performance curve that you see in
 14 the industry where when you initially put a
 15 unit in service, it has a relatively higher
 16 incident of stop-start issues as it gets up to
 17 speed and there's generally fairly extended
 18 time when the reliability is quite high and
 19 then as it nears its end of life, the outage
 20 frequency tends to rise again. And from the
 21 information that I've received and working
 22 with my people, I am comfortable that what
 23 we're seeing here is within the norm of a
 24 piece of equipment that has been recently
 25 commissioned and I'm comfortable, as I

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1 mentioned, in answer to your question, with
 2 the performance of the unit and it being fit
 3 for the purpose that it was acquired for.
 4 MR. DUMARESQUE:
 5 Q. In your response to questions on June the 4th
 6 again, you indicated to the people there, on
 7 page four -- no, no, page five, that "this
 8 unit comes with a warranty". Is this a
 9 manufacturer's warranty?
 10 MR. MARTIN:
 11 A. This is a warranty provided by ProEnergy.
 12 MR. DUMARESQUE:
 13 Q. So it's not a manufacturer's warranty?
 14 MR. MARTIN:
 15 A. Once again, I would refer you to Mr. MacIsaac
 16 on that. The information that was provided to
 17 me was it was an unlimited warranty for a
 18 year, and I'm just not sure of the mechanics
 19 myself as to how that flowed through from a
 20 manufacturer's warranty on through to
 21 ProEnergy or is ProEnergy directly doing it
 22 themselves or through someone else. I just
 23 don't have the details. So I would suggest to
 24 you talk to Mr. MacIsaac about that.
 25 MR. DUMARESQUE:

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1 Q. You say that that -
 2 MR. MARTIN:
 3 A. I was satisfied that the -- it was described
 4 to me as a one-year unlimited warranty.
 5 MR. DUMARESQUE:
 6 Q. So you said on that day it normally would be a
 7 one-year warranty, but we got a two-year
 8 warranty on this particular unit. You
 9 certainly just signed the contract and you
 10 know there was no two-year warranty. How
 11 could you make that statement on that day?
 12 Because there was no two-year warranty. There
 13 was no manufacturer's warranty and there
 14 certainly was no two-year warranty. Is that
 15 correct?
 16 MR. MARTIN:
 17 A. That's incorrect. There's a two-year warranty
 18 on this unit as we speak.
 19 MR. DUMARESQUE:
 20 Q. At the time that you made that statement, Mr.
 21 Martin, there was no two-year warranty. There
 22 was a negotiation after and if I can be
 23 provided with the details, but didn't you
 24 negotiate after all of the contract was in and
 25 now you have a two-year warranty, but at the

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1 time that the contract was signed, at the time
 2 that you made this statement, there was no
 3 two-year warranty?
 4 MR. MARTIN:
 5 A. No, I was confident we had a two-year
 6 warranty. The second year of the warranty was
 7 predicated on the fact that we utilized
 8 ProEnergy resources in the operational side of
 9 the unit and I had instructed my people to
 10 make that happen so that we got a two-year
 11 warranty. So there was a negotiation to do
 12 that afterwards, but I had instructed them to
 13 proceed and get that, and it had been offered
 14 to us, so I knew it was a matter of it was
 15 available and I had told them to get it.
 16 MR. DUMARESQUE:
 17 Q. Did you pay more for this second year?
 18 MR. MARTIN:
 19 A. That's a question you're going to have to ask
 20 Mr. MacIsaac. As I mentioned, it was within
 21 our expectations. I get a report on the
 22 overall budget. So rather than a venture a
 23 guess, it's a question that Mr. MacIsaac
 24 should answer.
 25 MR. DUMARESQUE:

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1 Q. In the tender that was put out on April 7th,
 2 and it concluded on April 21st, there were, as
 3 you said earlier, a number of bids, and, in
 4 fact, there were four bids. I don't have the
 5 exact RFI on that one, but there were four
 6 bids. Two of these bids were, shall we say,
 7 maybe just tossed in there, one didn't have
 8 any security deposit and would not have been
 9 accepted, the other one was way out of the
 10 ball park of 170 million dollars or something,
 11 but there was a second bid put forward by PW
 12 Power Systems out of Connecticut which was a
 13 division of Mitsubishi. Are you aware of
 14 that?
 15 MR. MARTIN:
 16 A. I'm aware of the bid list.
 17 MR. DUMARESQUE:
 18 Q. Are you aware that the bid that was put in by
 19 PW Power Systems was for brand new units with
 20 full manufacturer's warranty?
 21 MR. MARTIN:
 22 A. I'm generally aware, but once again you're
 23 starting to get into the detail of the bid
 24 process that I wouldn't be directly involved
 25 in, so when you start getting really specific

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1 with two or three elements of the question, I
 2 would defer you to Mr. MacIsaac.
 3 MR. DUMARESQUE:
 4 Q. You said earlier, Mr. Martin, and I reiterate
 5 again, the buck stopped with you. When you -
 6 MR. MARTIN:
 7 A. Are you saying I said that here?
 8 MR. DUMARESQUE:
 9 Q. I said you earlier agreed - you earlier
 10 agreed, yes, the buck stops with me, and you
 11 particularly signed off on this contract.
 12 When the moment came for you to sign off on
 13 this contract, you were presented with two
 14 options. You could have taken a bid from a
 15 company, a manufacturer, Mitsubishi, one of
 16 the most renowned in the world, for 115
 17 million dollars with brand new units with two
 18 years full manufacturer's warranty. You had
 19 that choice, or you could have accepted the
 20 bid by ProEnergy, a broker, under US legal
 21 investigations -
 22 MR. CASS:
 23 Q. Excuse me, Mr. Chair. Mr. Dumaresque has a
 24 chance here today to ask questions. He's not
 25 here to give evidence, to make editorial

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1 comments, to insult or harangue Mr. Martin,
 2 but perhaps if Mr. Dumaresque could ask
 3 questions.
 4 CHAIRMAN:
 5 Q. I think, Mr. Dumaresque, that is a point that
 6 we should take into account. I mean, we're
 7 involved in, I repeat, you're involved in
 8 cross-examination and the nature of your
 9 cross-examination should be questions to Mr.
 10 Martin, and not preambulatory statements
 11 perhaps.
 12 MR. DUMARESQUE:
 13 Q. The question, Mr. Chair, is this, when
 14 presented with the option of buying a brand
 15 new unit to meet the specifications of the
 16 tender and in service by December 6th, you
 17 decided to go with ProEnergy, a company under
 18 investigation, advertising for years a used
 19 machine for 23 million dollars or nearest
 20 offer, the question is why did you go and
 21 award this company the contract for 100
 22 million dollars which is now gone to at least
 23 115 million dollars?
 24 MR. MARTIN:
 25 A. Was there another question down here I heard,

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1 sir? I'm hearing two questions here. I don't
 2 know what's going on.
 3 MR. DUMARESQUE:
 4 Q. I'm the only one here, Mr. Martin.
 5 MR. MARTIN:
 6 A. Well, I'm hearing other questions coming at me
 7 from the back of the room.
 8 CHAIRMAN:
 9 Q. Oh!
 10 MR. MARTIN:
 11 A. I find it distracting.
 12 CHAIRMAN:
 13 Q. Order, please. I'm not putting up with any
 14 comments from people - I mean, people are here
 15 as spectators, they're not participants, and
 16 we got to maintain order, so I'll ask you to
 17 restrain yourself. You're dealing with Mr.
 18 Dumaresque, sir, not the gallery.
 19 MR. MARTIN:
 20 A. Thank you, sir. The process that was followed
 21 when the recommendation comes to me is follow
 22 the process directed by Mr. MacIsaac that, as
 23 I mentioned earlier, there's a series of
 24 professionals in several different discipline
 25 areas, which would include Engineering

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1 Operations, Finance, and more, that go through
 2 the public tendering process which by design I
 3 do not get involved in, so that it is handled
 4 with due process coming up through a series of
 5 professionals. When it comes to me, they've
 6 done the analysis, they've looked at all of
 7 the bid documents for all of the bidders, and
 8 they bring forward a single recommendation and
 9 I review the process documents, I ensure the
 10 sign off of the due diligence process by each
 11 of the leads in those particular areas, and I
 12 receive assurance that the tender process that
 13 was in place is followed, and included in that
 14 is the operational engineering sign offs as
 15 well as the financial, and based upon that,
 16 when I satisfy myself of that process, that's
 17 when I approve it.
 18 MR. DUMARESQUE:
 19 Q. So -
 20 MR. MARTIN:
 21 A. So I choose the recommended, you know,
 22 provided it follows the right process. My
 23 choice is to accept the recommendation after I
 24 have ascertained the process were clearly
 25 followed.

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1 MR. DUMARESQUE:
 2 Q. Are you saying then you weren't aware that
 3 there was a brand new unit being offered, you
 4 were not aware that you had the choice to
 5 choose between the brand new Mitsubishi with
 6 two year warranty, you didn't know that that
 7 was an option?
 8 MR. MARTIN:
 9 A. I knew that was an option.
 10 MR. DUMARESQUE:
 11 Q. So you knew that was an option, but you chose
 12 to go with this contract, and again I ask you,
 13 why?
 14 MR. MARTIN:
 15 A. I did choose to go with this particular
 16 arrangement because when it went through the
 17 due diligence process that I just described,
 18 it came out to be the recommended unit.
 19 MR. DUMARESQUE:
 20 Q. Mr. Chairman, we will have, obviously, a lot
 21 more time as we go into the Prudency Review to
 22 get a lot more detail as to actually how this
 23 all transpired, particularly on how the
 24 contract and the bid was ascertained and all
 25 of the elements to that, so I will certainly

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1 be carrying on with that process and filing
 2 information as I see fit that would be used
 3 during that Prudency Review, but for now that
 4 is all the questions that I have for Mr.
 5 Martin, and I would certainly end by welcoming
 6 back to the Prudency Review because we will
 7 have more questions for you, Mr. Martin.

8 CHAIRMAN:
 9 Q. Okay, sir, thank you very much. Madam, you
 10 are on.

11 MR. EDMUND MARTIN - CROSS-EXAMINATION BY MS. MAUREEN
 12 GREENE, Q.C.:
 13 GREENE, Q.C.:
 14 Q. Good afternoon, Mr. Martin.
 15 MR. MARTIN:
 16 A. Good afternoon.
 17 (12:15 p.m.)
 18 GREENE, Q.C.:
 19 Q. As you know, my name is Maureen Greene, and I
 20 am Board Hearing Counsel for the purpose of
 21 this particular application. The first area
 22 that I would like to ask some questions of you
 23 on relates to the decision making process at
 24 Hydro. You have already been asked certain
 25 questions around what you have described as

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1 the matrix organizational structure, and what
 2 I'd like to do is to ask additional questions
 3 in areas that haven't been covered to put it
 4 into context. As you will appreciate, this is
 5 the first time that the new structure for the
 6 Nalcor organization has come before the Board
 7 in a regulatory environment, so there are
 8 additional questions we would like to ask in
 9 order to make sure that we understand how the
 10 process works. So the first question that I
 11 have, and I wonder if we could bring up PUB-
 12 211, Attachment 1. That obviously is not the
 13 one that I was looking for. I must have made
 14 a wrong note. It's to do with the current
 15 structure of Hydro, and it is the
 16 organizations within the - the current
 17 organizations within the Nalcor Energy
 18 structure, and if you'll bear with me for a
 19 moment, I'll find it. It is the diagram of
 20 all subsidiaries within the - under the Nalcor
 21 umbrella, and unfortunately, I can't make out
 22 my own writing for the numbers for the RFI.

23 MS. DAWSON:
 24 Q. If we can assist, I think we've found it for
 25 you.

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1 GREENE, Q.C.:
 2 Q. Thank you.
 3 MR. LUK:
 4 Q. I think it's probably PB-NLH-138, Revision 2.
 5 GREENE, Q.C.:
 6 Q. Okay, thank you.
 7 MR. LUK:
 8 Q. Attachment 1, page 1 of 26.
 9 MS. DAWSON:
 10 Q. We'll probably send you a bill for that later
 11 on.
 12 GREENE, Q.C.:
 13 Q. I'm not sure that I can afford to pay it.
 14 Yes, thank you, sorry about that. I'm sure my
 15 other reference - no, that's not it either.
 16 It actually is the subsidiaries, so perhaps
 17 without actually taking the time to - I'll ask
 18 you the questions directly. It goes to the
 19 entities that exist within the Nalcor
 20 organization, not to spend time on any of the
 21 individuals, but to give a sense of the types
 22 of issues that you as CEO deal with, and what
 23 are the operating entities that exist under
 24 the Nalcor umbrella?
 25 MR. MARTIN:

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1 A. And just for clarification, is it the picture
 2 with all of the incorporated companies or is
 3 it the lines of businesses?
 4 GREENE, Q.C.:
 5 Q. It was the RFI that had the incorporated
 6 companies.
 7 MR. MARTIN:
 8 A. Let me just try to put that in context, and if
 9 we have to refer to the document, we will, but
 10 possibly not. So if I can just talk about the
 11 lines of businesses, which I'll call them
 12 first, which will be the broader categories,
 13 within Nalcor right now there is Newfoundland
 14 and Labrador Hydro.
 15 GREENE, Q.C.:
 16 Q. I'm sorry, it might help, it was NP 211, sorry
 17 about that. There we are, and I'm sorry I
 18 interrupted you, but I was so pleased that I
 19 had found my correct reference. So again this
 20 is to put in context the organizational
 21 structure that's been put in place since this
 22 was last reviewed by the Public Utilities
 23 Board, and, yes, you did indicate these are
 24 the incorporated entities, but I did want to
 25 at least first discuss what they are, and then

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1 you were going to bring us to what are the
 2 operating entities, but if you could comment
 3 first, please, on those incorporated bodies
 4 that are shown as being part of the Nalcor
 5 Group?
 6 MR. MARTIN:
 7 A. Right, so from a corporate perspective, the
 8 first is obviously Newfoundland and Labrador
 9 Hydro, and Newfoundland and Labrador Hydro is
 10 the 65.8 percent shareholder of Churchill
 11 Falls Labrador Corporation, and the Lower
 12 Churchill Development Corporation, and
 13 Churchill Falls is the shareholder for Twin
 14 Falls Power Corporation, and one of the
 15 shareholders. Just in that context, the Lower
 16 Churchill Development Corporation was a
 17 corporation that was formed many years ago to
 18 begin the process of one of the previous
 19 attempts for development of the Lower
 20 Churchill. It's a 51 percent Newfoundland and
 21 Labrador Hydro, and I believe 49 percent
 22 Federal Government. It's a dormant company at
 23 this point with essentially no assets, so it's
 24 really - I think there's - I'm not sure how
 25 many meetings a year, have someone assigned to

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1 that, but there's a meeting with the Federal
 2 Government once or twice a year, but it's a
 3 dormant company. Twin Falls Power Corporation
 4 - is this the kind of assessment you're
 5 looking for here, this kind of detail?
 6 GREENE, Q.C.:
 7 Q. Yes, and as you do it, you were going to also
 8 outline the ones that are operating companies,
 9 if you could indicate which ones are operating
 10 companies that would require an assignment of
 11 your time when we come to the time reporting?
 12 MR. MARTIN:
 13 A. I understand. So the Lower Churchill
 14 Development would not require that, it's
 15 dormant. Twin Falls Power Corporation, that
 16 was the organization that was formed around
 17 the same time that the Churchill Falls
 18 Labrador Development was undertaken, and as
 19 most people are probably aware, Twin Falls was
 20 the hydro installation providing power to Lab
 21 West before Churchill Falls. When Churchill
 22 Falls came into play, it was more efficient to
 23 redirect the water from Twin Falls into the
 24 Churchill Falls Reservoir and turbine it at
 25 Churchill Falls, it was more efficient, and,

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1 therefore, Twin Falls was shut down, and that
 2 water then went to Churchill Falls and
 3 Churchill Falls compensated the Lab West
 4 parties with an amount of power at a
 5 particular price. So the Twin Falls Power
 6 Corporation now still handles a series of
 7 contract issues and procedures around that
 8 arrangement, and, I guess, recently a lot of
 9 those arrangements were completed, the
 10 contract was up in 2014, but in any event,
 11 from my perspective, I don't spend any time
 12 with that particular company. I have a Vice
 13 President who deals with that, and it's much
 14 more of a commercial long term nature, so I
 15 don't put any time into that company on a
 16 regular basis. So that leaves Newfoundland
 17 and Labrador Hydro in that particular cluster
 18 of companies, and Churchill Falls Labrador
 19 Corporation, and I spend time with both of
 20 those companies. There is Nalcor Energy Oil
 21 and Gas, and it's the company that holds the
 22 province's equity interest in the offshore
 23 here, as well as some licences onshore, and we
 24 also currently have an extensive exploration
 25 program happening, and that is an active

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1 company and I do spend some time there. Gull
 2 Island Power Company Limited is another
 3 dormant company, I don't spend any time there.
 4 Nalcor Energy - Bull Arm, it's an active
 5 company, but I don't spend any time there. I
 6 have a Vice President assigned to that, and I
 7 don't participate on a regular basis. When
 8 you go to the Labrador-Island Link, Labrador-
 9 Island Link Holding Corporation, and the
 10 Labrador-Island Link Limited Partnership, and
 11 I go across to Muskrat Falls Corporation and
 12 the other three at the end, Labrador-Island
 13 Link Operating Corporation, Labrador
 14 Transmission Corporation, and Lower Churchill
 15 Management Corporation, these are structured
 16 in this fashion for a series of reasons with
 17 respect to the Muskrat Falls Labrador-Island
 18 Link, Maritime Link development, but they're
 19 structured that way primarily for financing
 20 purposes, and in some cases related operating
 21 liability versus capital, and those types of
 22 things. I would work with those companies
 23 under one umbrella, and I would see that as
 24 one in terms of allocating my time as a
 25 Muskrat Falls development, with one Vice

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1 President accountable for that, but I would
 2 spend time as well in that line of business.
 3 So if I could summarize then, coming outside
 4 of this particular corporate structure, I look
 5 at the business in terms of the five key
 6 areas, which is Newfoundland and Labrador
 7 Hydro, Churchill Falls Labrador Corporation,
 8 the Oil and Gas company, the Muskrat Falls
 9 Labrador-Island Link entity, and Bull Arm, and
 10 I spend time in the first four, and next to
 11 nothing on the Bull Arm side.
 12 GREENE, Q.C.:

13 Q. Thank you. I just wanted to bring attention
 14 to that. So these are the companies that are
 15 under the Nalcor umbrella, and you've
 16 indicated which ones are the operating
 17 companies. The next thing I wanted to talk to
 18 you about is the Board of Directors, and I
 19 wonder here if we could bring up PUB-139,
 20 Revision 1. The question is to date we've had
 21 no discussion about the role of the Board of
 22 Directors in the decision making of governance
 23 process at Hydro, and I wanted to give you the
 24 opportunity to explain or to talk about how
 25 the Board does interact and what its role is

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1 with respect to decision making, and what
 2 types of decisions go to the Board?
 3 MR. MARTIN:

4 A. So once again at the highest level, the Board
 5 is heavily involved in improving the long term
 6 and annual plans, and I won't go through it in
 7 detail again, but over the course of the
 8 previous week I had one or two opportunities
 9 to describe the process of setting longer term
 10 direction and vision for the company, you
 11 know, framing out a set of values that the
 12 company would work under and decisions would
 13 be made around those parameters. Then I
 14 described how longer term goals are set,
 15 starting with about a 30 year outlook and then
 16 that is brought back to be more specific in
 17 terms of a shorter five to ten year outlook,
 18 and then flowing from that is a series of
 19 annual goals and objectives, which cascades
 20 down into the performance criteria that people
 21 are measured by. With respect to that,
 22 there's also a performance management system
 23 that is incorporated there so that what's
 24 being done is being measured, and the Board is
 25 involved in participating in the development

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1 of that particularly at the highest level, and
 2 then as it comes down into annual objectives
 3 and goals for the various people in the
 4 corporation, they're handled within the
 5 corporation, but approved by the Board of
 6 Directors. They would in essence - the Board
 7 would look at are the annual plans - do they
 8 fit into the longer term and medium term
 9 documents and approach that they had
 10 previously approved. In addition to that,
 11 there are certain financial parameters around
 12 what can be approved at different levels in
 13 the organization. We have a financial matrix
 14 that indicates obviously at any level what
 15 level an individual in a leadership role could
 16 approve a particular expenditure, commitment,
 17 or contract. That flows up and at a certain
 18 point it comes to me, and then following
 19 myself, there's certain instances where that
 20 would have to go to the Board of Directors for
 21 approval, based upon information that the
 22 Board has approved in terms of that type of
 23 authority, delegation. The Board of Hydro
 24 meets approximately five times a year. Often
 25 it's more if there's issues that arise that

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1 need to be dealt with. The five key meetings
 2 are generally everyone is there in person and
 3 we have a formalized agenda, it's a set
 4 agenda, and it goes through a series of
 5 reports, performance reports from each of
 6 Hydro's internal entities and divisions, and
 7 it would highlight certain key issues that we
 8 would like the Board to input in, approve, or
 9 participate in, and that could range from
 10 reviewing our asset management plan to maybe
 11 walking them through our safety performance
 12 and seeking some input from them, for
 13 instance. There's also periods of time during
 14 the year when budgets are formally approved
 15 and other things happen on a schedule that's
 16 laid out. Then there's some ad hoc meetings,
 17 as I mentioned, often by phone if folks are in
 18 town, but we leave it open for the ad hoc
 19 meetings, and that could cover any type of
 20 topic that may come up that we think the Board
 21 should be informed about.
 22 GREENE, Q.C.:

23 Q. Would one of the items that the Board of
 24 Directors approve by the incentive plans for
 25 the senior leadership team?

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1 MR. MARTIN:
 2 A. Yes, it is.
 3 GREENE, Q.C.:
 4 Q. And would the Board of Directors approve the
 5 actual amounts paid each year to the people
 6 participating in the incentive plan?
 7 MR. MARTIN:
 8 A. Yes, they would.
 9 GREENE, Q.C.:
 10 Q. From line 7 of the response that's on the
 11 screen, you will see that the Board of
 12 Directors for Nalcor and Hydro is identical,
 13 and I would like you to give us a little bit
 14 of context about how that works, particularly
 15 if there are conflicts between an issue that
 16 may arise where the interest of Hydro may not
 17 be entirely 100 percent aligned with - Hydro's
 18 interest may not be 100 percent aligned with
 19 Nalcor's?
 20 MR. MARTIN:
 21 A. So there's - obviously, there's two separate
 22 Boards of Directors. They are two separate
 23 companies. They're governed by two different
 24 pieces of legislation, and in both pieces of
 25 legislation it's clear what the mandates and

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1 actual reason that the company exists. Armed
 2 with that guidance, both companies have, as I
 3 mentioned, separate meetings and the issues
 4 that are dealt with are dealt with in separate
 5 meetings and each of the Boards of Directors
 6 are also part of our Code of Ethics, and
 7 business leadership, and they operate in the
 8 best interest of the company that they're
 9 actually meeting about and leading at that
 10 particular meeting.
 11 GREENE, Q.C.:
 12 Q. If we could scroll down on the same RFI to the
 13 officers of the company, the RFI also asked
 14 for the officers of both companies, and it
 15 would appear, Mr. Martin, that with limited
 16 exception the officers of Nalcor are also the
 17 same as the officers of Hydro. If you'll
 18 continue to scroll down, Ms. Gray. Is that
 19 correct, Mr. Martin, that essentially the
 20 officers of the company, with the exception of
 21 the last two shown on page 3 for Hydro, the
 22 Corporate Treasurer and the General Manager of
 23 Finance, are also officers of Nalcor Energy?
 24 MR. MARTIN:
 25 A. It appears that way. I'd have to do the

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1 comparison, but I have no reason to believe
 2 otherwise. Mr. Young.
 3 MR. YOUNG:
 4 Q. I'd have to do the same check, but I think
 5 that's correct.
 6 GREENE, Q.C.:
 7 Q. So when you refer to your leadership team,
 8 what is the team - and you have referred
 9 throughout the last few days to your
 10 leadership team and at other times your senior
 11 leadership team, who is it you're talking
 12 about when we're in the context of
 13 Newfoundland and Labrador Hydro in this rate
 14 proceeding?
 15 MR. MARTIN:
 16 A. So it's the team that would be Mr. Henderson
 17 reports to me, and Mr. Humphries reports to
 18 me, and it would be comprised of their direct
 19 reports who participate in the leadership team
 20 at Hydro that Mr. Henderson leads.
 21 GREENE, Q.C.:
 22 Q. You also mentioned monthly leadership team
 23 meetings. I want to go to PUB-328. This RFI
 24 asked who attended the meetings and the
 25 response shows that there are two separate

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1 sets of leadership meetings. If you could
 2 scroll back up for a moment, please, Ms. Gray.
 3 So for Nalcor Energy, the positions listed
 4 there attend monthly leadership meetings, is
 5 that correct?
 6 MR. MARTIN:
 7 A. That's correct.
 8 GREENE, Q.C.:
 9 Q. If we scroll down, we see for Hydro another
 10 group - if you continue to scroll down, that
 11 there are two people in common, is that
 12 correct, which would be the two Vice
 13 Presidents?
 14 MR. MARTIN:
 15 A. Yes, that's correct.
 16 GREENE, Q.C.:
 17 Q. And I wanted you to explain your thinking
 18 where we have the officers of the company back
 19 up in the senior leadership team, but they do
 20 not attend the Hydro leadership meetings where
 21 these issues are discussed? What was the
 22 rationale for setting up these two types of
 23 processes almost?
 24 MR. MARTIN:
 25 A. A single point accountability. Mr. Henderson

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1 has a single point accountability for
 2 Newfoundland and Labrador Hydro, so in the
 3 case of Hydro, to ensure we don't cloud
 4 (phonetic) the accountability, Mr. Henderson
 5 leads that and this is the team he has
 6 selected to share leadership with him at
 7 Newfoundland and Labrador Hydro. In the case
 8 of Mr. Humphries, there is - I should clarify
 9 there is a transition period we're going
 10 through right now where Mr. Humphries reports
 11 to Mr. Henderson from a system operations
 12 perspective for day to day operations of the
 13 hydro system, by that, I mean, during a winter
 14 period what units have to be on, what units
 15 have to be off, how the system is managed in
 16 terms of the electricity movement would be
 17 systems operations and Mr. Humphries would
 18 report to Mr. Henderson for that in that
 19 context, but in terms of the same type of
 20 people and the same system planning people,
 21 different types of people as well that would
 22 be occupied with working to ensure that
 23 Muskrat Falls Labrador-Island and Maritime
 24 Link is incorporated properly into the system,
 25 that crosses over more than Hydro, so I have

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1 Mr. Humphries in the interim reporting to me
 2 and we spend our time from that perspective
 3 ensuring proper integration between Hydro,
 4 Muskrat Falls, Labrador-Island Link, Churchill
 5 Falls Labrador Corporation as such, and that
 6 will continue until such a time that we
 7 complete the organizational changes I had
 8 referenced last week, which will enable
 9 Muskrat Falls to come into service and we'd be
 10 linked up to North America. At that point -
 11 the structure is evolving, but, you know, you
 12 would see a role such as shared responsibility
 13 of Mr. Humphries now between myself and Mr.
 14 Henderson, that would go away as an interim
 15 measure at that point. Right now, we're in
 16 that transition piece where we need Mr.
 17 Humphries with a foot in both entities.
 18 GREENE, Q.C.:
 19 Q. In your response, you had said that Mr.
 20 Henderson was a single point of
 21 accountability, and just to clarify some of
 22 your answers as well to Mr. Dumaresque, I take
 23 it from that response you mean to you, you're
 24 looking for a single point of accountability
 25 and you're looking to Mr. Henderson to be

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1 accountable to you for the regulated hydro
 2 business, is that correct?
 3 MR. MARTIN:
 4 A. That's correct.
 5 GREENE, Q.C.:
 6 Q. Okay, but you, of course, are still
 7 accountable?
 8 MR. MARTIN:
 9 A. That's correct.
 10 GREENE, Q.C.:
 11 Q. And I wanted to explore what that means that
 12 Mr. Henderson is accountable and he reports
 13 directly to you, I take it. Here I'd like to
 14 go to PUB-138, Revision 2, to assist us in
 15 this discussion. So if you scroll down to the
 16 organizational chart, which gives us a picture
 17 of what you just described, at least briefly
 18 described, the orange blocks, I'll call them
 19 orange, they look orangey pink, show the
 20 Nalcor Energy positions, is that correct?
 21 MR. MARTIN:
 22 A. That's correct. I don't see Nalcor on this,
 23 but that's it, yeah.
 24 GREENE, Q.C.:
 25 Q. And if you scroll down, you will see that it

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1 does indicate there that - there you go, that
 2 colour that I'm calling orange is said to be a
 3 Nalcor position. If you'll scroll up, Mr.
 4 Gray, I think you went too far. There you
 5 see, Mr. Martin?
 6 MR. MARTIN:
 7 A. Yes.
 8 GREENE, Q.C.:
 9 Q. Okay, so the way that the current structure
 10 that you describe as a matrix organizational
 11 structure has been established for the
 12 regulated business that we're talking about in
 13 this rate case, you have ultimate
 14 accountability as the President and CEO, you
 15 look to Mr. Henderson to provide to you the
 16 accountability for the regulated operations
 17 and, I guess, what I'm struggling with is to
 18 understand how that actually works in
 19 practice? There is still some confusion based
 20 on the information that was filed prior to the
 21 hearing and some of your discussion and
 22 answers to questions to date. So what I want
 23 to do is to take some time to go through that
 24 and to use some concrete examples of how that
 25 actually works in practice. I think, to date

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1 some of your answers have been at the
 2 theoretical or philosophical level and I
 3 wanted to bring it down another level to make
 4 sure that we understood, because it then goes
 5 to the issue of what gets charged back to the
 6 regulated business, as well as to the
 7 governance that's in place for the regulated
 8 business for Hydro. When I look at this
 9 chart, you had said that Mr. Henderson is
 10 accountable to you. I see a line going up on
 11 this organizational chart to you. Then we
 12 also see with the Vice President of System
 13 Operations and Planning, who you referred to
 14 as Mr. Humphries, and that's another line
 15 going up to you. You've said that he is
 16 accountable to Mr. Henderson for those aspects
 17 of what I'm calling the daily operation of the
 18 current system, not the longer term issues,
 19 that's how I would paraphrase what you said.
 20 I don't see a line going up from Mr. Humphries
 21 to Mr. Henderson. I guess, my question is how
 22 does Mr. Henderson hold him accountable for
 23 the aspects that he does to ensure that there
 24 is appropriate planning and system operations
 25 for Hydro?

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1 MR. MARTIN:
 2 A. This is a picture, a line is not going to cut
 3 it. You know, what goes on between the lines
 4 is what counts, and it's clear in the goals
 5 and objectives and performance measures and my
 6 instructions to both people that exists, and
 7 that's the way they operate.
 8 GREENE, Q.C.:
 9 Q. I'm sorry, I still don't understand from your
 10 answer. Does Mr. Henderson - if he has some
 11 issue with respect to the operations, who goes
 12 to - and I'm using him, and we'll come to a
 13 couple of specific examples, how is the system
 14 operations function of the regulated business
 15 being held accountable through the Vice
 16 President of Newfoundland and Labrador Hydro?
 17 Does Mr. Henderson have any direct supervision
 18 over Mr. Humphries? What happens when there's
 19 a problem?
 20 MR. MARTIN:
 21 A. A problem with what? I'm missing a bit of
 22 your questions -
 23 GREENE, Q.C.:
 24 Q. Mr. Henderson may be unsatisfied with the
 25 level of service that's being provided from

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1 the system operations - they're so
 2 preoccupied, for example, with Muskrat Falls
 3 that they haven't met a time limit for
 4 producing the planning forecast for Hydro.
 5 How would that be sorted out between them?
 6 I'm not saying that occurs, I'm just trying to
 7 give you an example so that we can -
 8 MR. MARTIN:
 9 A. That would be my first comment, that that's
 10 not occurring.
 11 GREENE, Q.C.:
 12 Q. No, and I didn't -
 13 MR. MARTIN:
 14 A. There's a system operations group reporting to
 15 Mr. Humphries, and there is an individual who
 16 is responsible for that group, and he would be
 17 the individual that is interacting day to day
 18 with Newfoundland and Labrador Hydro, and Mr.
 19 Henderson would have access to that individual
 20 on a constant basis to exchange information,
 21 ask about things, and deal with the issues
 22 that come up, but in the system operations day
 23 to day, that is not a role that a Vice
 24 President is involved in. That's a very
 25 technical role that basically controls the

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1 movement of electricity. So that is, in
 2 essence, a self-contained role that is
 3 integrated with all the other entities of
 4 Newfoundland and Labrador Hydro because
 5 electricity flows have to occur rather
 6 instantly and day to day. Now that being
 7 said, Mr. Henderson has direct access to that
 8 individual. If there was an issue that needed
 9 to be addressed that he felt it wasn't, he has
 10 recourse to Mr. Humphries as well. Generally,
 11 the way it works there, it's not a black and
 12 white agreement or disagreement. That type of
 13 interaction with system operations is a very
 14 heart of the system, and it essentially works
 15 through ongoing hourly, day to day discussions
 16 around many, many people. It just has to work
 17 that way because there are so many moving
 18 parts. So generally, there is alignment
 19 achieved by a group of experts to keep the
 20 system running.
 21 GREENE, Q.C.:
 22 Q. And I understand that, and I guess what I'm
 23 trying to do from the governance or decision
 24 making process is understand how that gets
 25 reflected in reality, so the question is if

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<p>1 there is some disagreement, is it that it gets</p> <p>2 bumped up to you as CEO? If, for example, and</p> <p>3 I'll use this as a theoretical scenario</p> <p>4 because I want to get your response about the</p> <p>5 decision making process as opposed to focusing</p> <p>6 on the example that I'm using, if there was a</p> <p>7 disagreement between the two of them about</p> <p>8 some issue for the load forecast, and they</p> <p>9 could not resolve it through discussion, how</p> <p>10 in this organization does that get resolved?</p> <p>11 There is not a direct reporting function,</p> <p>12 which is the easiest one to see, the senior</p> <p>13 person would say the buck stops with me, I</p> <p>14 disagree with you?</p> <p>15 MR. MARTIN:</p> <p>16 A. It'll come to me.</p> <p>17 GREENE, Q.C.:</p> <p>18 Q. Right.</p> <p>19 MR. MARTIN:</p> <p>20 A. It would come to me.</p> <p>21 GREENE, Q.C.:</p> <p>22 Q. So disagreements or conflicts come to you. Mr.</p> <p>23 Henderson would not have the authority to make</p> <p>24 the final decision?</p> <p>25 MR. MARTIN:</p>	<p>1 GREENE, Q.C.:</p> <p>2 Q. How about finance, because we see there is a</p> <p>3 separate Nalcor position called the vice</p> <p>4 president of finance and chief financial</p> <p>5 officer, who provides financial services. In</p> <p>6 effect, that's where the regulatory function</p> <p>7 reports in Hydro, isn't it?</p> <p>8 MR. MARTIN:</p> <p>9 A. That's correct.</p> <p>10 GREENE, Q.C.:</p> <p>11 Q. So how does it work the same way? For</p> <p>12 example, this GRA and the preparation for this</p> <p>13 rate proceeding, in terms of preparing Hydro's</p> <p>14 application, who would have taken primary</p> <p>15 responsibility for that activity?</p> <p>16 MR. MARTIN:</p> <p>17 A. Are you looking for a name or a position?</p> <p>18 GREENE, Q.C.:</p> <p>19 Q. A position is right, based on this chart, who</p> <p>20 would you hold accountable for that?</p> <p>21 MR. MARTIN:</p> <p>22 A. I would hold Rob Henderson--Mr. Henderson</p> <p>23 accountable and he has a direct report. He</p> <p>24 has a report from finance into his leadership</p> <p>25 team that is accountable for working with Mr.</p>
<p>Page 122</p> <p>1 A. Except as I mentioned, I'm splitting system</p> <p>2 operations, which is a key piece. He does</p> <p>3 have the authority to make decisions with</p> <p>4 respect to system operations, which is the day</p> <p>5 to day actions of the system. As I mentioned,</p> <p>6 in the interim period with Mr. Humphries, the</p> <p>7 longer term integration work that's going on</p> <p>8 that covers Hydro, Churchill Falls Labrador</p> <p>9 Corporation, and Muskrat Falls Corporation, if</p> <p>10 there's conflicts there, that would come to</p> <p>11 me.</p> <p>12 GREENE, Q.C.:</p> <p>13 Q. Okay. I may not have understood your answer,</p> <p>14 Mr. Martin, so if I--with respect to an issue</p> <p>15 that is to do with Hydro regulated business,</p> <p>16 the system operations and there is a conflict,</p> <p>17 how is it resolved? Does it come to you?</p> <p>18 MR. MARTIN:</p> <p>19 A. No, it would go to Mr. Henderson. He would</p> <p>20 have the accountability to make the decision.</p> <p>21 GREENE, Q.C.:</p> <p>22 Q. So he has the authority to override a decision</p> <p>23 by Mr. Humphries?</p> <p>24 MR. MARTIN:</p> <p>25 A. That's correct, in terms of system operations.</p>	<p>Page 124</p> <p>1 Henderson to prepare for the GRA.</p> <p>2 GREENE, Q.C.:</p> <p>3 Q. So even though regulatory is in finance with</p> <p>4 respect to all issues, including the GRA, Mr.</p> <p>5 Henderson again would have final authority to</p> <p>6 make decisions?</p> <p>7 MR. MARTIN:</p> <p>8 A. That's correct.</p> <p>9 GREENE, Q.C.:</p> <p>10 Q. So, and I assume it would be similar with</p> <p>11 respect to whether it's human resources?</p> <p>12 MR. MARTIN:</p> <p>13 A. That's correct, Mr. Henderson is accountable</p> <p>14 for Newfoundland and Labrador Hydro, so he has</p> <p>15 the final say with respect to those issues.</p> <p>16 That's, you know, the single point</p> <p>17 accountability what I mean, it has to rest</p> <p>18 with him and he has the say.</p> <p>19 GREENE, Q.C.:</p> <p>20 Q. So coming back to understanding this chart,</p> <p>21 would I be correct in saying that from Hydro's</p> <p>22 perspective there should be dotted lines from</p> <p>23 all of those support services that Mr.</p> <p>24 Henderson or the position of vice-president,</p> <p>25 Newfoundland and Labrador Hydro, subject to</p>

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1 reporting to the CEO, has the final authority
 2 and can--would be the one to, if there were
 3 conflicts within the services provided to
 4 Hydro--many of the support services, they have
 5 a dotted line into him for reporting and
 6 accountability. That's the old way I would
 7 express it, a dotted line to show what you
 8 just explained.

9 MR. MARTIN:
 10 A. Well, I've learned over the years that every
 11 company I've worked for and every person I
 12 interact with, you ask that individual or
 13 company what a dotted line means, and there'll
 14 be as many different opinions as there are
 15 questions. So I don't ascribe to dotted and
 16 solid lines as such. I ascribe to clarity of
 17 accountability between the individuals and
 18 making sure that they understand how it works
 19 and they understand that Mr. Henderson has
 20 single point accountability in areas that he
 21 does and the "buck stops there" with him,
 22 before it gets to me. So that's the way that
 23 I look at the business. Dotted and solid
 24 lines, to me it's not that, it's being clear
 25 of what the accountability is, who has it and

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1 make sure those individuals are clear.

2 GREENE, Q.C.:
 3 Q. All right, so again just to make sure that
 4 we're on the same wave length, I understood
 5 from your answer, we'll leave aside the issue
 6 of the dotted line, that from your perspective
 7 Mr. Henderson has full authority to make all
 8 decisions with respect to--and I'm using Mr.
 9 Henderson, but it's the position, with respect
 10 to any of the services that are provided to
 11 Hydro and all the other executive are fully
 12 accountable to him and in that regard, I would
 13 say report to him and take direction from him,
 14 is that correct?

15 MR. MARTIN:
 16 A. That's correct. The structure of that is each
 17 of the functional vice-presidents would have
 18 assigned, you know, a very senior person to
 19 represent them and reporting to Mr. Henderson
 20 to handle the Newfoundland and Labrador Hydro
 21 business. So Mr. Henderson would have a
 22 senior financial person reporting to him, who
 23 also would have a reporting relationship to
 24 the CFO, that's the nature of a matrix
 25 organization, an individual, a finance

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1 individual reporting to Mr. Henderson would
 2 have clear instructions that they are
 3 accountable for the finance operations in
 4 Hydro, they're accountable to Mr. Henderson
 5 for that and from a support perspective, from
 6 a resource perspective, from an accounting
 7 standard's perspective, you know, things that,
 8 you know, a professional accounting
 9 association would say this is the way it has
 10 to be, then they would get that guidance from
 11 the CFO. But in terms of day-to-day finance
 12 operations of the company that they're not,
 13 that are not driven by a standard but driven
 14 by a day-to-day performance, they would
 15 execute that for Hydro and report to Mr.
 16 Henderson with respect to accomplishing that.

17 GREENE, Q.C.:
 18 Q. And Mr. Henderson would participate in setting
 19 their performance measures each year and the
 20 annual targets and evaluating their
 21 performance?

22 MR. MARTIN:
 23 A. Yes, he would.

24 GREENE, Q.C.:
 25 Q. Can we look now then at some specific examples

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1 of how in this structure a decision would be
 2 made? One example that Mr. O'Brien asked you
 3 about in the very day was with respect to the
 4 transmission line, 267, which is the new line
 5 from Bay D'Espoir and how it was determined
 6 how the engineering expertise would be
 7 provided. And we can go to the transcript, if
 8 you'd like to, but I thought in your response--
 9 and perhaps we should, I guess, put it in
 10 context, the transcript of September 9th, page
 11 144. And when you look at the lines, I'll
 12 give you a moment to read them, if you like,
 13 beginning on line 1, in response to a question
 14 on how the decision was made, I'll give you a
 15 moment to read it, but at line 13 you say, "So
 16 I'm looking at this taken from my perspective,
 17 I said make sure that the expertise is
 18 available in Hydro." So at that point and if
 19 you read the line in the context of it. You
 20 stated that a CEO had made the decision that
 21 the expertise which had been seconded from
 22 Muskrat Falls would be made available for the
 23 construction of this line, is that correct?

24 MR. MARTIN:
 25 A. That's correct.

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1 GREENE, Q.C.:

2 Q. And as there were additional questions you

3 deferred those questions to Mr. MacIsaac who

4 is vice-president of project execution and

5 services. And I guess what struck me in

6 listening to the question and the answer,

7 there was no reference by you in how the

8 decision was made on that one small decision

9 for the role of the vice-president of Hydro

10 and I wonder if you could put that in context

11 for me.

12 MR. MARTIN:

13 A. Well as I mentioned over the course of my

14 testimony, the work of Hydro covers many

15 things, but providing and ensuring that enough

16 power is available for the future is one of

17 them, and a decision was made when the power

18 needs were identified that Muskrat Falls

19 Labrador Island Link would be the methodology

20 that would be followed to do that. So in that

21 particular situation then, from an over-

22 arching perspective we want to have the best

23 and most qualified people dealing with any of

24 the key large issues that were occurring, you

25 know, within Hydro. So from the perspective

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1 of Muskrat Falls at the time, there was people

2 with a tremendous amount of experience with

3 respect to transmission engineering, design

4 and construction had been there for many, many

5 years. We wanted to make sure that that

6 expertise, especially for a new built, which

7 would have been one of the, you know, first

8 large new builds in many, many years, that

9 that expertise was focussed on that. So

10 within the parameters of what I've described

11 in terms of accountability, I find it easy to

12 talk to the leadership group of Hydro and

13 initially Mr. MacIsaac, who is also involved

14 with executing the capital program. We're in

15 a room together. We all want the same thing,

16 we're all driven by the same things. They

17 know their accountabilities. I don't sit

18 there, not to be pejorative, but I'm not

19 sitting there as an example saying, okay,

20 let's go over your accountability and let's go

21 over yours again, let's go your yours again

22 and let's write it out and document it and do

23 all this. No. I say, guys and gals, you know

24 what you're accountable for. We know what

25 we're trying to achieve, make sure those folks

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1 who have been seconded into Muskrat, make sure

2 you get them in and deal with that line

3 because we want the best people on it.

4 They'll normally work that out within the

5 confines of their reporting relationships and

6 their understanding. I'm confident that they

7 know what I'm saying and they make it happen.

8 So, as far as Mr. Henderson, you know, having

9 to say yes, I will review that and meet

10 separately with Mr. MacIsaac and go over and

11 meet separate with someone else, I'll make it

12 all happen. He doesn't have to say that.

13 They get together and make sure that for the

14 planning of that particular line, they'll

15 contact Muskrat Falls and they'll say it's

16 really clear we got to get these people on

17 this line and let's make it happen. They'll

18 assign someone to that, senior technical

19 engineer, most likely, I assume that's what,

20 you know, that's what John would do and that

21 individual, he or she would receive the same

22 instructions. We want to make sure the

23 expertise that's residing here is on that

24 line. You're accountable to make it happen,

25 do it. And they go off and do that and get

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1 the work done. That would be a description of

2 how that would evolve.

3 GREENE, Q.C.:

4 Q. And I appreciate that, I guess what I'm trying

5 to do is bring down to the level of, from

6 every day decisions that are made so we can

7 get a better appreciate of how the theoretical

8 matrix organizational structure actually

9 results in decision making at Hydro. So if we

10 come back again, I didn't really understand

11 from your answer what the role of the vice-

12 president of Hydro was in the discussion or

13 the decision that was made with respect to how

14 that line was going to be constructed. Is

15 that a decision he would have participated in

16 or was that a decision that would be made by

17 the vice-president of project execution in

18 consultation with you?

19 MR. MARTIN:

20 A. As I mentioned we all sit on the same floor.

21 We all know what has to happen. The vice-

22 president of Hydro would have the

23 accountability to say, you know, based upon

24 the information that I have in front of me,

25 that I have to have on a regular basis in

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1 terms of what new generation or new
 2 transmission is required, we need to make a
 3 decision. And then the various groups that
 4 would be responsible for making that decision
 5 would be put into play, whether it be
 6 investment evaluation, finance engineering,
 7 but they would have to meet Mr. Henderson's
 8 need that there's more generation or more
 9 transmission that's required to service
 10 Hydro's needs, so he's accountable for that,
 11 and as far as getting the work done, then he
 12 would go to the relevant people, in this
 13 particular case Mr. Humphries would be
 14 responsible for developing the recommendation
 15 as to what type of generation and/or what type
 16 of transmission is required and he would put
 17 that on the table. Generally we would all
 18 participate, you know, five or six of us in
 19 terms of reviewing that, but Mr. Henderson
 20 would be accountable for saying, okay, the
 21 analysis says this is what we need, now we
 22 have to design and build it. And at that
 23 point, that would go back to Mr. MacIsaac's
 24 group who would be responsible for design and
 25 construction management for Newfoundland and

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1 Labrador Hydro and he would develop a plan and
 2 a program. He would, you know, cause the bid
 3 process to happen involving a whole bunch of
 4 other groups that he would bring in and he
 5 would bring forward a recommendation back to
 6 Mr. Henderson to say here's what we have to do
 7 to construct this line. And Mr. Henderson and
 8 a few of us would be together, obviously,
 9 reviewing it at a leadership team, but Mr.
 10 Henderson would be the one bringing the
 11 recommendation forward and saying, that's what
 12 we need to do.
 13 (1:00 p.m.)
 14 GREENE, Q.C.:
 15 Q. And I understand what the theory is for the
 16 matrix organization, but I want, in this
 17 particular case, are you saying that Mr.
 18 Henderson made the decision with respect to
 19 how the line was going to be constructed and
 20 brought it to the leadership team for
 21 approval?
 22 MR. MARTIN:
 23 A. No, I'm saying he's accountable to make sure
 24 that happens, but Mr. MacIsaac would bring
 25 forward the recommendation, he's actually

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1 responsible for capital works.
 2 GREENE, Q.C.:
 3 Q. Because I was struck in the questions this
 4 morning, Mr. Dumaresque asked you about the
 5 decision making on the CT, that you never did
 6 mention Mr. Henderson, it was always
 7 deferring--you deferred questions to Mr.
 8 MacIsaac, so that's--in the actual decision-
 9 making process that's made, yes, I understand
 10 that you hold Mr. Henderson accountable, what
 11 I'm trying to explore with you is how it may
 12 work in practice, because I still have--I had
 13 some misunderstanding or not misunderstanding--
 14 -I'll use Mr. Johnson's word he used earlier
 15 in the week, a little bit of "murkiness" as to
 16 how it actually works in practice and that's
 17 what I'm trying to get some clarity around.
 18 So that was one which was -
 19 MR. MARTIN:
 20 A. Let me just address that then, I mean
 21 mentioning Mr. Henderson or not is, I don't
 22 think that's the relevant point. Mr.
 23 Henderson has a lot of responsibility, that's
 24 obvious. He's accountable for making sure
 25 that, I think he used the combustion turbine

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1 example there or the transmission line, he's
 2 responsible for ensuring that happens, but
 3 he's obviously going to have, you know,
 4 someone else put forward the details of the
 5 engineering, the bid package, the bidding, the
 6 construction and construction management, and
 7 those types of things, Mr. MacIsaac would do
 8 that. So he's lead that for the organization,
 9 recommendation would come back to Mr.
 10 Henderson who would make that, but to say to
 11 Mr. Henderson or to talk to him about the
 12 details around that, I guess you'll have to
 13 talk to Mr. Henderson, but I expect he'll have
 14 the same response, well here's an overview,
 15 but talk to Mr. MacIsaac because he's doing
 16 it, in terms of executing it for us.
 17 GREENE, Q.C.:
 18 Q. And we will be following up with the other
 19 panels as they come to some of these issues.
 20 MR. MARTIN:
 21 A. Sure.
 22 GREENE, Q.C.:
 23 Q. And is that a similar response to the debt
 24 guarantee fee where again, in response to
 25 questions from Mr. O'Brien--we can go to the

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1 transcript again, if you like, but it was a
 2 similar thing, that you had discussed that
 3 with your chief financial officer as to the
 4 appropriate of the debt guarantee fee? Did
 5 Mr. Henderson participate in those
 6 discussions? Would he have been the person,
 7 the executive leadership person who would have
 8 been involved in that decision making around
 9 the appropriateness of the fee.
 10 MR. MARTIN:
 11 A. Absolutely and he'd get it done, but if I'm in
 12 Mr. Henderson's shoes, I'd say to the senior
 13 financial person reporting to me, "go handle
 14 it". Mr. Henderson has a great deal of
 15 expertise in many areas, but you can't be all
 16 things to all people and in a similar fashion
 17 as you would seek an engineering and
 18 construction management group to do your
 19 engineering and construction management for
 20 you, you'd go to your finance group and you'd
 21 say "please handle that" and you would ensure
 22 that you would have the right people in place
 23 with the right qualifications and at the end
 24 of the day, they would come back with a
 25 recommendation and, you know, I could only

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1 assume Mr. Henderson would say, "Have you
 2 followed due process? Good. Are we governed
 3 by a group of external auditors, such as
 4 Deloitte's?" And the answer would be "Yes."
 5 "Do they audit us every year?" "Absolutely."
 6 "Do we have internal auditors who put these
 7 types of decisions on a regular schedule to
 8 look at?" "Absolutely." And so I would think
 9 Mr. Henderson would say, "So I do not have an
 10 expertise in that particular area, but I know
 11 the processes and procedures are in place
 12 where it's correct, thank you, Mr. Finance
 13 person for doing that. Proceed." And the
 14 fact that in a matrix organization we have the
 15 good fortune of having someone like, you know,
 16 Mr. Sturge and other folks who are available
 17 with that kind of expertise as well. I know
 18 that the senior finance person at Hydro would
 19 be going into the larger organization to make
 20 sure that he or she is ascertaining the
 21 expertise available there to help with that,
 22 but the decision would rest with the finance
 23 Hydro person and clearly roll up to Mr.
 24 Henderson in the final analysis, but he's
 25 obviously not doing the day-to-day work on

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1 that stuff.
 2 GREENE, Q.C.:
 3 Q. So from what I understand from your answer,
 4 that Mr. Henderson from the perspective for
 5 this rate proceeding, has full decision-making
 6 authority with respect to all issues affecting
 7 Hydro, subject to reporting to you as CEO?
 8 MR. MARTIN:
 9 A. That's correct.
 10 GREENE, Q.C.:
 11 Q. And that, again, without going through other
 12 examples, but we've talked about to the debt
 13 guarantee fee and the construction of the line
 14 that he would have fully participated in the
 15 final decision with respect to those, is that
 16 correct?
 17 MR. MARTIN:
 18 A. That's correct, he's accountable for it.
 19 GREENE, Q.C.:
 20 Q. It's one thing to be accountable; it's another
 21 thing if he participated --
 22 MR. MARTIN:
 23 A. He'd be wise to do that.
 24 GREENE, Q.C.:
 25 Q. Yes, he would, but -

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1 MR. MARTIN:
 2 A. I would offer him that counsel, but he's
 3 there.
 4 GREENE, Q.C.:
 5 Q. You would, but all I'm trying to get an
 6 understanding of is what happens in practice.
 7 MR. MARTIN:
 8 A. Absolutely.
 9 GREENE, Q.C.:
 10 Q. The rural deficit, if we go to the transcript
 11 of September 10th, page 25 and just to have it
 12 there on the screen, but Mr. Johnson had asked
 13 you whether the issue of the rural deficit had
 14 been discussed with government and your answer
 15 was, no, you had not discussed it and you were
 16 not aware that other members of the leadership
 17 team had, is that correct?
 18 MR. MARTIN:
 19 A. That's correct.
 20 GREENE, Q.C.:
 21 Q. And I want to ask you why not?
 22 MR. MARTIN:
 23 A. That's an outcome from Newfoundland and
 24 Labrador Hydro's perspective, we've been
 25 directed to handle the rural deficit that way,

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1 that's our shareholder and they made the
 2 decision and we adhered to it.
 3 GREENE, Q.C.:
 4 Q. Have you been involved in discussions relating
 5 to some of the underlying policy issues
 6 concerning the rural deficit?
 7 MR. MARTIN:
 8 A. No, I haven't.
 9 GREENE, Q.C.:
 10 Q. So those issues have never come to your
 11 leadership team?
 12 MR. MARTIN:
 13 A. Well you asked if it came to me first.
 14 GREENE, Q.C.:
 15 Q. Yes, and now it's to the leadership -
 16 MR. MARTIN:
 17 A. No, they haven't, it's been, you know, it has
 18 been administered, you know, I have a general
 19 understanding of how it works. It was in
 20 place before I was there and to my knowledge
 21 and I haven't, you know, really dealt with it
 22 on a day-to-day basis, no.
 23 GREENE, Q.C.:
 24 Q. So those issues haven't risen to your level as
 25 policy issues, anything to do with the rural

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1 deficit or rural rates.
 2 MR. MARTIN:
 3 A. No, it hasn't risen to my level, but I mean,
 4 throughout the--it's a government directive,
 5 so I don't know, I can't see it rising through
 6 the company, the administration of it is
 7 obviously handled with the company and the
 8 financial aspects of it are handled obviously
 9 within the company, how it's administered, but
 10 as far as policy rolling up through, it's not
 11 Hydro's policy, it's the way it is.
 12 GREENE, Q.C.:
 13 Q. And can we park that for a moment because we
 14 will be coming back to the role between Hydro
 15 and government with respect to direction and
 16 what role, if any, Hydro has, so I'll come
 17 back to that issue, so that's a heads up for a
 18 future question for you, but before we get too
 19 far into that, I want to come back to the
 20 governance issue and I'd like to, if PUB-320,
 21 Revision 1, could be brought up please? So
 22 the question was to provide the forecast or
 23 the amount of time to be allocated to Hydro by
 24 the positions listed on attachment 1 and if we
 25 scroll down, you'll see that it was revised to

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1 include the forecast--it's a little hard to
 2 read, so these positions on the left-hand
 3 side, Mr. Martin, are the positions that
 4 reside in Nalcor that would charge time back
 5 in to Hydro for services that they provided to
 6 Hydro, which in turn will be time that is
 7 included in the revenue requirement and for
 8 2014 it's included in the forecast of what's
 9 to be for 2014, that's there and 2015 to be
 10 recovered from customers for time that has
 11 been actually spent in the past or forecast to
 12 be spent for 2014 and 2015. And Ms. Gray, if
 13 you'd go back, I'd like to go to Mr. Martin's,
 14 you'll see the president and chief executive
 15 officer there. Can you find that line, Mr.
 16 Martin?
 17 MR. MARTIN:
 18 A. Yes, I see it.
 19 GREENE, Q.C.:
 20 Q. Okay, so the data that's on this chart starts
 21 with historical for 2008 and I'm going to use
 22 percentages. Mr. Johnson took you through
 23 numbers that talked about the hours you
 24 actually spent and this chart talks about a
 25 percentage of time that you've spent on Hydro

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1 matters that end up being charged.
 2 MR. MARTIN:
 3 A. This would be the amount of time charged, not
 4 spent.
 5 GREENE, Q.C.:
 6 Q. Yes, and we're going to come to that, we will
 7 come to that, but I just wanted to make sure
 8 what we're talking about here first. So when
 9 I look at this chart, I see that in 2008 you
 10 spent 12.4 percent of your time -
 11 MR. MARTIN:
 12 A. No, I charged 12.4 percent of my time.
 13 GREENE, Q.C.:
 14 Q. You charged 12.4 percent of -
 15 MR. MARTIN:
 16 A. Big difference in charged and spent, I want to
 17 make sure we're clear on that because other
 18 than that, we're going to be going back and
 19 forth on that a little bit.
 20 GREENE, Q.C.:
 21 Q. We will have a number of questions about that,
 22 Mr. Martin.
 23 MR. MARTIN:
 24 A. So when I say, I just want to be clear now and
 25 then we'll leave it, so even if we use a

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1 different terminology, I won't have to refer
 2 to it again. This particular chart indicates
 3 time charged to Hydro, not time spent.
 4 GREENE, Q.C.:
 5 Q. Yes, and we will get into that and your
 6 exhibit with respect to the inter-company
 7 costing transactions, but you'll have the full
 8 opportunity to explain how the time that gets
 9 charged to Hydro gets calculated and included
 10 in revenue requirement because that is one of
 11 the issues that we wish--we would like to
 12 follow up on. So I'm just trying to put the
 13 questions in context first for you, so you
 14 won't be taken by surprise and misunderstand
 15 my questions. So we see in 2008 you spent 12
 16 percent of your time. In 2009, that was 4.8
 17 percent; in 2010 it was 8.8, again it is the
 18 time that you charged to Hydro for the time
 19 that you spent with respect to Hydro. Then
 20 6.8 in 2011; 7.9 percent in '12; in '13 we see
 21 it's 7 percent and then in 2014, which is one
 22 of the test years, and we have had some
 23 evidence as to why it has increased, we see it
 24 at 28.7 percent and the same forecast for 2015
 25 and so this information, I took it to your

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1 position because I thought you would be the
 2 most familiar with that, but you'll see the
 3 same information is provided for all of the
 4 other positions in Nalcor that are listed that
 5 have provided services to Hydro historically
 6 and that are forecast to provide services for
 7 the future. I guess one question for you,
 8 just to put some of your previous evidence in
 9 context, you had mentioned earlier last week
 10 that you had spent massive amounts of time
 11 with respect to the development--that was the
 12 adjective you used, "massive amounts of time"
 13 with respect to development of the asset
 14 management plan and you did indicate, and we
 15 can go to the transcript, if you like, but you
 16 did indicate it was earlier on when the plan
 17 was being developed. And I guess the first
 18 question--again I'm using that one as an
 19 example to get an appreciation for the
 20 information contained in this response.
 21 MR. MARTIN:
 22 A. Right, right.
 23 GREENE, Q.C.:
 24 Q. What years would that have been?
 25 MR. MARTIN:

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1 A. That would have been 7, 8, 9.
 2 GREENE, Q.C.:
 3 Q. Okay, and at the time we've already looked at
 4 the companies that are the active companies,
 5 at the time that you spent that amount of
 6 time, what companies would have been the
 7 active operating companies?
 8 MR. MARTIN:
 9 A. Newfoundland and Labrador Hydro, CF(L)Co, oil
 10 and gas was in play then, as well as Bull Arm,
 11 I think that was it.
 12 GREENE, Q.C.:
 13 Q. So at that time, what are the companies that
 14 would have benefited or that would have, I
 15 guess, benefited from the development of the
 16 asset management plan? Am I correct to say it
 17 was Newfoundland and Labrador Hydro, Churchill
 18 Falls Labrador Corporation Limited, CF(L)Co,
 19 and would there have been--I'm not familiar
 20 enough with your oil and gas division, Bull
 21 Arm, to know whether they would have
 22 sophisticated or a requirement for developed
 23 asset management plans--practices.
 24 MR. MARTIN:
 25 A. You know, the lion's share was Hydro and

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1 CF(L)Co. We had, you know, some participation
 2 in such and some of the other companies, but
 3 it was for ensuring that as companies were set
 4 up and evolved, that they were adhering to a
 5 particular standard within the company, but I
 6 think it would be fair to say that, you know,
 7 close to one hundred percent, ninety-five to a
 8 hundred percent was Newfoundland and Labrador
 9 Hydro, CF(L)Co. Bull Arm had some time there
 10 as well, but once again I will say that the
 11 lion's share was CF(L)Co and Hydro.
 12 GREENE, Q.C.:
 13 Q. Okay, and I believe you've also testified that
 14 Hydro has always been and is now your primary
 15 focus, is that correct? That was my
 16 understanding from what you said.
 17 MR. MARTIN:
 18 A. The answer is yes. Just to put it in context
 19 again, if I spend the majority of my time, you
 20 know, dealing with longer term activities of
 21 the company, often out to the board of
 22 directors and such, dealing with the higher
 23 level goals and objectives and go through the
 24 whole process again and talk about development
 25 and focus at the highest level on safety,

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1 asset management and those types of key, you
 2 know, functional areas. That's where I spend
 3 the majority of my time and Newfoundland and
 4 Labrador Hydro has the largest employee base
 5 and a large suite of assets that benefit from
 6 that, particularly with safety and asset
 7 management and from an environment
 8 perspective, so it's in that context, I say,
 9 you know, a very significant portion of my
 10 time is focussed on Newfoundland and Labrador
 11 Hydro by the nature of those activities.

12 GREENE, Q.C.:

13 Q. And you've made the distinction that this, the
 14 information that's on the screen there now,
 15 reflects the time that's charged, not the time
 16 that's spent.

17 MR. MARTIN:

18 A. That's correct.

19 GREENE, Q.C.:

20 Q. How is that decision made as to what gets
 21 charged? In your case, let's talk about you
 22 first.

23 MR. MARTIN:

24 A. In my case it's fairly simple, I set the
 25 principle that, you know, I didn't want to

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1 burden, I didn't feel it was necessary to
 2 burden Newfoundland and Labrador Hydro with
 3 extra expense, so I asked my secretary to go
 4 through my schedule and anything that is
 5 clearly directly Hydro on, charge in and the
 6 rest of it, don't.

7 GREENE, Q.C.:

8 Q. Do you record your time personally? Do you,
 9 yourself, record your time?

10 MR. MARTIN:

11 A. No, I don't, no. It just comes off--my
 12 secretary's case, comes off my schedule, where
 13 she gets that. So if there's large blocks of
 14 time, if there are on any given day that are
 15 not assigned to a specific meeting, that
 16 wouldn't be charged anywhere. And what drives
 17 me there is, as I mentioned earlier, I guess
 18 two things, one is not to burden Hydro, but
 19 then as you get into some of the other areas
 20 I've been informed that my time can't be
 21 charged to capital projects and large capital
 22 projects as such, so it really is a nonsense,
 23 in my mind, a nonsense endeavour to be
 24 recording my time in detail, provided that I
 25 am assured that Newfoundland and Labrador

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1 Hydro and the customers are getting the
 2 minimum, not the maximum as far as charge time
 3 goes, not time spent.

4 GREENE, Q.C.:

5 Q. So with respect to the recording of your time
 6 that's spent for Hydro business, do I
 7 understand from your answer that it's your
 8 administrative assistant or your executive
 9 assistant who actually dose that function for
 10 you?

11 MR. MARTIN:

12 A. That's correct.

13 GREENE, Q.C.:

14 Q. Do you review the information that she has
 15 prepared?

16 MR. MARTIN:

17 A. No, but I do test periodically to make sure
 18 that there's a very low amount going into
 19 Newfoundland and Labrador Hydro and that's
 20 been pretty evident and I will test, you know,
 21 with her at various times is that still where
 22 it is and she'll say, "well absolutely yes
 23 because we're not charging that much in." And
 24 I'll say, "Great, appreciate that, keep
 25 going."

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1 GREENE, Q.C.:

2 Q. Is it a fair characterization then to say that
 3 the judgment that is exercised with respect to
 4 the amount of time charged by you personally,
 5 and I will go into the general principles, for
 6 Hydro is dependant on the judgment of your
 7 executive assistant?

8 MR. MARTIN:

9 A. No, I would say that would be incorrect. I
 10 think her judgment is limited to seeing on my
 11 schedule this is a meeting for Newfoundland
 12 and Labrador Hydro and that's only there when
 13 it's very specific. I make sure of that. As
 14 far as all the other work that I've talked
 15 about before, that wouldn't be recorded and it
 16 wouldn't be, it would either be not recorded
 17 or it would be seen as a meeting that covered
 18 more than one company, so it's clear to her
 19 and it's clear to me that her accountability
 20 is just plucking out the Hydro specific stuff
 21 that I authorized. So her decision is down to
 22 finding those, putting a number in. It's my
 23 decision in terms of what gets scheduled that
 24 way and what I do.

25 GREENE, Q.C.:

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1 Q. So it is your judgment that's the determining
 2 factor in the time that gets charged, is that
 3 -
 4 MR. MARTIN:
 5 A. That's correct.
 6 GREENE, Q.C.:
 7 Q. So if you could expand then on the principle
 8 or the basis for your judgment? You mentioned
 9 one is you don't want to burden Hydro with
 10 costs, are there other principles that you use
 11 in determining what does get charged?
 12 MR. MARTIN:
 13 A. Yeah, I tried to mention that before is that
 14 it would be something that is directly Hydro
 15 related. An example would be if I'm asked or
 16 I decide that I'm going to Bay D'Espoir to
 17 participate in an employee safety function,
 18 which sometimes I would take time to go on the
 19 road, you know, during the year to visit two
 20 or three installations or two or three of our
 21 asset locations, such as Bay D'Espoir,
 22 Whitbourne and say Bishop's Falls and then
 23 take a run up the Northern Peninsula to see
 24 one of our hydro facilities up there and I do
 25 a safety tour, I meet with the employees, you

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1 know, I have a form with the employees and
 2 then I generally meet with the management
 3 there and go over a safety environmental
 4 performance and basically have a chance to
 5 interact with the people. That would be a
 6 Hydro charge, you know, but if I come back to
 7 the office and I have four suggestions from
 8 the people I've met and I think they're good
 9 suggestions that, from a safety perspective,
 10 that relate to--that could help CF(L)Co and
 11 they could help the oil and gas business and
 12 we have a safety leadership team meeting in
 13 addition to our regular leadership team
 14 meeting at Hydro and Nalcor, we have a
 15 separate monthly leadership team safety
 16 meeting which includes all of the teams, plus
 17 the IBEW leadership, as well as some invitees
 18 from other levels of the organization where we
 19 spend an afternoon specifically on safety. If
 20 I bring some of those Hydro suggestions back
 21 into that meeting, we discuss them and, you
 22 know, and I ask or together we decide we're
 23 going to implement those, that would not be
 24 charged to Hydro, although obviously Hydro
 25 would benefit from the safety leadership team

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1 meeting, so there's a couple of examples in
 2 terms of how I would decide, and if there's a
 3 grey area, I don't charge it.
 4 GREENE, Q.C.:
 5 Q. Can I go back to ask if management, to use
 6 that as an example, I believe you indicated
 7 that the companies that were primary
 8 beneficiaries of the development of the asset
 9 management plan were Hydro and CF(L)Co and you
 10 indicated, I think, there may have been some
 11 oil and gas?
 12 MR. MARTIN:
 13 A. And Bull Arm.
 14 GREENE, Q.C.:
 15 Q. So when I look at the, although I understood
 16 that from Bull Arm there would not have been
 17 very much benefit from the development of the
 18 asset management plan, did I misunderstand
 19 you?
 20 MR. MARTIN:
 21 A. I think you misunderstood, I think there would
 22 have been less at the oil and gas companies
 23 than Bull Arm.
 24 GREENE, Q.C.:
 25 Q. Okay, so if we go back and look at the numbers

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1 and going back again to your comments last
 2 week with respect to the massive amount of
 3 times that you spent on the development of the
 4 asset management plan, we don't see--I
 5 wouldn't have described the 12 percent in 2008
 6 or the 4.8 percent in '9 as "massive amounts"
 7 of time. And I'm trying to reconcile -
 8 MR. MARTIN:
 9 A. Well it sort of fits exactly what I just said,
 10 so most of that asset management work wasn't
 11 charged into Hydro because it impacted all the
 12 different companies.
 13 GREENE, Q.C.:
 14 Q. And why did you decide to make that decision,
 15 rather than to apportion? You also indicated
 16 in response to my question that ninety-five
 17 percent of the benefit probably would have
 18 been to Hydro. Did you consider apportioning
 19 the amount of time?
 20 MR. MARTIN:
 21 A. Yes, I did consider that and I figured I
 22 didn't need the grief, you know, it's a
 23 customer-focus organization. We are going to
 24 do it, it was benefiting both and the fact
 25 that I minimized the charge out to the

1 customer at Hydro, I figured that would be a
 2 good thing.
 3 GREENE, Q.C.:
 4 Q. And your approach to how you record and your
 5 time which gets charged back to Hydro, I
 6 believe you indicated last week that you've
 7 given that same instruction to the other
 8 members of Nalcor leadership team that
 9 provides services to Hydro, is that correct?
 10 MR. MARTIN:
 11 A. Yeah, they'd be aware of that approach, yeah.
 12 GREENE, Q.C.:
 13 Q. To your knowledge would they follow that
 14 approach?
 15 MR. MARTIN:
 16 A. I don't--I'm not involved in the calculations
 17 of that nature, you'd have to check with them.
 18 GREENE, Q.C.:
 19 Q. So Mr. McDonald would be the appropriate
 20 person to ask?
 21 MR. MARTIN:
 22 A. Yes, he would.
 23 GREENE, Q.C.:
 24 Q. Okay. Are you familiar with Exhibit 8, the
 25 Intercompany Transactions Costing Guidelines?

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

1 MR. MARTIN:
 2 A. Are we pulling that up?
 3 GREENE, Q.C.:
 4 Q. And it is 1:30.
 5 CHAIRMAN:
 6 Q. Are you ready to stop for the day or do you
 7 want to continue with this -
 8 GREENE, Q.C.:
 9 Q. No, I understood we were to break at 1:30, so
 10 this is as good a time as any for me to stop.
 11 CHAIRMAN:
 12 Q. Adjourn. Okay, we'll adjourn until tomorrow
 13 morning.
 14 Upon conclusion at 1:30 p.m.

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