STATE OF NEW HAMPSHIRE

SITE EVALUATION COMMITTEE

July 19, 2017 - 9:02 a.m..Par. 49 Donovan Street Concord, New Hampshire

D A Y 2 2
Morning Session ONLY

{Electronically filed with SEC on 07-26-17}

IN RE: SEC DOCKET NO. 2015-06
Joint Application of Northern Pass Transmission, LLC, and Public Service Company of New Hampshire d/b/a Eversource Energy for a Certificate of Site and Facility. (Hearing on the merits)

PRESENT FOR SUBCOMMITTEE/SITE EVALUATION COMMITTEE:

Chrmn. Martin P. Honigberg Public Utilities Comm. (Presiding as Presiding Officer)

Dir. Craig Wright, Designee Dept. of Environ. Serv.
Christopher Way, Designee Dept. of Business &
Economic Affairs
William Oldenburg, Designee Dept. of Transportation
Patricia Weathersby Public Member
Rachel Dandeneau Alternate Public Member

ALSO PRESENT FOR THE SEC:

Michael J. Iacopino, Esq., Counsel for SEC (Brennan, Caron, Lenehan & Iacopino)

Pamela G. Monroe, SEC Administrator

(No Appearances Taken)

COURT REPORTER: Steven E. Patnaude, LCR No. 052
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## NOTIFICATION OF NON-SUBSTANTIVE CORRECTIONS:

### Page 2/Line 9:
Addition of "Cross-examination by Ms. Bradbury 44"

### Page 55/Line 23:
"Michigan" was corrected to "Plymouth"
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CHAIRMAN HONIGBERG: Good morning, everyone. We're ready to get started. I believe we are resuming the questioning with Ms. Fillmore.

(Continuation of the cross-examination of Mitch Nichols.)

MS. FILLMORE: Thank you, Mr. Chairman. Good morning.

Good morning, Mr. Nichols. My name is Christine Fillmore. I'm right here.

WITNESS NICHOLS: Good morning.

MS. FILLMORE: I represent several municipalities, different from the ones Mr. Whitley represents. And I'd like to ask you a few questions.

MITCH NICHOLS, Previously Sworn.

CROSS-EXAMINATION (resumed)

BY MS. FILLMORE:

Q. First, I'd like to follow up on a point that was raised yesterday by Attorney Pappas. And I believe he asked you "where in the report" -- or, "if your report had analyzed the effects of
the Project on a regional basis?" Do you recall that?

A. I do.

Q. And do you recall what your answer was?

A. I don't.

Q. Okay. My recollection, and you can correct me if you think I'm wrong, is that your response was that you had analyzed the effects of the Project on a regional basis, --

A. That's correct.

Q. -- according to the Department of Resources and Economic Development regions?

A. That's correct.

Q. Okay. And do you know where in your report that is?

A. That was my fundamental conclusion. And as I mentioned yesterday, it included reviewing products and visitor-related elements in each of those various regions, driving those regions, reviewing information from the Plymouth State University, as far as volumes, information on the different regions, the character of the visitors in these regions, and all that was incorporated in my fundamental
Q. Okay. I would like to take a look at -- this is part of Applicant's Exhibit 1. It is a page from Appendix 45, which is Mr. Nichols' report. Mr. Nichols, do you recognize this page?
A. I do.
Q. Okay. Having gone through your report, there are -- there's a sentence -- three sentences in this section that seem to address effects of the Project on a regional basis, and it starts here [indicating]. Could you read that sentence.
A. "New Hampshire's Division of Travel and Tourism Development breaks the state into seven geographic travel regions as depicted in Figure 3-4."
Q. And then continue here, please. Whoops. Sorry. Technical difficulties. And these three sentences -- two sentences right here.
A. "Table 3-1 reflects the level of visitor spending in these seven regions in Fiscal Year 2014. As noted in Figure 3-5, the Merrimack Valley Region attracted the largest share of visitor spending at just below 30 percent and
the Great North Woods Region accounted for the smallest at 1.7 percent."

Q. Thank you. Can you tell me, as you sit here today, where in the report, other than those three sentences, there's an analysis of the effect of the Project on regions in New Hampshire?

A. In the report, this was the area where I was speaking about the various regions. Again, there might not be other areas where we specifically presented the analysis on a region-by-region basis.

However, as I mentioned, everything from the input sessions to, in the third section, the input process that we undertook in the second section, and my broad analysis, as I mentioned, everything from understanding the composition of visitation in those various regions, the mix of attractions and elements in each of those regions, the visitor composition in those regions, that was all taken into account in my conclusion. But this is the area in the report that I spoke about those specific regions.
Q. So, to look at these three sentences again, would it be correct to characterize this first sentence as reiterating the fact that the Division of Travel and Tourism breaks the state into seven regions?
A. That's correct.

Q. And this sentence says that there's a table reflecting the level of visitor spending in those regions?
A. That's correct.

Q. And the third sentence talks about which region attracts the largest share and which attracts the smallest share?
A. That's correct.

Q. So, that's the sum total of your analysis of the effect of the Project on New Hampshire region by region?
A. That's incorrect.

Q. Where is the rest of it?
A. I just reviewed the steps and the initiatives that we undertook to analyze and consider impacts on a regional basis. And I'll just repeat that.

There was extensive review of historic...
data from Plymouth State University that
reviewed visitor composition, spending, the
various trends within the various regions.
When we reviewed the products and the
transmission lines, whether it was through
Google Earth and reviewing the positioning of
key products within these regions, when I was
out driving and reviewing key products in each
of these regions, the input process in which we
went from the north to the south and had
different perspectives in these regions, all of
that collectively was taken into my analysis
and helping form my fundamental conclusion.

Q. Thank you. I'd like to move onto a different
topic. Also something that was covered a bit
yesterday. And I apologize if some of these
require me to lay a little foundation from what
was covered yesterday, because, obviously, now
it's a day ago.

I believe I heard you say yesterday that
you did not consider the impacts that the
construction or operation phases would have on
particular events in host communities or
specific events that bring tourists to these
areas. Is that correct?

A. I did not specifically analyze the impacts of construction. I spoke in general of what my general conclusions or beliefs were in terms of the impacts or effects that short-term construction delays would have.

Q. Let's consider a couple of examples of specifics. Are you aware that -- you are aware, I assume, that the underground portion of the route would go through the Towns of Sugar Hill and Franconia?

A. I am.

Q. And that construction on the underground portion would occur between April and November?

A. Correct.

Q. Are you familiar with the annual Lupine Festival held over several years each June in Sugar Hill and Franconia?

A. I'm not aware of that specific -- specific one.

Q. I would represent to you that it involves not only looking at fields of lupines, but also horse-drawn carriage rides, an open-air market, an art show, and concerts. Would you believe
That's understandable, and sounds like an attractive event.

And do you recall yesterday one of the attorneys was asking you about the roads that go through Franconia and Sugar Hill, and do you recall general discussion about how there are one or two roads that go through those towns?

I recall that general discussion.

Did you, in your analysis, consider the impacts that traffic delays and detours in this area caused during the construction phase might have on the Lupine Festival?

We did not consider impacts on any specific business or any specific festival, no.

Did you consider the effect of the construction or the operation phase on activities and events that don't just rely on the roads to get people to their destination, but for which the travel is the entire point, such as foliage season, bike races, and marathons?

Again, in a general context, as I mentioned yesterday, I believe visitors experience traffic congestion. In today's world, traffic
can be congested for an event or an experience. And they have come to understand that's part of the travel experience.

I believe the Project is actively working to try and minimize the impacts, to work with communities, to recognize when those events are occurring, and to try and develop options that would limit that disruption. And I believe the construction activity would be short term in duration, and, as noted in the Draft EIS, would not be long in occurring, and, in many instances, those traffic delays would not impact one particular area for any extended period of time.

Q. You just mentioned the "Draft EIS". I'd like to bring up an exhibit. This is "JT Muni 221". This, as you can see, is the Traffic & Transportation Technical Report for the Draft EIS.

A. I see that.

Q. And what I'm turning to now is Table 18, which, as you can see, shows "average daily volume" -- "traffic volume increases for roadways near intersections with the Project". And this is
"Alternative 5b. Do you see that at the top?
A. I do. I do.
Q. Did you review this chart?
A. I did not.
Q. I'd like to bring your attention to this line here. Well, if I could. There we go. Do you see the little highlighted section?
A. I do.
Q. And that this is a segment of the proposed route on New Hampshire 116, north of Route 112?
A. Correct.
Q. And the column that's highlighted shows the "Volume Percentage Increase" of traffic?
A. I see that.
Q. And what number is that?
A. "116 percent".
Q. Are you aware that Easton is in the same general area as Franconia and Sugar Hill and shares the same lack of alternative roadways?
A. Generally, yes.
Q. Okay. And, then, the next page is Table 19, this is a similar alternative, "5c", in the Draft EIS, showing the same numbers for that intersection. Do you see that?
[WITNESS: Nichols]

A. I see that. I also see -- yes, it's certainly a large percentage, but it's on a base, one of the very smallest volumes base of 290, as far as the volume. So, it certainly is a large percentage, but it's in a lightly used area, certainly.

Q. Do you know what kinds of construction vehicles might be involved in this Project?

A. In general, not specifically though.

Q. Do you think it might be accurate to assume it would include cement mixers, cranes, dump trucks, flatbed trucks with excavators?

A. I'm sure that type of equipment would be part of the construction process.

Q. And, as we discussed yesterday, or you discussed yesterday, the construction process will last approximately two years?

A. In total duration.

Q. And does your report say that the summer months are the most important overall for the state's tourism industry?

A. It does.

Q. Did you consider the impacts that a 116 percent increase in traffic volume might have during
the summer months on the Town of Easton?

A. I did not look at this particular area and the increase there, from volumes of 290 to 626. I did not analyze that, no.

Q. Because it wasn't important?

A. Because I didn't focus on construction impacts, and I didn't look at a business by business or a specific event kind of basis.

Q. If you were to assume, solely for purposes of my question right now, that several towns in this area, Easton, Franconia, Sugar Hill, market themselves as cycling routes during the summer and fall, with inns and Bed & Breakfasts catering to those tourists. If that were true, do you think those kinds of delays would have any effect on that kind of tourism?

A. It could. I think much of that is a function of what steps and initiatives are taken to direct those visitors to areas where construction might not be occurring, and helping them understand how they can still have a great time and stay clear of the construction activity.

Q. Do you know whether it ever happens that a bike...
race is held during construction?

A. I can't give you a specific example, but I'm sure there are occasions where some type of sporting event, whether it's biking or running, that there could be construction activity going on in some area of a community at the same time that that kind of an event would be occurring. But I don't have a specific example.

Q. But you didn't study that?

A. I did not.

Q. Have you heard of the "New Hampshire Marathon"?

A. Yes.

Q. Do you know when that's held?

A. I don't know the specific dates, no.

Q. What I'm bringing up now is JT Muni 224, which I'll represent to you is a screen capture of the website for the New Hampshire Marathon. Do you see that?

A. I do.

Q. Are you aware that it's promoted as "The most beautiful marathon in New England"? Do you see that?

A. I do.

Q. Are you familiar with the route of this
[WITNESS: Nichols]

1. marathon?

2. A. No. I am not.

3. Q. What I'm bringing up now is JT Muni 223, which I will blow up. Do you see that on your screen?

4. A. I do.

5. Q. And can you see that this route goes from Bristol, down at the bottom, up and around Newfound Lake, through Bridgewater and Hebron?

6. A. I see that.

7. Q. Do you think that construction delays and traffic might affect the experience that people might have trying to get there, and park and watch or participate in that race?

8. A. I don't think I can answer that question without knowing exactly what construction activity was occurring for what duration, and what the extent of the delay was.

9. Q. This portion would be in the overhead area of the route. If the Project were built, do you think that towers and transmission lines might have some impact on the experience that a marathon runner would have, if they go there expecting to run "the most beautiful marathon
in New England"?

A. I can't speak to that exact example. But, as I've testified, I believe that today's visitors understands transmission lines are a part of the fabric of travel. And, in general, they would still come to experience the great beauty of New Hampshire, and whether it's a marathon runner or some other visitor, and because of these other factors that I've noted numerous times, even with a transmission line.

Q. Thank you. Let's talk about Franconia for just a moment. This next exhibit is marked as "JT Muni 222", and I believe it was also a Counsel for the Public exhibit yesterday. Do you see that?

A. I do.

Q. Okay. And, as you can see, this is a letter from the Franconia Police Chief, to me, dated last week. And I'm not going to go through everything in this letter, because Attorney Pappas went through much of it.

What I'd like to look at is the White Mountain Triathlon, which Attorney Pappas did bring up yesterday. But what I'd like to focus
on here is this portion [indicating]. Can you read that to yourself just for a moment?
A. Okay. [Short pause] Yes. I've read that.
Q. Okay. And would it be fair to characterize this section of the letter as describing what the Race Director believes is the economic impact of people coming to run in a race?
A. Yes. I believe that's a fair characterization.
Q. And that the economic boon to the community would be more than simply the race entry fee?
A. I see that.
Q. And, then, on Page 3 of this letter, these three areas here [indicating], would it be fair to characterize that as links to reports regarding the economic impact of people coming to participate in some kind of a race?
A. That seems to be what it's in reference to.
Q. Have you studied any of these reports or anything like them?
A. I don't believe I've studied these three reports, no.
Q. So, is it fair to say that you did not consider this kind of impact, the kind of impact that this sort of event has on a community, and what
negative impact, if any, the construction phase
of this Project would have on that?
A. No. That's an incorrect statement.
Q. So, you did consider this?
A. Yes.
Q. And where is that?
A. As I mentioned, I considered the short-term
construction disruption, in general, being
short and brief, that today's visitors
understand that. I've been involved in
numerous communities that have similar, whether
biking or running, events, and they have
adjusted courses in certain times because of
certain situations that were occurring in the
community. And I believe that, in many
instances, there's ways to mitigate any
potential impact. And I believe the Applicant
is attempting to work with communities to
minimize those effects. And I don't believe
that that construction activity would impact
regional demand in the state.
Q. Do you know how far in advance race organizers
have to obtain permits from the towns and from
states and make arrangements for these events?
A. I don't know for these specific events. But I'm generally aware that there's a large lead time that's required in the planning process.

Q. And do you think that that might present a problem, if the route suddenly had to be shifted?

A. It certainly is a challenge, if it's put to the very last minute. One of the examples I was given was Sedona and their marathon. And they had to make last-minute changes, the last week prior to the event. So, that does occur. But, certainly, as far out in advance, to try and develop those strategies and thoughts to minimize those impacts would certainly be the more beneficial way to approach it.

Q. Thank you. Are you aware that yesterday Northern Pass posted a blog entry during the day, while we were here in this hearing, regarding transmission lines and tourism?

A. I am not aware of that, no.

Q. This exhibit that I'm bringing up now is marked as "JT Muni 230". And do you see here it was posted -- sorry -- "July 18th, 2017" by Northern Pass?
A. I see that.

Q. Did you write this post?
A. I did not.

Q. Did you consult on it?
A. I have not read this. So, I'm not sure.

Q. Would you like to take a minute to read it?
A. Okay.

Q. Tell me when you'd like me to scroll down.
A. [Short pause]. Okay. Scroll down. [Short pause]. Yes. I had not seen this blog in a blog post, but I have seen this summary.

Q. Let's go to this section here, entitled "Tourism Industry and Tourists Agree".
A. Okay.

Q. And could you read the highlighted portion please.
A. "While the survey points to possible barriers, the research showed that when a place has much to offer, the collective power of the destination far outweighs concerns regarding power lines."

Q. And did I hear correctly yesterday, Attorney Pappas asked you a question regarding the fifth element in your report, which was the
Prospective Visitor Survey, I believe he asked whether the only question in the survey regarding electric lines was one asking participants to rank various destination attributes, and one of those was "visible power lines"? Do you recall that?

A. I do.

Q. And your answer was "yes"?

A. Correct.

Q. And the survey, am I correct in saying, did not ask prospective visitors specifically what importance they would place on new steel lattice towers and high-voltage transmission lines in various scenic tourist areas of New Hampshire?

A. We did not ask that question.

Q. Do you think that the fact that the only question that was asked was "whether visible power lines" -- "how they would rank visible power lines?", do you think that might be slightly misleading?

A. No. I think, quite to the opposite. The whole point was to understand, without introducing any bias into a potential response, we wanted...
to understand how transmission lines were perceived by prospective visitors coming to the state, and how the presence of those lines plays into their fundamental travel decision. And that's why we asked the broad range of other factors, to be able to better represent what the true driving elements, the driving factors influencing that visitor's fundamental decision to choose New Hampshire was, and where the presence of transmission lines fell in regards to all of these other attributes.

And, as I mentioned yesterday, the survey reinforced the findings that the Draft EIS noted, that it was those macro economic and market factors that were driving visitor decisions. It was the same factors that we heard when we did the -- had our discussions with the industry. And it's the same mix of elements that, in my 20 years of experience, that I've come to experience and understand are the things that drive that visitor's decision.

Q. Mr. Nichols, did the survey say "transmission lines"? Did it use that phrase?
A. "Power lines" is the phrase that we used.
Q. And "power lines" might encompass distribution lines and transmission lines?
A. It could.

Q. Would you agree that there's a noticeable difference between a distribution line and a high-voltage transmission line?
A. They are different, yes.

Q. But the survey made no distinction?
A. It did not.

Q. How can you possibly assume that the people taking this survey understood what you were asking?
A. I think the visitor and the respondent understands what "power lines" and, in some instances, that visitor would be more influenced by smaller power lines that are directly adjacent, mile after mile, on a highway, versus a short view of a more significant transmission line. We focused on this as broad "power lines", because I think that provided us the understanding of how that element fit within that broad range of factors that drives that visitor's decision.

Q. Are you aware that this Subcommittee is tasked
with the job of evaluating the impact that this particular Project, as proposed, with high-voltage transmission lines, would have on New Hampshire?

A. I do. I am.

Q. If your survey didn't actually ask anyone whether this Project, as proposed, would make New Hampshire less attractive to them, doesn't that significantly limit the utility of your report to this Committee?

A. No. I don't believe that's the case at all.

MS. FILLMORE: Thank you. I have no further questions.

CHAIRMAN HONIGBERG: What I have next is Mr. Thompson.

MR. THOMPSON: Good morning. I just have a couple of questions.

WITNESS NICHOLS: Good morning.

MR. THOMPSON: My name is -- Mr. Nichols, my name is Brad Thompson. I'm the spokesperson for abutters and non-abutters -- I'm right here, hiding?

WITNESS NICHOLS: Very good. I see you. Thank you.

BY MR. THOMPSON:

Q. Do you remember the presidential election that we experienced last fall?
A. I do.

Q. Do you remember what seemed like daily surveys and polls on what was leading, on who were the leading candidates in the many races, including for president?
A. I recall numerous ones. Yes.

Q. You recall that. Yes. Do you remember the surveys usually were announced and representative of somewhere around a thousand people, 1,100 people, and the announcers -- the TV announcer would always tell us what the margin of error might be, I forget what it might be, but there was a margin of error?
A. Yes.

Q. And what would you say the one critical thing is that we learned from those surveys last fall?
A. They can shift and ebb and flow, depending on when the survey is taken.

Q. Correct. Would you say that that probably, because folks today just don't accept status quo, that they don't accept something just because an expert or a person with a great resumé or wonderful background says it's true, that we think for ourselves?

A. Oh, I'm sure there's lots of independent thought.

Q. Thank you. Last thought, if you're -- you live in the State of Washington?

A. I do.

Q. Tourism a fairly important part of the State of Washington?

A. It is important, certainly.

Q. If you were -- let's say that the Energy Facility Site Evaluation Council of the State of Washington was reviewing an overhead power line that was going to come in from British Columbia, a couple hundred miles, down near Mount Rainier. Let's say for a moment that that was occurring. If you were a resident of Washington, a -- what appeared to be an expert
guy by the name of "Thompson" came trouncing into the hearings in Spokane, with a good background, and told you that "this was going to be a wonderful thing", and we were going to put overhead lines through wetlands, bring in equipment, disrupt things for two or three years, and then get to enjoy a wonderful power line for the rest of our lives and pass on to our next generations, how would you feel about that?

A. Well, I think I'd need to know much more about the specifics of what was being proposed, and the information that whoever the expert was was presenting.

Your example for Washington, that was one additional example that I presented in my supplemental testimony, an example of one of the scenic byways in the northern part of Washington State, where there are very significant transmission lines that run from the northern part, down to Seattle. And this particular area where many of these transmission lines are present, as I say, is designated as one of Washington's key scenic
byways. And there are large numbers of visitors annually that travel that scenic byway. And I believe they recognize that Washington and this scenic byway is beautiful, and they use that facility.

And that is, again, an example where there are very significant transmission lines in your Washington example, and visitors are recreating and experiencing that visit experience even with the transmission lines.

Q. So, to surmise that, you certainly are willing to stand on your pretense that power lines out there would not deter tourism?

A. As the five varying elements of my analysis, I have not been able to find any evidence that demonstrates a negative impact of the power lines to regional travel demand.

MR. THOMPSON: Okay. Thank you very much. That's all I have.

CHAIRMAN HONIGBERG: Mr. Cunningham.

MR. CUNNINGHAM: Mr. Nichols, my name is Art Cunningham. I'm an attorney.

CHAIRMAN HONIGBERG: Microphone.

ADMIN. MONROE: Right on top.
MR. CUNNINGHAM: Closer? Got it. Is that better?

I represent a couple property owners in Stark, New Hampshire. One of them is named Kevin Spencer and the other one is named Mark Lagasse.

BY MR. CUNNINGHAM:

Q. I don't know if you know where Stark, New Hampshire is?

A. In general, yes. Uh-huh.

Q. But I'm a little bit interested in your area of expertise.

A. Okay.

Q. Do you consult with or advise people that are actually in the tourist business?

A. I do.

Q. And, in connection with this case, I think you told the Committee and the intervenors here that what you did here was take a look at the macro level of the Project. In other words, would there be impacts on the tourist industry in New Hampshire on the macro level?

A. I believe it's on a regional level.

Q. And is "macro" a correct word?
A. No. On a regional level was how I analyzed.

Q. And what that means, I guess to me, as a layman, that, just in general, in the aggregate, you took a look at the tourist economy in the region?

A. What it means is I did not attempt to analyze impacts to any individual business or any individual geographic area. It was on a regional basis.

Q. All right. So, if I understand that, you didn't take a look at businesses or tourist destinations one-by-one or make an inventory?

A. Well, I did have an inventory of many of the key products in the state. I traveled to many of them. I reviewed background materials on many of those individual projects. But I did not estimate impacts specifically for any individual business.

Q. Would it have been in your area of competence to do that?

A. It would have been.

Q. And were you instructed not to do that or you made that decision on your own?

A. No. The assignment was to consider impacts of
the Project to the tourism industry on a regional basis. And that's what I undertook.

Q. And would you be good enough to tell us who gave you those instructions?

A. It would have been the Applicant.

Q. And can you identify a person?

A. It would have been the gentlemen, Dana Bisbee and Barry Needleman.

Q. And did you discuss with Mr. Needleman at all taking a look at individual tourist destinations?

A. No, I understood the need in this initiative was to investigate the impacts of the tourism industry on a regional basis. We talked about some of the approaches that I proposed using. We talked many times about looking at individual businesses and understanding the composition of the businesses within the New Hampshire travel market. But we understood the purpose of the analysis would be to evaluate regional impacts.

Q. So, it's within your area of competence, and you could have done it had you been asked to take a look at a specific destination that,
say, was within the visual impact of the
Northern Pass Project?

A. Certainly, I could have. But they could have
said, I don't know how many that might entail,
but that certainly could have been an approach.

Q. And, so, you don't know how many individual
tourist destinations that are going to be
impacted visually by the Northern Pass Project?

A. I've inventoried and considered the primary
tourism attractions in the state. And I'm well
aware of the positioning of the proposed
Project in relation to those key products,
and --

Q. Well, what -- what locations did you inventory?

A. The entire site.

Q. Can you name any of those individual items that
you may have inventoried within the visual
impact of the Northern Pass?

A. Major projects, everything from Balsams, the
Mountain View Grand, the Rocks Estate, --

[Court reporter interruption.]

WITNESS NICHOLS: I'm sorry.

CONTINUED BY THE WITNESS:

A. Balsams, Mountain View Grand, Weeks State Park,
Bear Brook State Park, campgrounds up through the White Mountains, everything from Whales Tales to the Hobo Railroad, a pretty extensive list.

Q. So, your testimony is that you looked at these items?

A. Certainly, I --

Q. Looked at these destinations?

A. Yes. I spent time driving many of them. I reviewed background materials on many of these attractions, and used Google Earth technology to understand the specific positioning of the Project in relation to these key projects.

Q. And did you assess the individual impacts on each of these projects?

A. I did not.

Q. So, you made no assessment of whether it would impact, say, the gross income of a specific tourist destination?

A. Not of a specific tourism destination.

Q. And I think you mentioned the "The Balsams". Are you familiar with the relationship with The Balsams to this docket?

A. I'm generally aware. Uh-huh.
Q. And do you understand that The Balsams is in favor of this Project?
A. I am.

Q. And do you understand that The Balsams has taken money from the Northern Pass to be in favor of this Project?
A. I am aware --

MR. NEEDLEMAN: Objection.
CHAIRMAN HONIGBERG: Sustained.

BY MR. CUNNINGHAM:

Q. But, in summary, you could have done an assessment of each and every tourist destination that would be impacted visually by the construction of the Northern Pass. You could have done that, but you were asked not to do that. Is that your testimony?
A. My testimony is, I was asked to evaluate the impacts of the proposed Project to regional tourism demand in the state, and that's what I did.

Q. In general, not in specific?
A. Again, I analyzed that on a regional basis. I did not analyze business-by-business impacts.

Q. So, this Committee, we cannot know what
impacts, financial impacts that this Project will have on individual tourist destinations in the beautiful State of New Hampshire?

A. I don't believe that is correct. My testimony is I don't believe that there will be any impacts on a regional basis as result of the Project.

Q. Okay. I'm asking about a specific basis, Mr. Nichols, not a regional basis. Let me tell you who Kevin Spencer and Mark Lagasse are, my clients. Kevin Spencer is a carpenter. Mark Lagasse is a small business owner. He has a small excavation business. They bought a property in Stark, New Hampshire. They're constructing a lodge and campground there. Are you familiar with that property? It's called "Percy Lodge and Campground"?

A. I'm not familiar with that specific property.

Q. And, so, you didn't look at that property or assess the impacts of the Northern Pass on that property?

A. I did not.

Q. And, if I told you that Spencer and Lagasse have over $700,000 in their hard-earned money
and endless hours of work constructing the lodge and the campground, would you disagree with me?

A. I have no basis to make a statement on that. I have no understanding.

MR. CUNNINGHAM: Is this up or upside-down?

ADMIN. MONROE: Upside-down.

MR. OLDENBURG: Upside-down.

MR. CUNNINGHAM: I just want to show the location. It's at the bottom of the page.

BY MR. CUNNINGHAM:

Q. Mr. Nichols, what I brought with me as an exhibit, and it will be "Stark/Dummer/Northumberland Exhibit 63", is an ordinary atlas, an atlas that tourists might have. And, if you look at the bottom of the page, you'll see Christine Lake?

CHAIRMAN HONIGBERG: Off the record.

[Brief off-the-record discussion ensued.]

BY MR. CUNNINGHAM:

Q. I'm not going to spend a lot of time with this, Mr. Nichols, but just to put my clients'
situation in perspective here. Do you -- at
the bottom of the atlas page there, do you see
Christine Lake? Right in the middle, at the
bottom?
A. Okay.
Q. Under the word "Stark"?
A. Yes. Uh-huh.
Q. And my clients' lodge and campground lies just
below Christine Lake. Are you familiar with
Christine Lake?
A. No.
Q. It's a beautiful lake. It's available for
fishing and swimming. The lodge lies just
below Christine Lake. And just across the
little street there, they're developing their
campground. And their campground fronts on the
Upper Ammonoosuc River, which is a beautiful,
 stark stream, a tributary of the Connecticut
River. It's a great river for paddling,
fishing, and swimming. If you look just to the
south of the Christine Lake area, you'll see
that it's the north part of the White Mountain
National Forest. It's a beautiful place.

Now, is it your testimony -- and the
Northern Pass is going to be constructed right behind the lodge. And it's going to have -- they have a little over a half a mile of property there, about 3,000 feet, is going to have a number of huge, tall monopoles, that are going to rise above the treeline.

If you look to the north, from the lodge and from the campground, you see they have a view there of Percy Peak? You see Percy Peak?

A. I do.

Q. And, if you look a little farther north, you can see Long Mountain?

A. I see that.

Q. The property has a view of Long Mountain. When you look in that direction, when you look north towards those peaks, what you see first is huge 130-foot plus monopoles. Is that going to help their business?

MR. NEEDLEMAN: I'm going to object.

CHAIRMAN HONIGBERG: Grounds?

MR. NEEDLEMAN: First of all, Mr. Cunningham is testifying. Second of all, he hasn't put anything in front of the witness, in terms of foundation, establishing what he's
saying. I'm not sure it's accurate.

CHAIRMAN HONIGBERG: Mr. Cunningham?

MR. CUNNINGHAM: It is accurate, Mr. Chairman. And I have the map.

CHAIRMAN HONIGBERG: Where?

MR. CUNNINGHAM: It's in front of the witness.

CHAIRMAN HONIGBERG: Does it show monopoles and other structures on it?

MR. CUNNINGHAM: Well, that's part of the record in this case.

CHAIRMAN HONIGBERG: What is it you want to ask the witness with this setup that you're providing?

MR. CUNNINGHAM: Mr. Chalmers --

CHAIRMAN HONIGBERG: No, no, no. Tell me what you want to ask him.

MR. CUNNINGHAM: I want to ask him whether, as a tourist expert, what the impact of these monopoles and construction of this Project will -- what impact that will have on Percy Lodge and Campground?

CHAIRMAN HONIGBERG: You can ask him the question you just articulated. What impact
BY MR. CUNNINGHAM:

Q. And must I repeat the question, Mr. Nichols?
A. No. My answer is, I have not analyzed the impacts on that particular property.

Q. So, you're not in a position to tell us today whether or not this Project will impact the value of and the business receipts of this tourist destination business?
A. No. I'm testifying on the impacts to regional travel demand, and I did not analyze this specific project.

Q. And you're not saying it will help this project, are you?
A. I'm not making any statement about this project.

Q. In other words, you decline to make a statement?
A. I haven't analyzed this project.

MR. CUNNINGHAM: Thank you,

Mr. Chairman.

CHAIRMAN HONIGBERG: Next up are the Deerfield abutters, Ms. Bradbury or Ms. Menard,
or some combination there of.

Off the record.

[Brief off-the-record discussion ensued.]

CHAIRMAN HONIGBERG: Mr. Whitley, why don't you put -- we're on the record now.

MR. WHITLEY: Okay. Mr. Chair, yesterday the Committee made a request for the survey that Mr. Nichols used. And there was -- I couldn't -- I wasn't certain that the one I had presented as an exhibit was, in fact, the complete survey. I've consulted with the Applicant, and they have confirmed that Joint Muni 227 is, in fact, the complete survey that was provided to the respondents. And it has been provided at this time to Ms. Monroe already.

MR. NEEDLEMAN: If I could add one thing?

CHAIRMAN HONIGBERG: Mr. Needleman.

MR. NEEDLEMAN: I think Mr. Way also asked for the results. I don't think those are included in Mr. Whitley's exhibit, and we'll provide those.
CHAIRMAN HONIGBERG: And I understand that they're going to have a separate exhibit number, but a cross-reference to 227 when they get filed?

MR. NEEDLEMAN: We can do that.

CHAIRMAN HONIGBERG: All right.

Thank you. Thank you, Mr. Whitley.

Ms. Bradbury, you ready to go?

MS. BRADBURY: Yes.

CHAIRMAN HONIGBERG: You may proceed.

MS. BRADBURY: Thank you, Mr. Chairman. My name is Jo Anne Bradbury.

WITNESS NICHOLS: Good morning.

MS. BRADBURY: Morning.

BY MS. BRADBURY:

Q. I would like to ask you a few questions about a couple of tourist destinations in New Hampshire. Are you aware that New Hampshire operates its Park System on a self-funding system?

A. Generally. I have not looked in detail, but I'm generally aware of that.

Q. So, you're aware that New Hampshire uses an "all-funds" approach?
A. I'm not familiar then with that terminology.

Q. Well, would you agree that with that model, the way New Hampshire operates its Park System and the funding, that would you agree that the model that the state relies on, the income of the best performing parks supports the entire Park System?

A. I have not studied their funding system. But, from your characterization, that sounds reasonable.

Q. Okay. Well, would you agree that if income falls in a high-usage park, the loss of funding is felt across the entire Park System?

A. From the explanation that you provided, that seems to follow that logic.

Q. Okay. So, the smaller parks in western New Hampshire would be impacted by the loss of revenue in the high-use parks, correct?

A. Under the funding characterization that I believe I'm understanding that you've lined up, that would be logical.

Q. Okay. Are you aware that Pawtuckaway State Park is a high-use park, one of the primary moneymakers for the State Park System?
A. I'm generally aware of the park. I don't know specific revenues from each of the individual parks.

Q. Well, so, have you taken a look at the New Hampshire DRED, "DRED" is Department of Resources and Economic Development, their 2015 Fiscal Year Report of Division of Parks and Recreation?

A. I have not seen that report.

MS. BRADBURY: Okay. Jeanne, let's just put that page up.

BY MS. BRADBURY:

Q. So, you can see that that, down at the bottom, just to make it easy, we don't have to look at every number on that page, but you can see there that "Pawtuckaway" is the first column after the list of things they're considering, that all the way down at the bottom, where it shows profit and loss totals, that Pawtuckaway, compared to the other parks that are shown on that particular page, that Pawtuckaway is happily a moneymaker for the Park System?

A. I see that.

Q. Okay.
MS. BRADBURY: All right, Jeanne.
I'm through with that.

BY MS. BRADBURY:

Q. Are you aware that Pawtuckaway State Park is located a very short distance from the proposed expanded substation?

A. In general.

MS. BRADBURY: Jeanne, can you put up the atlas, so we can just get an idea of where we're talking about? Is that right side up?

Okay. And you see that, okay, the dark green, it's not in there yet. The dark green of Pawtuckaway, yes, that's not there yet.

Oh, there you go. You got it. Now, is there a way to --


MS. BRADBURY: Can't see it? Can that be expanded, like on a --

BY MS. BRADBURY:

Q. So, you see that dark green, can you all see that yet?

A. I do see that, yes.

MS. BRADBURY: Can you blow it up?

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BY MS. BRADBURY:

Q. That better? Okay. So that dark green, you can see that?
A. I can.

Q. That circle down there, that's Pawtuckaway State Park. And can you see Nottingham Road? It runs along the top part of that.
A. Okay.

Q. Okay. All right. So, that's Pawtuckaway. One of the biggest moneymakers in the State Park System.

MS. BRADBURY: So, Jeanne, can I have the other -- the photograph of the volcano?

MS. MENARD: Can I correct? This is Nottingham Road up here [indicating].

MS. BRADBURY: Yes.

MS. MENARD: I was pointing down there [indicating].

BY MS. BRADBURY:

Q. Okay. So, you can just see, it's barely visible, but there is a white ring around there on the -- that would be the lower right part of the page, Jeanne is circling it there, that is the circular volcano, that is Pawtuckaway. You
[WITNESS: Nichols]

1 see that?
2 A. I do.
3 Q. Okay. They don't expect any eruptions. It's extinct. Are you aware -- so, you're aware now, that having looked at the map, that Nottingham Road, in Deerfield, is an access road to Pawtuckaway State Park?
4 A. Yes. I see that, from the earlier pap.
5 Q. Okay. And Nottingham Road, you're aware also that it is the access road to the proposed substation, correct?
6 A. I'm not specifically familiar with the access to that substation. But I understand that, I see, okay.
7 Q. So, you didn't go out to the substation.
8 MS. MENARD: Jeanne, would you point to the substation once more?
9 WITNESS NICHOLS: Yes. I see that.
10 BY MS. BRADBURY:
11 Q. You didn't go out to the substation.
12 A. Not that particular one. I don't believe so.
13 Q. Did you go to Pawtuckaway?
14 A. Yes, I did.
15 Q. Okay. All right. So, are you aware that
Mr. Bowes has testified that the substation construction will likely take two years, with 7:00 a.m. to 7:00 p.m. work done six days a week?

A. I'm not aware of that testimony.

Q. Okay. It's in the record, and I can represent to you that's what he told us.

A. Okay.

Q. Okay. So, given traffic delays, would you agree that prolonged construction will have a negative impact on Pawtuckaway State Park, correct?

A. I believe -- I can't answer that question. I haven't studied the steps that they used to attempt to limit disruptions and the steps that would be taken, and the extent of those disruptions over that two-year period. So, I can't speak specifically to that question.

Q. Did you examine the impact of -- so, you didn't examine the impact of substation construction on the Pawtuckaway State Park?

A. No, I did not.

Q. Okay. But a loss of revenue at Pawtuckaway would impact smaller parks throughout the State
[WITNESS: Nichols]

1. Park System, correct?

2. A. Based on our earlier discussion, that seemed to follow the logic.

3. Q. Okay. Because of the unusual rock formations in Pawtuckaway, are you aware that this is a popular rock climber's destination?

4. A. I was not familiar of the character visitation there of the rock climbers.

5. Q. Have you reviewed the trail system for Pawtuckaway?

6. A. Not specifically. You know, I drove through the park, but haven't studied the trail system specifically.

7. Q. So, you drove through it. Are you aware that the trails up to the highest peak in the park, the north peak, that are -- it's within that volcanic ring that you see there, those trails overlook the substation and the towers. So, were you aware of that?

8. A. I have not studied the visual points from any specific trail in the park.

9. Q. Okay. Would you agree that construction noise and dust will be audible and visible from the trails overlooking the expanded substation?

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A. I can't speak to that, because, again, I have not studied the specific construction plans for that substation or the visual orientation from the point that you're speaking of.

Q. Okay. Have you reviewed the impact of two years of construction on Deerfield's tourist draws?

A. I've considered construction impacts of the Project in a general nature.

Q. But not Deerfield?

A. Not specifically on any specific attraction or business.

Q. Okay. Okay. So, are you aware that the Deerfield Fair draws roughly 100,000 people in the fall?

A. I am generally aware of the fairs and festivals in the state, but have not studied that specific event.

Q. Okay. Well, so, you've studied some of it. Are you also aware that the fairgrounds are in use every week or weekend from May through October? It's not just one event.

A. That would make sense.

Q. All right. So, have you seen any information
about the dog agility, the sheep and wool, the 4-H, and the horse shows, just to name a few that are events that take place at the Deerfield Fair?

A. I have not studied the specific events at the fair, no.

Q. Have you been to the Deerfield Fair?

A. I have not.

Q. Okay. Have you examined the impact of construction traffic delays on access to the fairgrounds in Deerfield?

A. I have not studied the specific impacts, again, on any specific business.

Q. Okay. So, you also have not examined the impact of construction traffic delays on scenic roads or on the Deerfield Arts Tour?

A. Again, as I've testified, I have interacted with the Applicant. My understanding is much of the construction activity is short in duration. There are specific steps that they are taking to dry and limit and mitigate those impacts with a wide variety of communities. And that today's traveler understands that, in some instances, traffic or construction delays...
are part of the traveling experience. I mentioned, as I traveled the state over the last couple of years, there were numerous instances where I experienced construction delays, and again understood that that's just part of the process. I still believe visitors will come to New Hampshire, will enjoy New Hampshire, and there will not be any impacts on a regional basis.

Q. So, let me ask you this. When you were traveling the State of New Hampshire, you were under contract to Eversource to do that traveling, correct? Or did you come here as a tourist?

A. I have come to New Hampshire in the past as a tourist. The example I was -- just mentioned was when I was here on business.

Q. Okay. So, you were being paid to travel the state in that situation?

A. That's correct.

Q. Okay. Okay. Well, would you agree that construction six days a week will impact both weekend and weekday traffic patterns coming to these tourist events? Six days?
A. I can't say if it would impact, because I would need to know much more about the specific example. But the characterization of working six days, it would certainly seem to operate both on weekday and weekend periods.

Q. Okay. All right. Moving farther north, would you agree that an annual summer music festival held over 30 days would be a valued community benefit?

A. I'm sure it's a very important community benefit.

Q. And, so, then you would also agree that a 30-day music festival that benefits almost 20,000 individuals annually would be of significant economic benefit to the community?

A. I would certainly assume so.

Q. Okay. Would you agree that a 30-day music festival involving over 3,000 students would be a significant benefit to the welfare of the population?

A. I'm sure that's another important segment.

Q. Are you familiar with the 30-day New Hampshire Music Festival held every summer at Plymouth State University?
A. Not specifically.

Q. Have you been to Plymouth State?
A. Yes.

Q. Okay. So, you know that it is right there in downtown Plymouth?
A. Right.

Q. Okay. Well, would you agree that the Northern Pass construction will have a negative impact on the businesses and individuals that benefit from the highly valued New Hampshire Music Festival that takes place in Plymouth every year?
A. No. I cannot speak to that statement.

Q. You can not?
A. No.

Q. Do you know what they're going to do in Plymouth?
A. In general, but I do not -- I have not the studied the specific construction process, the mitigation steps that the Applicant is planning, and the positioning of the event in relation to the construction activities. So, I can't speak to --

Q. Okay. Well, are you aware generally whether

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the Project will be above ground or below
ground in Plymouth?

A. I'd have to look specifically. I can't answer
that question without looking at the map.

MS. BRADBURY: Okay. I have nothing
further. Thank you, Mr. Chairman.

CHAIRMAN HONIGBERG: Ms. Crane or Ms.
Quinn.

MS. CRANE: Am I on? Thank you.

Mr. Nichols, I am Charlotte Crane.

WITNESS NICHOLS: Good morning.

MS. CRANE: Good morning. I am a
representative of the Ashland to Deerfield
abutters -- or, sorry, Ashland to Deerfield
non-abutters, sometimes called the "southern
abutters".

BY MS. CRANE:

Q. You have mentioned several times that your
business in general, the Nichols Group or
whatever other configuration it has been in the
past, your business generally involves helping
destinations enhance their products. Is that a
fair statement?

A. Or maximize the power of the visitor industry.
Q. And that you were charged, in relation to the Northern Pass Project, to analyze the effect of the Project on New Hampshire on a regional basis, is that correct?

A. Yes. That's correct.

Q. And, so, looking at what your positions would be if you were charged in your more normal capacity with enhancing the products of the region, what would you identify as the tourism products of the identified -- the region identified as the "White Mountain Region"?

A. That would be everything from the amusement parks, the railroads, the skiing, the outdoor recreation, a whole host of experiences.

Q. And what is included in outdoor recreation, other than those business establishments that you listed?

A. It would be hiking and biking, rock climbing. I'm sure there are others, but those would be some of the key ones.

Q. Okay. And what are the products of the region that is identified as the "Great North Woods"?

A. You have, you know, some of the resorts, you know, the evolving Balsams. You have much in
the winter months with the snow machines, other
hiking and outdoor recreation.

Q. And what are the features of the Great North
Woods that would lead to people going all the
way up there, in order to be in a lodge, for
instance?

A. Sure. It's more undeveloped character, the
range of natural resources that the area
provides, and the --

Q. So, the more undeveloped character is important
in the Great North Woods?

A. That's certainly part of the offering that the
region provides.

Q. And, if you were advising representatives from
the region about how to enhance their product,
what would you recommend?

A. There could be a variety of new product
opportunities that could be introduced, new
marketing efforts or activities to reinforce,
coordinating various businesses on partnering
concepts, where linking and integrating some of
the products to make them more powerful. There
could be a range of steps and initiatives that
might be considered.
Q. And what would you recommend they focus their marketing on?
A. The segments, the geographic segments that would most be attracted --
Q. And the geographic segments includes the views?
A. I'm sorry. I was talking about the visitor segments. You know, the marketing would be focused to those areas that generate the bulk of the visitation for that area. You know, promoting the history and the heritage of the area, the outdoor recreation, the snow machine experiences, a range of those kinds of activities that those marketing materials and promotional activities would provide.
Q. And would it be correct that you would urge them to emphasize the views of the undeveloped resources, particularly the wide panoramas of undeveloped resources?
A. Sure. The views would be an important element that the region provides.
Q. Okay. And, when you are advising your clients, what is the time period that you would recommend that they wait before they can appreciate the benefits of their implementation
of your recommendations?

A. Oh, that runs the gamut. Sometimes there's individual events or activities that can have very near-term results and impacts. In much of the broad, strategic planning, we typically look at a three- to five-year time horizon, with a variety of goals and tactical steps that are undertaken through that five-year period of time.

Q. And why does it take three to five years for your recommendations to have an effect, if they have been -- from the time they have been implemented?

A. I'm sorry. Maybe I didn't answer clearly. The time horizon of our planning process typically is a longer range strategic planning that can go over a three- to five-year period of time. There are many tactical recommendations that are included near-term, in that very first year, and are very rapidly implemented. And, as I mentioned, in some instances, there can be almost immediate, where we're working on some activity, event or experience that is launched in the very near term.
Q. Okay. So, I'm sorry. My question is not about how long it takes to implement your recommendations, but how long it takes for your clients to appreciate the benefits that they are enjoying because of the implementation?

A. Yes. And, again, sometimes those can be very rapid. An example, I was just communicating with one of our clients, is one of the counties right outside of Chicago, in Illinois, we've been working with them. One of our recommendations was we saw very deep opportunities to deepen their connection with the forest preserve in their counties. They, in a very short period of time, 60, 90 days now, there's a whole new memorandum of understanding between the visitor industry and the organization and the forest preserve, and they have got three potential projects that they are well underway in attempting to implement. So, in many instances, those recommendations can be acted on in the very near term. And, as I mentioned, in some of the instances, their longer term strategic goals that sometimes the tactical implementation
steps aren't until, you know, three or four years out.

Q. So, let me try to ask the same question another way so I can get an answer. When would you expect the increase in visitors, as a result of the steps you have recommended be implemented, be expected to occur?

A. In many instances there is impacts experienced within the first 12 months of our recommendations.

Q. And those that happen outside of that 12 months happen because of -- because why?

A. Because there are limited resources, both in personnel and in dollars. And, so, whether it's a convention and visitor bureau or a state tourism office, they can only undertake so many activities and initiatives in a given period of time. We work with them in prioritizing those opportunities, and work to maximize the impacts, given the limitations and constraints of the resources that they have to work towards implementation.

Q. So, if you help a client create a new event, okay, let's assume, is that a fair -- is that
one of the things that you are -- that you
might end up doing, help them organize a new
event?
A. That's an example, uh-huh.
Q. And, so, the event is fully conceived and the
steps to implement it are in place in January
of year one. The event is going to occur in
January of year two and, with any luck, in the
succeeding Januaries. When would you expect
the full impact of having created that event be
felt by the region benefited by the event?
A. Well, I'm sure there would be benefits in the
first year of the operation. And, if
successful, that that event or activity would
continue to build and attract more, and would
continue to expand in future years.
Q. And why does it continue to expand?
A. Sometimes it does, sometimes it doesn't,
depending on the success, the theme of that
particular event or activity. And, so, it
doesn't always continue to grow, but oftentimes
there is greater awareness, there's more
marketing dollars that can be presented, there
sometimes can be additional elements that are
incorporated within a particular event that
draws a wider range of interest.

Q. And does that delay have anything to do with
how far in advance the visitors are going to
need to plan in order to partake of the event?

A. I think much of that is dependent on the
specific event and the character, and who
they're -- who they're drawing. In some
instances, that decision to attend an event or
festival can occur just on the same weekend. A
family might decide that this sounds like a
fun, interesting things to do, and they might
make that decision very, very short term. In
other instances, there might be others that
plan that in advance.

Q. But would you agree that, if what we're trying
to do is attract people for a substantial
portion of what is going to be their vacation
time, they're not going to be able to commit
immediately, that there's a year or maybe even
two years in the tourist's planning before they
are going to be able, as much as they might
want to go, to be able to go to your newly
created event?
A. I think most visitors, at least in our research, that planning horizon is much shorter than what you've outlined there.

Q. So, uncertainty about what conditions are going to be for a year or two shouldn't have any effect? Is that your conclusion?

A. I'm sorry. Can you -- can you restate your question?

Q. Well, in my experience, and I know that's not relevant here, but let me assume that there are others with my experience, it takes a year, and sometimes two, to be able to organize your family's life well enough to commit to a particular week, a particular time, in order to go to a particular event. And, if there's uncertainty about what the conditions are going to be surrounding that event, it might be even longer before I can get my family to commit to doing that event, and I assume others could get their families to commit to that event. Is that -- am I unusual, do you think?

A. Yes. That is not our experience, in terms of the planning horizon of the typical visitor and how far out they make their visitation plans.
That's not been our experience.

Q. Okay. So, I'm going to move to another topic now. I think I heard you say yesterday, in response to many questions, and then perhaps again this morning, that you have not analyzed any specific destinations, and your response was that you had not studied any specific businesses or communities in your analysis. Is that a fair summary of what your testimony has been?

A. I don't believe so.

Q. I'm sorry. Then, could you correct me?

A. Sure. I've studied all over the state. I visited many individual attractions. I looked at background materials on many individual attractions and experiences in the state. My focus and my conclusions relates to the orderly regional development. And my conclusion was focused on the impacts to regional travel demand.

Q. On several occasions you have answered the question about whether you have studied particular destinations with a response that you had not studied any specific business or
community. And my reaction to your response was you seem to be assuming that a tourist destination has to be a business. Am I misinterpreting you?

A. No. There's a whole host of entities that would be considered in the visitor industry in New Hampshire.

Q. But you're still referring to the "visitor industry". So, let me ask my question more directly.

A. Okay.

Q. Isn't much of New Hampshire's outdoor recreation essentially self-guided? People aren't going to a business. They're going to a trailhead. They're going to a place to put their kayaks in. They're going to a place to offload their snowmobiles. They're not interacting with a particular business as they engage in the activity that they come to New Hampshire to do. Is that -- is that fair?

A. Sure. And, in the examples that you outlined, those individuals would certainly be self-directed in much of their activity. And I'm not sure if they would, after that...
experience has been completed, if they would go
to a restaurant and have a lunch or stay
overnight at a hotel. But, in that specific
d example, that certainly would be more of a
self-directed aspect of their visit.

Q. And isn't it, in fact, possible that there's a
portion of New Hampshire's tourist population
that actually values an experience that is
inconsistent with the destination itself being
a business?

A. I'm not sure I understand your question there,
in what you're asking.

Q. If someone is coming to New Hampshire to put a
kayak in on a river where they hope to
experience a primitive or wilderness-like
experience, they really don't want to have a
lunch stand at the place they put their kayak
in?

A. Sure. There are some visitors who want
completely a remote experience, and backpack
and bring all of their eating materials and
sleep in a tent and are completely
self-sufficient. There are certainly a segment
of the visitor market that would look to
experience the state in that fashion.

Q. And isn't it probably true that the preferences of these individuals are relevant to the general condition of tourism in New Hampshire?

A. They would be a segment of the visitor base that is attracted to the state, yes.

Q. And where in your study were their preferences likely to have been captured?

A. There was a variety of materials in the Plymouth State University analysis that talked about the activities and the experiences that visitors undertook. As I investigated the various projects and properties all around the state, certainly many of them were more oriented, some of the state parks, some of the rivers, that would be more oriented to that kind of activity.

In the survey activity that we undertook, we asked them about the kinds of interests and activities that they would have when they went on vacations. So, a variety of areas where we would have understood the types of interests and the types of visitors that were coming to the state and coming to the individual regions...
Q. Okay. So, some of your inputs included their preferences. Were their preferences included in any of what you actually articulated in your report?

A. Oh, certainly. You know, we considered the full range of the types of visitation, the types of products that exist in the various regions. And that was, you know, a fundamental element of understanding the mix, the character of the visitation, the mix and character of the product, and all of that was taken into consideration in our analysis.

Q. Your listening sessions were conducted only with representatives of businesses, is that correct?

A. Yes, I believe that would -- that would be a fair -- there was representatives from a snow machine association, that was more of a user group, rather than a representation of a business. But I think the majority of the respondents would have been businesses operating tourist-related activities.

Q. So, did you attempt to interact with any other
groups, like outing clubs, cross-country skiing clubs, biking clubs, about the types of tourists that join the activities that they sponsor here in the state?

A. We had representatives from the White Mountains Association, representatives from the Snowmobile Association. Many of the lodging operators would have represented a broad range of visitors who are attracted to their accommodations. And, as well, there were representatives from historical societies and theater groups. And, so, I'm sure there was a very broad cross-section of visitors that those entities would interact with.

Q. That they would interact with. But you didn't make any attempt to reach out to any groups that actually involve people that engage in these activities, and understand what they need to do in order to attract outsiders to engage in these activities?

A. Well, we focused more on the individual users. And, as I mentioned, in both the Plymouth State University research and background and our own survey efforts, we worked to understand the
character of the orientation of those individual users, what attracts them to the state. And, then, as I say, in combination with understanding the products and the experiences, and some of those products are a built environment, and others are more natural resource based, it's that collective mix of efforts that allowed us to, I think, understand the character and the interests and the needs of the diverse range of visitors coming to the state.

Q. But you took those into account only as you read them yourself, and added them to your own personal experience. You didn't report specifically on them. They weren't part of the mix. Is that --

A. I would -- I reported on them on our survey effects. And, you know, it's also I work in many sensitive natural resource environments. I was the Grand Canyon National Parks advisor for a five-year period of time on a large new gateway project. I understand the character of visitors coming to natural resources, the example I used yesterday, with Estes Park and
Rocky Mountain National Park. So, many of the
destinations that we work with have a very
important segment that is the outdoor
recreation enthusiast. And I believe I
understand that segment well, and took that
into consideration in this process.

Q. Okay. Moving to your survey.

MS. CRANE: And I apologize to the
Committee, I don't have a copy of the survey.
I hope my questions are, that I can show you,
as we discuss it, I think my questions will be
general enough that you -- that I will be able
to proceed. The survey is now available as
Joint Muni Exhibit 227 on the ShareFile.

BY MS. CRANE:

Q. But I gather, from briefly looking at this
survey, that you did ask the respondents of the
survey what kind of activities they had engaged
in or might plan to engage in, if they were to
visit New Hampshire. Is that correct?

A. That's correct.

Q. So, included were kayaking, snowmobiling,
cross-country skiing, as well as shopping and
other more commercialized activities. Is that
fair?
A. That's a fair characterization.
Q. And you also separately asked what features of New Hampshire might attract them or not, correct?
A. That's correct.
Q. Did you report separately what features attracted the people who were going to participate in which activities, so that you can tell whether the shoppers value X and Y, whereas the kayakers value Z?
A. We did not undertake -- I believe you're asking, you know, essentially cross-tabbing what relationships were associated with the various feelings. We did not undertake those types of cross-tabs, no.
Q. Could you have done that?
A. That's possible, yes.
Q. Why didn't you do that?
A. I believe we have a very good understanding of the character and the composition of New Hampshire's visitor base. Plymouth State University has reported on that for numerous years. We looked at multiple years of their
research and studies. I believe we got a very strong understanding of that composition of visitor base, the activities, the experiences that they undertake. And I believe the survey work that we did provided additional clarification and understanding. And that collective understanding was used in forming our ultimate conclusions.

Q. So, you're "trust me, I know what I'm doing" didn't need to be supported by any more careful presentation of the information that you could have provided to us had you done this with your survey?

A. I believe we presented survey results. And I believe the elements of our report are presented and supported. And, so, I guess I would disagree with the characterization that you're presenting, that all I'm asking is "trust me."

Q. But, if you had done it, we would know better whether the kayakers and the snowmobilers value the views than we do, given what you did present?

A. Well, there's any number of cross-tabulations
that could be done, if you were looking to a
specific issue. I believe we analyzed and
considered the results of that survey
effectively. And it was confirming much of our
understandings, in terms of what was driving
the visitor to choose New Hampshire, that was
the focus of our analysis with that survey.
And, so, I think the survey results that we
presented and how we're using it were in line
with our assignment, and were used effectively
in developing our ultimate conclusion.
Q. Thank you. One more question about the survey.
It was generally a flat survey, as I look at
it. I hope I looked at it correctly. That is,
that there were two clusters of questions that
every respondent was expected to answer before
their survey would be considered completed, but
there was one question that only those who
answered in a particular way in an earlier
question were offered. Am I correct in
summarizing the survey that way?
A. I believe we asked an additional question as it
related to snow machine interests. And that we
asked that question only if they had noted that
that was an interest area of theirs.

Q. And why was that the only sort of follow-up question?

A. That was a question, as we interacted with some of the individuals in the north, Great North Woods Region, they had asked about what elements prospective visitors might find attractive that could help potentially build. And, so, as we were going out on the survey effort, we included that to provide them some feedback and input from the survey group that we were going out to.

Q. Okay. So, what got asked in the survey was a function of who was at the listening sessions, and who was at the listening sessions were only specific business representatives or primarily specific business representatives?

A. No. It was only that one question, as you noted. The other questions were asked of everyone. That survey instrument was developed and designed by myself and Dr. Daniel Fesenmaier, from the University of Florida. And that, as I mentioned, that one question came about because we had heard interest in...
trying to probe and understand some of those
areas that might enhance, and that was the one
additional question that we incorporated in the
survey.

Q. And has anything been done with the information
that was gathered as a result of that question?

A. Well, it's the fifth component, and served an
important additional element in our report and
in the development of our conclusions.

Q. Okay. I have a question about your grouping of
visitors, which is Table 3-2 in your report, at
Page 14. That table describes "Purposes of
visits". And it indicates that 40 percent
visit friends and relatives; 20 percent are
seeking other pleasure experiences, I don't
want to go there; 15 percent are seeking
outdoor recreation. Am I reading that table
accurately?

A. Yes. That's correct.

Q. Is it your understanding that "outdoor
recreation" is a totally separate topic from
"visiting friends and relatives"?

A. This data comes from Plymouth State
University -- or, I'm sorry, this is another,
this is a national group that the state uses, TNS. This is the breakout that they use. The way this question, I would imagine, would have been posed was "what was the primary purpose of the visit?" But, certainly, your example of someone coming to visit friends and relatives, and also undertaking an outdoor recreation, could be a potential example of how a visitor came and experienced New Hampshire.

Q. And, so, it would be inappropriate to read this chart and say "Well, people have to visit their friends and relatives where they are, so they have to come to New Hampshire, because their relatives are in New Hampshire." That wouldn't necessarily be the right way to read this chart?

A. The "visit friends and relatives" is an important segment for just about any state in the country. And that's a primary sort of stimulus for many visitors, in the case of New Hampshire here, 40 percent, it's a very important segment. And, again, this is asking about "what's the primary purpose of the visit?" And, for many, it's connecting with
those friends and relatives.

Q. But would it not be likely that many people have friends and relatives in Maine, New Hampshire, and Vermont. And, as they choose their -- where to meet their friends and relatives, where to have the family reunion, where to locate the event where they're getting together, is, in fact, very similar to a regular tourist decision, about what the attractions and the experience, the overall experience is going to be?

A. I'm not sure if I'm understanding. But, certainly, the primary purpose could be to connect with friends or relatives. And that, during that trip, they would undertake a wide variety of activities as part of that. But the primary purpose would have been to visit friends and relatives.

Q. Okay. Thanks. You have, on many occasions now, noted that "today's travelers understand that traffic is part of the experience". Is it your position that there is no limit on a traveler's willingness to take into account traffic?
Q. So, there is a limit on people's willingness to take into account traffic?
A. Well, certainly, there's, you know, a visitor, if it's going to have a three hour, four hour traffic delay, they might choose another route, or might choose another option. So, there certainly could be points in which behavior could change.

Q. Have you ever tried to quantify what that difference in experience might be?
A. Not specific. I have not analyzed specific traffic parameters and timing, and at what point would the visitor take a different. We did analyze and consider traffic delays as part of our survey, and understood that that, you know, how that fit in as a barrier, in relation to all of the other facets that would attract a visitor to the state. And, as we've testified in relation to power lines, that while that is a factor, it's a consideration, that has to be understood in the context of all of these other more powerful, more impactful reasons of why they're choosing to come and experience New
Hampshire.

Q. So, you have also testified that changes from the natural condition are expected by today's travelers and tolerated by tourists, even those that are seeking a natural or a wilderness experience, like those who would visit Estes Park or who would visit northern New Hampshire, correct?

A. I'm sorry. What -- can you repeat what you're saying I testified to?

Q. That changes from the natural conditions, things like the building of transmission lines, are expected and tolerated by tourists?

A. I think I -- yes. I mentioned that transmission lines, traffic delays, are a part of today's travelers' reality. They understand that. And while it's not a feature that they're looking to, they recognize that's part of the travel experience.

Q. So, is it your position that there's no limit on the degradation from the natural conditions that such visitors would be willing to tolerate?

A. No.
Q. So, there is such a limit?
A. Sure.

Q. And have you ever attempted to determine where the tipping point is for such factors?
A. I'm not sure as far as an answer on that. I guess, in just about every destination, we're looking at both the attractive elements that they can build upon, and any of the areas that might pose risks, how they can mitigate that. So, I guess, in general, that's taken into account and is something that we do in most of our assignments.

Q. But you have never attempted to quantify or come up with a formula or build a model or ask anyone else to build a model that captures this tipping point?
A. That -- I'm sorry, the "tipping point" for what exactly?

Q. For deciding that the mix of factors includes negative factors to such a great extent that the tourist's decision is made differently?
A. No. I have not done that model.

Q. And you can't quantify what that change in the mix that would lead to a different conclusion...
on the part of the tourist about their
destination?

A. No. I believe our approach is to understand
what are those factors, how powerful, how
important are those factors, what are some
potential barriers that might exist in a
visitor's mind, and how do those interrelate.
And we've taken all of that into consideration
in forming our conclusion.

Q. But you've agreed that there is a limit, but
that you can't really figure out how to
quantify that limit or come up with a formula
that would predict that limit, how can you
conclude that the Northern Pass and its effect
on New Hampshire and on traffic in New
Hampshire during the construction period, will
end up below that tipping point?

A. That's the essence of our study. It's from my
actual experience, and the complete lack of
research that has demonstrated that -- a
correlation with transmission lines anywhere.
It's in looking at other recent projects, like
over in Maine, in the Maine Power Reliability
Project. It's in looking at the results of the
survey and better understanding the factors that drive that visitor's decision. So, it's all of these elements in combination that work to allow us to make that conclusion.

MS. CRANE: Thank you.

CHAIRMAN HONIGBERG: All right.

We'll take our break for ten minutes or so. And, when we return, we'll pick up with the Bethlehem to Plymouth non-abutters, Ms. Schibanoff.

(Recess taken at 10:52 a.m. and the hearing resumed at 11:05 a.m.)

CHAIRMAN HONIGBERG: All right.

Ms. Schibanoff, you may provide.

MS. SCHIBANOFF: Thank you, Mr. Chair. Mr. Nichols, hi. I'm Susan Schibanoff.

WITNESS NICHOLS: Good morning.

MS. SCHIBANOFF: Good morning. I'm in the non-abutting property owners Bethlehem to Plymouth group, NAPO-BP. In plain English, I live a stone's throw off of 116, which is the proposed burial route, or one of them.

I just have a few questions on two
BY MS. SCHIBANOFF:

Q. The first is the listening sessions that you've talked about yesterday and again today. And we're going to be looking at Exhibit NAPO-BP 1, which Jeanne has up now on the ELMO. It's a report on "The Methodology of Listening Sessions". This is a research report out of Cal State University - Los Angeles.

And this is sort of a new methodology to me, Mr. Nichols. I'm not familiar with listening sessions. I'm from a different kind of discipline, where we talked a lot, we didn't listen a whole lot. So, I wanted to talk to you a little bit about how you proceeded with this somewhat new methodology. Which I gather comes out of anthropology and is used by ethnographers.

So, in this methodology of listening sessions, Jeanne, if you would turn to Page 12 and put that on the ELMO, you'll see a yellow highlighted section, which I will read. This is describing "methods of listening sessions". "The start of a listening session begins long
before the event is held. For each listening session, there are roles to be delegated. There is one facilitator per group and two note-takers per group. We require two note-takers to ensure thorough recording of information. Note-takers manually capture as much information as possible, i.e. the facilitator's guiding questions and the participants' responses, including any environmental elements vital to conveying the perspective and attitude of participants."

And I'll skip now. And, Jeanne, if you would flip to the next page please, I'll skip to the highlighted section starting on the bottom of that left-hand column.

"Following the listening sessions, the notes taken are collected, transcribed, and analyzed using NVivo, a qualitative software program. After transcribing the notes, we read over the notes carefully to code each line of content, and we then input that data into NVivo. With NVivo, we determined that the most frequently occurring themes in the students' encounters", etcetera, and then it goes on to
characterize those. So, this is a description of the methodology of a "listening session" as used in an academic department of anthropology.

Could you tell us, Mr. Nichols, what your methodology of a "listening session" was?

A. Yes. And we use "listening session" as a general characterization. Our goal was to hear directly from senior level representatives in a variety of geographic areas and product team areas to ensure that we understood perspectives.

There was myself and another individual at each of the sessions, that took the notes from the sessions. We posed four or five broad questions. And, in essence, spent our time listening and hearing the responses. In some instances, we would probe a little deeper to make sure that we were understanding their comments or their thoughts.

And, so, while we would have led the discussion through a limited number of broad topic areas, it was primarily us listening to the different feedback and input that each of the respondents would have provided.
Q. So, you had no independent note-takers. You were both listening, recording, and asking questions all at the same session?

A. I was the one asking the question, the other note-taker would have just been taking the notes. But I took notes as I heard and was listening. So, I served that role of asking the limited number of broad questions and, again, taking my own set of notes.

Q. So, you did both ask questions, take notes, along with someone else, but they were not, as in this case, two independent note-takers, sort of cross-checking each other. Then what happened to the --

A. I think, if I could just --

Q. Sorry.

A. I don't believe that's an accurate statement.

Q. Okay.

A. There were two, myself and a separate person, and we combined, and, you know, I've never seen this document that you're showing, but that process of comparing notes and bringing that into a consistent recap of the feedback is exactly what we did.
Q. Okay. What I'm saying, though, is that there were not two non-participating note-takers, who were simply, as a court recorder, sitting there transcribing?

A. No. I did ask, again, a limited number, you know, four or five questions. So, I did ask those questions, and I was also taking notes.

Q. Okay. Thank you. What happened then with the notes?

A. I reviewed both my notes and the notes taken from the other individual, and summarized those notes and made broad summaries of the key points that we heard through that process.

Q. And then?

A. Used that as one element of our understanding, in terms of the different perspectives of industry participants, in terms of what's influenced the historic visitation trends in the state. The role that large infrastructure projects have played historically in their experience. Their understanding of the Northern Pass Project. Their beliefs or attitudes as related to those projects, whether positive or negative. And we concluded the
discussions asking them if there were steps that could be taken that would enhance the Project. And that combination of input that we heard from them was used as we developed our conclusions in the other portions of our study.

Q. Where are the notes today?
A. I believe it's -- they're, you know, in one of the documents that has been submitted.

Q. So, we do have your notes?
A. Yes.

Q. That were taken in these listening sessions?
A. Yes.

Q. Okay. Thank you. Then, I would like to travel -- "travel" -- turn to the *Journal of Travel Research*. This is NAPO-BP Exhibit 3. And it is an author -- excuse me -- it's an article co-authored by your colleague, Daniel Fesenmaier, and two others, Dan Wang, Sangwon Park, which was originally published in 2011, and then republished in 2012.

And I don't want to discuss the article, *per se*, since Professor Fesenmaier is not a witness here. Although, I will point out that his article on "The Role of Smartphones in
Mediating the Touristic Experience" challenges what you have to say about tourists more or less getting used to traffic jams. That's another subject, though.

MS. SCHIBANOFF: And, Jeanne, if you would turn to Page 385.

BY MS. SCHIBANOFF:

Q. There's another highlighted section. And, before I read that aloud, I will just preface it with saying that I've read a fair amount of Professor Fesenmaier's work, starting -- there's a lot online that you can read, and I looked at his articles from the '80s and '90s, on up into the teens. And there was an interesting change as I looked through his work.

In his earlier articles you do not find this disclaimer/disclosure that I'm about to read to you from Page 385 of his smartphone co-authored piece. "Declaration of Conflicting Interests", or lack of them in this case. "The authors declared no potential conflicts of interest with respect to the research, authorship, and publication of this article."
It goes on then to state about funding: "The authors received no financial support for the research, authorship, and/or publication of this article."

This is, to me, an unusual disclosure/disclaimer for an academic article. Normally, that's assumed. But do you have any insight to offer us, Mr. Nichols, on why the academic field of travel and tourism studies has now moved to having this declaration at the end of published articles? And it's not only in this one, I've seen it in others.

A. No. I have no firsthand knowledge of when this language was introduced or how commonplace it is. I can't answer that.

Q. So, you have no acquaintance with the academic field of travel or tourism studies?

A. That's incorrect.

Q. Well, you don't know why, apparently, whatever the professional association is, has instituted this disclosure/disclaimer at the end of articles. And one assumes that, if it isn't there, then perhaps there was funding.

In fact, if we could now turn to NAPO-BP
2, which is Professor Fesenmaier's Curriculum Vitae, online again. It runs about 60 pages. I only printed out Page 6, which is attached here. And it includes a summary of scholar -- of his scholarly activity. He mentions publications: "Six edited books; three monographs; 241 articles (114 [of them] in refereed journals); 50 research abstracts."

And, then, funded projects: "Over 100 funded projects totaling approximately 6.3 million."

I don't know exactly what that means. Whether he was paid that much money or whether the university was paid that, or the department, and that isn't explained. And I'm not asking you to try to explain that. It's just there. "256 presentations", etcetera, etcetera.

I was somewhat struck by the number, the proportion of unrefereed articles that he's written.

So, let me return to a question that you can answer. Have you ever published in the field of tourism an article?

A. No.

Q. Neither refereed nor apparently funded?
A. No.

MS. SCHIBANOFF: Thank you very much. That concludes my questions.

CHAIRMAN HONIGBERG: Ms. Draper.

MS. DRAPER: I'm going to come up and speak.

CHAIRMAN HONIGBERG: Come on down.

MS. DRAPER: Good morning. I'm Gretchen Draper. And I represent -- I'm one of the representatives of the Pemigewasset River Local Advisory Committee.

WITNESS NICHOLS: Good morning.

MS. DRAPER: Good morning. And I'm always interested, because the Pemigewasset River is often left out of the discussion. So, I'm hoping that you and your group considered the river and its tourist implications as part of your study.

BY MS. DRAPER:

Q. So, I'm going to start, I'm interested in mainly the scope of how you've studied the river. And what region, when you're talking about dividing, doing your study in regions?

A. Uh-huh.
Q. What region did the Pemigewasset River fall into?

A. You know, I would have to look at a map to answer that.

Q. Oh. Okay.

MS. DRAPER: Jeanne, you want to show this.

BY MS. DRAPER:

Q. I just happen -- this is a map. It shows, you can see on the side there there's that little shaded spot.

A. Uh-huh.

Q. That sort of shows you the river starts in Franconia, and it travels down to Franklin. And pretty much the Northern Pass Transmission Line Project parallels the river, you know, not exactly, but in many places. There's crossovers, there's crossovers with streams and things like that.

So, I'm wondering if the Pemigewasset was part of like the White Mountains and the Lakes Region or --

A. It looks from this that it would incorporate primarily White Mountains, but would likely be...
a portion of the top areas of the Lake Regions.

Q. Right. And you did -- you did look at the Lakes Region as a separate region?

A. Yes. Uh-huh.

Q. Okay. So, are you aware that the Pemigewasset is a designated river?

A. Yes.

Q. Yes, okay. It's under the River Managements and Protection Plan. And are you aware of the variety -- well, what kind of variety of activities people use the river for? So, in your study, what activities did you look at with the river?

A. Well, I would imagine there would be just general hiking and outdoor recreation, I would imagine some kayaking --

Q. Uh-huh.

A. -- activity, some fishing activity. I'm sure there's others, but those would be some of the primary areas.

Q. Uh-huh. Like swimming, camping?

A. Sure.

Q. Bird watching. Did you specifically -- did you take into consideration the river as a whole
when you were looking at the implications or
was the river just part of a bigger --
A. We would have thought of the river as part of
the natural assets that the state offers up,
along with the great forest experiences in the
White Mountains, and whether it's the wooded
areas, whether it's the rivers and streams.
And, so, just part of that overall natural
resource environment that many come to the
state to experience.
Q. All right. And, so, this then also falls under
the general conclusion that you had that the
power -- this Project will have no negative
impacts on tourism and the river, is that true?
A. On a regional basis.
Q. On a regional basis?
A. Right.
Q. Okay. And this is actually sort of -- almost
spreading two regions?
A. It is.
Q. Yes. Now, were there any industry leaders in
your listening groups that you were just
speaking of that were particularly related to
the Pemigewasset River?
A. One of our participants was the head of the White Mountain Association, representing sort of the full range of products and experiences in the region. I don't believe we spoke specifically about the river. But she was speaking on behalf of sort of the broad range of attractions and experiences in that region.

Q. Uh-huh. And how about in the Lakes Region?

A. In there, it was more lodging, and we had a woman who was the head of the snow machine association. I don't believe there was anyone there that spoke on the river or sort of the broad natural resource orientation at that session.

Q. All right. And what about as a broad tourist attraction or a recreational attraction? Does anyone speak -- it's not just a natural beauty, for example. I'm thinking of those things we talked about, kayaking, boating.

A. Sure. Sure. You know, we certainly considered all of that. Much of the Plymouth State University data that covers quite a number of years goes into quite a bit of detail in terms of the kinds of activities and the experiences.
And many of those are outdoor recreation based, that would have been -- the river would have been one of the areas that many of them could potentially have experienced. In our survey work, we again asked the kinds of activities that they would anticipate, and many of those related to outdoor recreation kinds of experiences.

And, then, again, in just my traveling of the state, and looking at many of the state parks, the historic areas, you know, the rivers and that waterway part of that experience would have also been incorporated as we -- as I went around the state and tried to understand the mix of assets more deeply.

Q. Okay. Thank you. But there was no one specifically speaking for the river, though?

A. I don't believe there was --

Q. Okay.

A. -- anyone specifically on the river.

Q. I'm wondering if you had any contact at all with -- well, there are several organizations, tourist organizations, that have sent letters to the Site Evaluation Committee citing their
concerns about this Project, and its impact on the river, according to their -- their group. One of the groups was Trout Unlimited. Are you familiar with Trout Unlimited?

A. I know the group. I'm not aware of the specific reference that you're talking about. But I know the organization in a general context.

Q. Right. And their concerns were mainly, and this was sent to Pam Monroe March 22nd, 2016. And their concerns are things like the warming of water, long-term impacts for the above ground corridor. They're very concerned about an impact that could be permanent because of the trees being cut, things like that. So, Trout Unlimited was -- those are the sorts of people you did not have any contact with, is that true?

A. Well, not that particular group.

Q. Okay.

A. But, certainly, we've heard and read a wide range of comments, both for and against --

Q. Right.

A. -- the Project. So, in general, aware of the
range of issues.

Q. All right. The next group that's interesting is the "Friends of the Pemi - Livermore Falls". And that is one of our exhibits that we have in Pemi 19. This is a park right outside of Plymouth that's been -- that's taken an area that the Plymouth State students and local people had turned into pretty much a -- oh, an area that the river was full of broken glass, it was a party place. And, in 2012, with the help of Executive Councilor Ray Burton, they have taken over, they have turned this now -- also working with I think it's DRED, right? They have turned this into the newest state park, and they have like 5,000 visitors per summer now. And they're still working on this. And their concerns, of course, is that the construction is going to make a huge impact at the point where they're just beginning to take off as a tourist attraction, and they're also concerned about the aesthetics.

But there's no place in your report that would sort of take in, that's too individual a concern, is that right?
A. Yes. We didn't look at impacts to any specific business.

Q. Uh-huh.

A. But I think, again, I, at least in my experience, there have been many destinations I've worked with that are absolutely considered beautiful, and whether it's Colorado or Utah or Arizona or Washington, where there are transmission lines present, and the destination works. And, so, I think there are likely ways and opportunities, whether it's during the construction process, that some of the disruption could be minimized. And that I'm not familiar specifically with the park there, but, in my experience, in many instances, there's many elements and many reasons why that visitor is coming to the park. And, even in the instance where they might see a transmission line, that they're still coming, they're still recreating, they're still enjoying the parks, parks have access.

And, largely, as I have mentioned numerous times here, I think that most of today's visitors understand that, in some instances,
there will be infrastructure and transmission
lines, cell towers, those kinds of elements,
but they're still going to a great destination,
they're still enjoying a great recreating
opportunity.

Q. Right. And, of course, what's happening here
is that they're very concerned because the
construction is -- it's an underground portion
of the construction in this, you know, small
Route 3 roadway is going to have, you know, a
huge -- a huge impact.

I guess the other one, there's a canoe
club, the "Northern Forest Canoe Trails", they
sent in concerns. And, so, when I mention
this, there's, you know, places I would have
expected maybe that you would include, and
maybe you did. Have you spoken with people
from the Lakes Region Planning Commission?
They're out of Meredith. They would be from
the Lakes Region. Our group, the Pemi group,
works closely with them.

A. I see. We didn't speak directly. I'm not sure
in this exact instance, but there were quite a
number of the associations that provided input,
and we reviewed much of those community-wide responses and comments. But I can't speak specifically on the one that you were asking me about.

Q. Okay. And there's also the Quabbin-to-Cardigan Project, that's -- you talk about "regional", and that's cross-state. That's coming from Quabbin Reservoir, in Massachusetts, and they're developing trails that will go from Quabbin to Mount Cardigan. Part of this would go through Bristol, in that area along the Pemigewasset. There's also campgrounds all along the Pemigewasset. There's canoe clubs, kayak clubs. And then local schools use it, Proctor Academy, New Hampton School, they do a great deal of kayaking on the river.

Were any of these kinds of people included in the survey, when you -- so, you've done your industry people. How about just plain old others?

A. You know, in terms of the local residents, I believe Plymouth State University, I'm not sure if their survey would have incorporated some portion of New Hampshire residents as well.
our survey, there was a portion of the
respondents that did come from internal New
Hampshire residents.

Q. Okay. And, just for interest sake, the
Pemigewasset group works closely with the
Plymouth State people. In fact, we're going --
things are changing. There's an environmental
study now with Jim -- with Joe Boyer that's
going to be working with the Pemi. And we're
going to be looking and using students to look
at water quality, look at recreational
interests. And, so, it's going to be sort of a
combination study.

Now, the -- in 2010, the Lakes Region
Planning Commission did a survey. And I
think -- this is just one of the -- it's an
extensive survey. It's part of the
Pemigewasset exhibits. It's within our -- it's
Exhibit 9, Pemi 9. But what I'm interesting
in, in this part, is the longest lines there
are things that people are most interested in.

And what have we got? One of the longest
lines I know is the best is "beauty", "scenic
beauty". These are things that people are
concerned about with the -- in the river corridor. "Protecting the water quality" is one of the main concerns, and also "Protection of aquifers".

So, and then, when we went on and analyzed some of the things that people were concerned about, it had to do with water pollution and septic systems getting into the water, pesticides, and overall development.

So, that's one of those, you know, parts of information that's out there about the river.

CHAIRMAN HONIGBERG: And is there a question associated with what you've just said?

BY MS. DRAPER:

Q. Well, my question is, and I think, unfortunately, I know the answer, is did you look into other surveys, such as this survey done by the Lakes Region Planning Commission?

A. I haven't seen this particular.

Q. Uh-huh.

A. But the general premise of working to protect natural resources is paramount in many of the destinations. You know, there's a general
characterization that we don't want to
denigrate what makes it special in the first
place. And there are examples. So, I think
I'm well aware of the kinds of findings that
you're showing. I'm not familiar with this
particular --

Q. The particular one.
A. -- study. So, I did not analyze or consider
this particular report.

Q. Okay. Did you look at any tourist-related
websites?
A. Yes.

Q. Okay. One of the ones, and, Jeanne, you've got
the -- there's the American Whitewater group.
Did you happen to check on them?
A. No. I did not see this one.

Q. Okay. Well, I'm wondering -- now this is an
interesting one, because, on the second page,
they actually talk about what is -- you know,
what's important to them about the
Pemigewasset. And this is an area that's very
close to where I live. It's in New Hampton.
It goes from the Ayers Dam, in Bristol. It
goes down through land that's managed by the
[WITNESS: Nichols]

Army Corps of Engineers, goes along Coolidge Woods Road. And pretty much what they say there is that -- well, maybe some -- could you read it for me, Jeanne? Or, maybe, could you read it for me please?

A. Sure. What you have highlighted?

Q. The highlighted, yes, please.

A. Yes. Uh-huh. It says "Scenery...good forest scenery. Not many signs", and then something is cut off here, --

Q. Uh-huh.

A. -- but "except for dam and bridge".

Q. Right. Now, in this area, and this is my question, this is one of those areas that here's the website, here's how they qualify this area. What will happen -- what do you expect might happen if the Northern Pass Project is built and this area sees the line of towers? Would you expect they would put that on their website?

A. Yes.

Q. Yes. Yes.

MS. DRAPER: And, Jeanne, there's a -- the next photo.
BY MS. DRAPER:

Q. This is -- but this photo is taken from the take-out on the Pemigewasset at that area. And you can see in the top part of the mountain there that there's a cut, and that is the existing right-of-way.

A. I see that.

Q. Can you see that?

A. Uh-huh.

Q. And, at the top, you can barely see there's a wooden structure. Now, this has been the power -- the transmission line/power line that we've lived with for 40 years. Now, this is part of the overhead area. And, so, we're talking about steel structures that will be well above the treeline. And I guess this is not an isolated place. It just happens to be a place I know about.

And I'm wondering where in your report do you take into consideration there will be places that are affected?

A. Well, in numerous areas, I think that's what we heard many, many times, in terms of the visual shifts or change that the Project could have in
certain areas. We looked at visual simulations. We traveled to many parts of the route and looked individually.

But, as I mentioned, it's not just looking here. It's in our experience that there are other very beautiful areas, the couple of examples we've talked about so far, with Estes Park and the Rocky Mountain National Park, the scenic byway I discussed in northern Washington State, people still come because it's an absolutely beautiful setting that they're enjoying.

And that, as I have mentioned, while there could be that visual change there, I still believe the power of the river, the power of the beauty of the forest would still attract visitors, and it would still be a very popular attraction and natural asset for this state.

Q. Fine. I guess, when I came in this morning, I was really interested when you started talking about "bias in surveys", and, of course, bias can go many different ways. And, so, I'm interested in what you do as a professional to be, you know, where is the line between bias
and information that would be -- might be necessary in a survey, what kind of guidelines do you use?

A. Uh-huh. Bias, you know, sometimes can come in the sampling process. I mentioned yesterday we worked with Survey Sampling International, they're one of the world's largest sampling. We worked with their panel. We worked to ensure we were sampling from key feeder markets that generate the majority of New Hampshire's travel.

And, then, on the instrument itself, that was designed largely by Dr. Daniel Fesenmaier, and is one of the earlier commenters. He is one of the most published academics in the world. He's been on the Editorial Board of the Journal of Travel Research, and he's done thousands of surveys, and works carefully to ensure that there isn't bias in the instrument itself, in terms of how the questions are asked or the terminology.

So, I think, both in the instrument itself and in our sampling process, we strive to ensure that bias was not an element of the
Q. Okay. And, now, did you refrain from showing pictures to people, showing -- you sharing photographs of a transmission line? Did you not use them because you wanted to avoid bias?

A. We wanted to understand how the visitor perceived New Hampshire, how it stacked up against other competitive New England destinations. And, most importantly, what were the key factors that influence their decision to consider coming to New Hampshire, and that was the primary purpose. And understanding how power lines and the presence of power lines, or other disruptions, whether it's some of the traffic congestion we've spoke of, or cellphone towers, those kinds of things, how do those elements fit within the broader travel decision? And that was the purpose. We did not use visual simulations --

Q. All right.

A. -- of the Project in that survey effort.

Q. All right. And, so -- and, actually, these we would consider transmission lines, you know, high-voltage, industrial. With this photograph
here, would that have been -- well, this one --
this is my bias, just for -- this is off of Route 93. It will be seen in Ashland. And,
actually, Jeanne, if you push it up a little bit, you can see the person at the bottom. You see where Max is standing?

A. I see.

Q. And it's really hard to find. So, I would see, you know, when I look at this, this would be my kind of bias to show. How about the photograph before, that just shows the river and the power line? Would you consider that an example of bias, if you had shown that to, say, a group of kayakers and asked your survey questions, you know, "what's important to you in this area?"

Would you consider that a photograph of bias?

A. Well, we didn't use any photographs --

Q. Right.

A. -- of any of the elements that play into the decision, and whether it was a forest or a resort or others. We asked them the question and asked them to rank the importance of this wide range of elements. So, we didn't use graphics. If we used graphics on a single, I
guess that could introduce bias, if there was
one of the elements that we had a series of
photos around.

Q. All right. Do you ever use photos or diagrams
or --
A. In some instances there are some graphic
elements that could be incorporated in a
survey.

Q. Okay. And you didn't use any in this
particular one?
A. Not in this instance, no.

Q. All right. Did you ever consider telling
people when you were, either in the listening
sessions or the survey, that the Northern Pass
Transmission is not considered a "reliability
project", that, in fact, it's a private, you
know, was that ever, you know, was that kind of
information shared or not?
A. No. In the listening sessions, it was more
asking broad questions. We asked them about
their understanding of the Project, but we did
not have any presentation of what the Project
was all about.
Q. Uh-huh.
A. And, then, in our survey effort, there was no
explanation of Northern Pass at all. We were
asking general attitudes as it related to New
Hampshire as a destination and the factors that
influenced their decision to come here.

Q. So, was that a deliberate decision not to talk
about Northern Pass? I'm thinking of sort of
like pre-setting up the survey, or maybe with
people?

A. In the listening session, it was very
intentional, that it was not meant as a
presentation from Northern Pass. It was meant
to gain insights and input. So, there was no,
again, sort of presentation of what the
Project's all about. We did ask them about
their general knowledge and how aware and how
they got information about the Project. But we
did not attempt to present our interpretation
of the Project. We wanted this in a more open,
especially unbiased, just to get their actual
perspectives, whether accurate or not.

Q. Okay. Were there any Northern Pass employees
or people involved in those, there as
participants or consultants, or just people
listening on the outside at these sessions?

A. The note-takers that we spoke of were representatives. I believe one might have been from one of the law firms and one might have been from the utility. But that's the -- the staff that assisted me in taking notes would have come from them.

MS. DRAPER: Okay. Thank you very much. I think that's it. Thank you.

WITNESS NICHOLS: Thank you.

CHAIRMAN HONIGBERG: All right. I have no one else from the intervenor groups listed as lined up to ask questions. If that's correct, we'll move on to questions from the Subcommittee?

[No verbal response.]

CHAIRMAN HONIGBERG: All right. Anyone -- we haven't discussed this at all. So, is anyone interested in stepping up?

MR. WAY: I'd be happy to.

CHAIRMAN HONIGBERG: Mr. Way.

MR. WAY: Good morning.

WITNESS NICHOLS: Good morning.

MR. WAY: My name is Christopher Way.
I'm with the Department of Business & Economic Affairs. And, for your purpose, that used to be DRED.

WITNESS NICHOLS: That's what I understand.

MR. WAY: And, so, we're split now, and I'm with tourism in the new Department, and parks and trails, which may come up as a new department as well.

I think what I'd like to focus upon, obviously, what we've heard over the last day, trying to bring it altogether. I'll try not to go over things that have already been discussed in a lot of great detail, but maybe trying to just kind of bring it together.

BY MR. WAY:

Q. I'm interested to start with a little bit about maybe your past activity with the state. We had talked a bit about it yesterday. Just so I understand, you had a contract with New Hampshire back in the early 2000s?

A. Yes. Correct.

Q. Correct. Strategic planning only or did you do
marketing for the State or what was the overall?

A. It was actually more branding and image related, that was the primary focus of that work, that would ultimately be used in future marketing efforts.

Q. A one-shot deal? Did it turn into any other activities later on? Or was this the only time?

A. No, I believe this -- we did survey work, Dr. Fesenmaier assisted us on that effort as well. And there were a variety of recommendations as it related to how the State could work towards enhancing its identity and enhancing its brand. I believe the outcome of the work was incorporated in future marketing efforts and initiatives of the agency.

Q. And did you do -- well, you mentioned Dr. Fesenmaier, but did you do the work primarily yourself? Did you sub it out to other parties?

A. You know, all of the -- we were the ones that spent time in the state. We were the ones who wrote the report. We were the ones that
interacted with the agency. And we used Dr. Fesenmaier and his group in a very similar kind of situation as in this instance, of gathering perspectives from others, prospective visitors to the state, how they saw the state, how the state compared to other New England opportunities.

Q. All right. And I would imagine, too, if you did strategic planning, did you do listening sessions as well? Did you travel throughout the state? Was it you personally?

A. Yes. And, to be honest, you know, that far back, I'm forgetting exactly the range of steps. But we certainly went around the state and heard different perspectives from a range of participants.

Q. All right. Very good. And just trying to remember, I'm trying to recollect as well who was in charge at that point. Was that --

A. It was Lori Cleaf [sic], or, no, --

Q. Harnois?

A. (Scott) No. I'm sorry, can you --

Q. Alice DeSouza or --

A. No, it was before.
Q. Before her. Allison McClean -- but, yes, a long time ago?
A. Yes. Yes.
Q. All right. Suffice it to say. So, I guess let's come to the current state of things. You had a good relationship with the Division at that point. I would have to imagine, at this point, as you're doing this Project, is there a good rapport with the Division? Have you had a lot of contact?
A. You know, we sat down, and it was in the transition phase that you were in. There was an assistant director, we sat and talked. And, in general, the general position was that the agency was not taking any position on the Project. We received one of the more recent marketing and strategic priority plans that the office had undertaken. We reviewed that document. And they assisted us in understanding the range of background research that was available through Plymouth State University.
Q. All right. And you said "during the transition". The transition for us happened
very quickly, within the last month or so. So, probably not that transition, I'm assuming?

A. Yes. Transition in director and leadership.

Q. All right. Very good. Parks and trails, I would imagine, same question, have you had a relationship with them? Have you had discussions?

A. We did not have direct discussions with that department.

Q. Why not?

A. I think we understood the broad range of natural assets that the state possesses, the range of visitation that's attracted for that. I think we understood the concerns from the outdoor recreation segments, as it related to the transmission plans, and had a good understanding of the concerns, the issues, the projects as they're positioned throughout the state. And, again, traveled to many, whether it was a state park or rivers or other natural assets.

Q. All right. So, you feel like you had a pretty good handle on the makeup of the parks' visitors and their motivations and what their
habits were and --
A. Yes, in general. And that, teamed with the
work from Plymouth State University and, you
know, the outdoor recreation component of the
visitor market to New Hampshire. And, as I've
mentioned, we've worked in lots of states, lots
of destinations with those kinds of assets. I
believe I've got a very strong understanding of
their orientation, their interests, and the
kinds of things that they do, and that was
taken into account.
Q. All right.
MR. WAY: And, as I -- this is to my
other members, too. As I hit upon things, if
you have any input while we're on the topic,
feel free to chime in as well.
BY MR. WAY:
Q. In terms of the marketing approach of the
state, are you familiar with our current
marketing approach?
A. In general.
Q. Do you think that will have to change as a
result of the Northern Pass Project? Is there
anything that you see might need to be tweaked
or nudged as we go forward?

A. I wouldn't believe so. I think it's -- much of that focus is on the natural beauty and the unique assets that the state offers up. And I would imagine that that would continue to be the prominent messaging that you would strive to communicate with prospective visitors.

Q. How about the generational messaging?

A. Generational messaging, as it relates to your marketing efforts?

Q. Correct.

A. And not so much as it relates particularly to this Project, but I do think that's a critical issue that many of the states we -- and destinations we're working with, that issue of changes/shifts in generational demand, and how is a state or a destination positioning themselves to be relevant to evolving segments is critically important.

And I'll just, you know, two examples, both Scottsdale and Sedona, very powerful, very successful destinations. But, when we were working with their strategies, that was a critically important component, because they do
very well with the Boomer segments, with the resorts, with the spas, with the golf. But much of their planning, their strategic planning had to do with how they were recrafting some of their marketing, their messaging, their products, in ways that would resonate with Gen X'ers, with Millennials, and that was a critically important element of their marketing plans and their marketing mix.

Q. And that brings up another point that I wanted to raise, and I'm sorry if I'm going around like a moth.

A. That's okay.

Q. I have the best-laid plans here, but one topic brings up another.

So, when we look at the marketing approach of the State, and we're looking at attracting different generations, as you've said, I'm interested, when you've done your investigation, and I was looking at the Joint Muni 227, the questionnaire, how were you differentiating the different generations, because I know that's what we're doing? In other words, we're taking the boomers, we're
taking Millennials, or Gen X'ers, and we're
carving them out. Because -- and then we are
tying them to their income-earning potential.

So, when you're saying "no impact on
tourism", are you looking at is that "no impact
in general"? Are we looking at individual
groups? And I think the answer is "no",
because I didn't see it in the survey.

A. No. We looked at it in a more aggregate basis,
did not segment it by generational segment.
Our conclusions are more in an aggregate basis,
that's correct.

Q. Okay. So, when you're looking at like, for
example, ages, you just have to be over 18?

A. In our survey, right. It was adults over 18.
I might also, though, just add that, again,
it's not just the direct work on the Project,
it's our understanding, our experiences in
other destinations. And I think your point, we
finished the State of Colorado's strategic plan
last year, spent a good part of last year. And
much of that, it was how to expand the active
component of their outdoor recreation. And
where Wyoming, Utah, and Oregon were getting
stronger identities for sort of extreme or very
active utilization of those natural resources,
Colorado wasn't as far along. And much of
those more active, extreme experiences related
to those younger segments. And part of the
plan there was to try and use those natural
assets, but ensure that they were being
embraced with a broader range of participants,
and recognizing that those different age
categories would look to recreate and
experience those natural resources in different
ways.

Q. I agree with that. I guess what I'm trying to
say, and say this in a respectful way, if the
State -- if the bent of the State is really to
look at the various segments, demographic
segments, that we can now carve up and attract
in very different ways, and we have an idea
which segment will respond to which one of our
marketing efforts, the conclusions that you
look at that don't take that into
consideration, is that out of step with our
efforts?

A. I guess I would see that as somewhat of a
different role or purpose. Certainly, with that kind of survey effort, as it relates to branding and marketing and those kinds of initiatives, trying to understand some of those differences, you know, going in in deeper ways of how a millennial was using the White Mountains Region versus a boomer, that could be appropriate.

In this instance, our primary purpose was to understand the potential impacts of the transmission lines. And we wanted to understand how those prospective visitors positioned the presence of power lines or some of these other infrastructure elements, in relation to those broad range of other factors driving their decision to choose New Hampshire.

So, I would see that as somewhat of a different sort of purpose and role of the survey. But certainly understand, from a marketing kind of context, understanding some of those differences in a generational standpoint would be important.

Q. Well, one place where it might be important, and I go back to something that Mr. Pappas
brought up yesterday, and I think
Ms. Schibanoff even referred to, in terms of
things like social media interactions. And,
so, when we look at the generational response
to social media interactions, we know there's a
population out there that is much more likely
than another population to check their
cellphones, check their -- check the traffic
delays, and make their decisions accordingly.
I'm one of them. I will do that. And it won't
be three or four hours for me, you know, one
bit of a delay one way or another.

And, so, I'm wondering, but you'd still
maintain that long term, though, that wouldn't
affect -- or, that situation would not affect
the impacts or would not have a long-term
impact, correct?

A. And just so I'm -- make sure I'm understanding.
You're referring to construction delays and
social media?

Q. Let's say construction delays, correct.

A. Yes. And, again, to some, I -- I completely
agree. And whether it's a construction delay
or there's a great birding experience or we're
having a great time on the river, that social
media is used in many, many ways, and has
become an important piece.

But I do believe that, in terms of that
collection process, my understanding, in
terms of the extent of the likely delays, that the
steps that the Applicant is implementing to
minimize those disruptions, that today's
visitor, even today, without the Project in New
Hampshire, and I mentioned just my own
traveling around the state, I came upon
multiple traffic delays with construction that
was going on. And that's, at least in my
experience, no matter where I'm at in the
country, just part of the reality.

And I think, with the appropriate steps
that, while there might be some traffic
congestion, traffic disruptions, I don't
believe that would cause a visitor not to come
and experience New Hampshire. I believe they
would still come.

In some instances, with some of the
construction, they might choose a restaurant or
a retail location three blocks or three miles
down the road, but I don't believe there would
be any impact on a regional tourism basis.

Q. I think a good point was brought up a little
bit earlier. When they said "Okay, understood.
But, at some point, that that changes." And,
at some point, it does become a deterrent. So
that, if I have a 20-minute delay, all right,
well, that might not do it for me, and that may
be fine and I'll go to my destination.

    But, at some point 20 minutes becomes
as -- and you said "three to four hours", and
maybe we should check -- think about that.
But, you know, but, at some point, it is going
to become a deterrent, particularly when we're
looking at long-term visitors versus
day-trippers.

A. That's a good point. And I do think that steps
to ensure that that disruption is minimized as
much as possible is very important. You know,
I think there are a range of examples and
seasonal realities where that traffic
congestion is very present in New Hampshire
already, but those visitors still come. They
still go to events and festivals and different
parts of the state, even though the traffic can be challenging. And they come because, as the report points out, it's all of these other really powerful assets that New Hampshire has to serve up to them, that they still come, even though there are some of those potential barriers.

Q. But, and it's one thing, too, that I've learned from osmosis, being in my department, when I'm talking to -- whether it be tourism or one of the things I've learned when talking to parks, is never take those visitors for granted, in terms of -- and sometimes it can be the smallest of things, it can be the largest of things, and you sit and you strategize about how to minimize those various things. And traffic delays are always a concern, always -- always an issue when we're -- or, when everybody is looking at planning. And so -- and that's something, and I'm just making a statement for this Committee, that's a hard -- I think that's going be a hard piece for us, because we really don't have information regarding traffic delays.
You know, I completely agree with your premise that all steps need to be undertaken to serve up a great experience to visitors, and that we're in a competitive environment.

Again, I think one of the very attractive elements that New Hampshire has is the products and the elements that you have to present and serve up to those visitors is so compelling and so powerful.

But, at the same time, your point of trying to take steps to minimize those disruptions, take steps to, as we were talking earlier, if there's a festival or event or those kinds of things, to try and ensure that construction is taking those activities into consideration, trying to work as much as possible, are all very important steps to try and limit that disruption, that impact to the individual guest.

Q. If you look at NASCAR Weekend, how much that embraces, and even I'm looking down at Mr. Oldenburg at DOT, how much work and effort goes in, not just to manage the traffic going to NASCAR, because there's a recognition that,
if people can't get there, and I think we've
had those issues in the past, that people won't
come back. If campers can't get up 93 because
of people going to the raceway, they won't come
back. And that's a reality.

A. And, if I might, just following on with your
point, I think that's a really good example,
because I know the raceway and I know some of
the challenges. But Department of
Transportation takes very proactive steps to
try and talk about rerouting alternatives and
different directions and get that out to the
public. And, even with that congestion, you
still have an amazingly powerful attraction of
the raceway that people come and they
experience some of those congestion realities.

But I think that's a good example of
recognizing and trying to come up with creative
answers and solutions on minimizing those
impacts, understanding there are going to be
congestion impacts, but trying to come up with
creative ways to moderate some of those
impacts.

Q. What about secondary home and vacation rentals?
A. You know, we did not specifically analyze the second home market. Understand it's an important component here in the state. But, in my experience, those second home buyers or some of the individuals, the visitors who are using second homes as their accommodations, they're coming for much the same reason as the general visitor that we've talked so much about. I think the same mix of factors that are influencing their decision to come, and, in this instance, come multiple times and purchase a second home, or, as I say, in more and more cases, some of those second homes being used as short-term rentals and other visitors. So, I think those second home buyers would operate much the way that that visitor, in terms of the priorities, what influences their decision to come to experience New Hampshire, and that much of that experience would be experienced on the same kind of level that we've talked on the tourism, that I wouldn't anticipate there would be impacts to the second home market on a regional kind of basis.

Q. Would you take that same approach or that same
answer for renters as well, not buyers?

A. Yes. And, as we all know, there are B&Bs and those kinds of services, more and more of those second homes or other residence are being used as short-term renters. And I believe we would have incorporated that within our survey and our analysis, that those are just, frankly, visitors coming, and they're just choosing that as an accommodation option or alternative, but they're using many of the same factors and criteria that we have brought out in driving their decision to choose and come to New Hampshire.

Q. All right. And, so, you know, and I brought up the bed & breakfast before. And I'm trying to get a handle on -- like, for example, I think on 116 there's a notable bed & breakfast. Construction goes on for two years in that area, significant construction. I would imagine they're probably going to be losing some visitors, because I think, you know, one, looking on TripAdvisor, wouldn't take very long to figure out that there's construction going on. What is the likelihood of that market to
lose long-term market share? And you say that you would do certain things to mitigate that. How would you address that?

A. Well, it's my understanding that, while the overall Project could have that kind of duration, construction in any particular area or in relation to any particular B&B or business, would be much shorter term, in time frame, days, sometimes weeks, and that steps could be taken. And, in many instances, the extent of those delays or that congestion would be quite minimal. And, so, I believe that, again, it's much more the collective attraction power of the region, the products, the experiences, the general ease of access, even if it could take a few additional minutes to get through a lane closure or something along that kinds of lines, and that the vast majority of visitors would continue. And, again, you know, they might choose a slightly different area within the region, but they would still come and they would still experience New Hampshire.

Q. So, now, I think we're getting down into the
challenge I'm wrestling with.

A. Okay.

Q. Because I appreciate what you said, that your charge was not to look at specific businesses or events. Part of our charge is to look at the impact to those businesses, whether it be large or whether it be small. I'm trying to get a handle on that.

A. Okay.

Q. Talked to the construction folks about it, and sort of they'll refer it to tourism. If I talk to economic development, they will either refer it to construction or tourism. And, so, now we're at tourism, and it's -- we're not -- we're kind of on the fringes of it. We're not saying -- so, I need to be able to have a feeling of, and we've used Plymouth, because Plymouth gave quite a few testimonies, in terms of impact to businesses, what can they expect to happen to their business? How will it impact them long term? Even if it's construction for two years, and then we have the long-term -- the long-term impacts as well?

And, so, how do we -- you know, I mean, if
you were to walk downtown Plymouth with me, and
we were to go into an establishment, the
theater down there, for example, what would you
say to them? What would you say to that
business?

A. I would look at the construction process, what
periods that that construction activity would
specifically impact, in particular, that
individual business. And I think, in many
instances, with the staging of that
construction, it might be days, it might be
weeks. I'd provide some of the examples of the
anticipated delays that could be expected from
some of the work that's been done.

I know, in many instances, it's estimated
just a few additional minutes that the
congestion and the traffic delays might be
experienced. Explain that to the individual
business. Talk about some of the supplemental
business that might come from the construction
crews and workers, that they might experience
incremental demand. I think yesterday, in our
discussions with Maine, that was brought up
numerous times, that it was the construction of
the Project that helped stimulate much of the
tourism expansion that the state had been
experiencing. And I'd try and line that out as
much as possible and demonstrate.

And, if there were suggestions or
recommendations from the business, to try and
bring that to the Applicant, to see if some of
the steps. And, as we mentioned, whether it
was an event or a festival or other activity,
ways that might be able to limit or mitigate
some of those impacts. That you were actively
listening and attempting to be responsive to
those concerns.

I guess with all of that said, I still
understand that difficult reality for an
individual business that faces construction
activity, and the impacts that that can have.
And there's no easy solution.

But, I think, you know, attempting to lay
out the facts as clearly as possible, and talk
about potentially some of the positive side
that might come about, and additionally try and
implement any steps that might moderate those
impacts, would all be important elements to try
and communicate.

Q. Common sense, I think, would suggest though, as we're talking to those businesses, there's going to be some losers in this process. There are going to be those that are going to definitely be affected.

A. Yes. And, you know, in the Draft EIS, they talked about the substitution effect, when they were looking at the impacts after the Old Man of the Mountain. And their fundamental conclusion was, even with a significant change in a key product, they didn't see changes in regional demand. That a visitor might choose a different location, a substitution effect, and that's what they envisioned or saw occurring.

I do believe that's exactly what's going to occur. A visitor might choose another restaurant or another retail shop three blocks or three miles down the road for that week- or two-week period where construction might be occurring.

Q. Likely wouldn't occur for a like a theater, though, I would imagine. Retail lodging, I could understand that. But there's going to
be --

A. You have a good point. If it's something where it's a destination in and of itself, that would be a harder one to say "okay, you know, I'd maybe choose some other recreation experience, instead of the theater." But I do think, on a net basis, it's the substitution effect that would be experienced.

I still fully appreciate and recognize your point for the person who is directly impacted, even if someone else is the beneficiary of that shift in demand, that person who is in the midst of the construction doesn't really care about the substitution, and that, on a net basis, there's no change. So, I fully understand and appreciate that concern. And that's why I think it's so important to try and minimize that disruption as much as possible, work with the communities to try and find creative solutions, just as we were talking about at the raceway. But still fully understand that perspective that you're faced with in responding to that individual business.

Q. And we say -- we talk about delays, and then
the idea that there's a little bit of dodging
and weaving that goes on. So, if I hit a delay
here, I might go an alternate route over here.
And the idea then that I would frequent
establishments along that alternate route for
the same activities that I'd like to undertake.

But is there an assumption that that
alternate route, depending upon what it will
be, will actually have the same attractance
that that primary route would have?

A. I think, in general, that, on a regional kind
of basis, that visitor is coming for the White
Mountains experience or for a Great North Woods
experience. And, if there's construction in
this one area, and they decide that they're not
going to stop in this particular area, because
of the congestion or the parking issues or
whatever that might be, I think there's still a
very strong likelihood that they'd come to that
region, because of the beauty, the experiences,
the elements. And they might go to a different
trailhead or a slightly different restaurant or
community, but they're still going to come,
because of the collective attributes that that
region has to offer. They might slightly change some of their itinerary, some of their experiences, the substitution effect. But there wouldn't be any change on a net regional kind of basis.

Q. All right. And not to belabor that point, but I go full circle back to my first point, in terms of carving out the motivations and demographics of all those that come to New Hampshire. And I guess I would maintain that some might come, some won't come, others might come that might not otherwise have come, I don't know. But it's not going to be one-size-fits-all in terms of their response.

A. I understand and appreciate, and I think you're right. And I guess I would also sort of point to some of these other examples that I've worked in, where there's transmission lines, there's construction, there's those kinds of activities, and the visitors are still embracing the destination, many of them that are amazingly beautiful destinations, and they come because of the great collective experience that's offered up. But there can certainly be,
you know, shifts, in terms of who's coming,
who's staying.

But I believe, and I just couldn't find
any examples that demonstrated that that impact
with power lines, we looked very hard, and we
just couldn't find, when we look at what's
happened over in Maine, when I look at, you
know, Colorado, Washington, a variety of other
areas, I'm just not seeing that play out, where
the transmission lines results in a reduction
of visitation.

Q. I was sort of interested when I read your
supplemental testimony, and then I think you
referred back to a "Kavet and Rockler", I think
I'm pronouncing it correctly, study that they
did, and, in that Kavet & Rockler study, they
quoted two people that suggested that there
would be an impact to tourism. And Alice
DeSouza, who used to be Director of Travel &
Tourism, and Mark Okrant. And I think Mark
heads up the Plymouth State --

A. That's correct.

Q. -- as well. And I got the sense that you were
kind of dismissing what they were suggesting
for impacts. And I'm wondering why?

A. You know, and I don't think "dismissing", but that we weren't provided any background on what the foundation was that they made those estimates behind. We -- a strong, competent ex-director and a university professor, but I'm not sure how much they have studied the effects of power lines. And, if they have found these demonstrated effects that support that position, we have not seen that support. And, so, it's not that we were dismissing, it's that we just didn't see any foundation. None was provided.

So, even though they are well recognized in the visitor industry, we haven't seen any foundation, and, as in other instances, sort of their general positions or beliefs.

Q. Fair enough. But, under that premise, couldn't you discount just about any input that you had? Because, if we haven't had a transmission line corridor of this extent coming into the state, then any opinion that I might offer, because I don't know about it, could be dismissed. And I look at Mark Okrant, who actually is heading up
the institute for the very data that you're using in support of your activities.

A. Sure. But, again, the transmission lines, not just in New Hampshire, but all across the country, all across the world, we weren't able to find any example of anyone that demonstrated that kind of an impact. I've worked in destination after destination where they're beautiful destinations, very significant visitation levels, and there are a strong presence of transmission lines, as I mentioned, as we would do our strategic planning process, and talked to participants in terms of the critical issues facing. Even though transmission lines were a part of their destination, those did not come up as, you know, key factors that were inhibiting.

So, I could not just, you know, find any of those examples. And, as I mentioned, I just haven't been supplied anything that, from a foundational standpoint that either of those two professionals provided, that provided that foundation to make those estimates.

Q. So, when -- and I appreciate when you said "in
your experience", and you haven't seen the
impact of transmission lines. And, in their
experience, they haven't seen the impact of
transmission lines, or at least acknowledge it.
But they're saying a "3 to 5 percent impact",
right, as I recall, something like that. Which
side are we to take? Which group are we to
consider?
A. Well, I would think you would look at what the
foundation was of those opinions. And, if
there are clear examples and demonstrated
impacts where those results were experienced,
and you could demonstrate that you've got a
similar set of experiences here with the
proposed Project, I think that's what I would
look to. What is the foundation? Is it just,
frankly, I heard a wide range of attitudes
along that kind of lines from people that I
spoke to, that it could have impacts and
varying levels in intensity of impact.

But I could not find anyone that provided
a foundation to that, other than their general
belief. And, as I tried to study that on a
countrywide, a worldwide basis, I just haven't
found any other example where those impacts are actually demonstrated.

MR. WAY: Mr. Iacopino, did you have a question?

MR. IACOPINO: Yes, I did. And it just stems off of what Mr. Way was asking you.

BY MR. IACOPINO:

Q. You seem to require empirical correlation from the folks who have criticized your analysis, yet your analysis is, in large part, based upon your own experience, which would not be empirical correlation. Why is it -- why should the Committee accept your view in light of that?

A. You know, I think part of it is based on my experience, but that's the reason we approached our analysis with the five different components. Well, certainly, one piece was what my actual experience has been. We spent a lot of time attempting to find other examples all around the world. And, as I had mentioned earlier, the academic world and the tourism environment attempts to study just about every potential impact.
And our conclusion, which is the same conclusion that the Draft Environmental Impact Statement reached, and many others that I've reviewed, is there just is no one that's been able to find and demonstrate that impact.

We also, when we used the employment and the SIC code process to try and give some indication in what was happening within tourism-related establishments during the period that a project was developed, we took that into consideration. That wasn't just our experience.

I think the Maine Reliability Program project is another very important project in consideration. That project was five years in duration. There's many similarities, in terms of the beauty and the identity and the visitation sources that are attracted to Maine. And, as we mentioned yesterday, even after five years of construction and completion of that project, Maine has its most successful and powerful year ever. Many of the regions that the power lines progress through were having growth over 15 percent, and the outdoor
recreation segment was the fastest growing segment of any of the segments.

BY MR. WAY:

Q. But isn't that true for surrounding states as well, in terms of their tourism development? I mean, since 2008, hasn't there been a pretty substantial growth in the industry?

A. No, it's certainly been healthy. But I guess my point is that this was a period where there was very active construction going on, the same kind of construction disruptions that we would have been talking about, the same kind of activities, you know, a large transmission line project as well. And, with all of that, it's not just from 2008, it's these last number of years, as that construction activity was in full force.

Q. But, as you like to say, too, and I'm sorry if I'm interrupting.

A. Sure.

Q. You're making good points. As you like to say, there's a whole mess of different factors in there. And one point is going to be the construction. And, so, it's one thing to take
SIC Codes and look at it and say "well, okay, now we're seeing growth." But you really can't say that in terms of the response to the -- because, if it wasn't there, it might have gone higher, if the construction hadn't occurred.

And, then, when you look at some of the progress that we were talking about, and I think even in the blog today, there's almost the implication that one has a direct correlation with the other. Would you agree that's not true or it's not reality?

A. No. I don't believe transmission lines enhances and attracts visitation. I wouldn't agree with that. And I do understand and agree with your position where we can't, using an example like Maine, we can't say that "it might not have grown, but for". But what we can say is, with a very significant transmission line project going on for multiple years, the state's maintained and significantly expanded its health and vibrancy in its tourism industry.

And, as we discussed yesterday, I believe some of the positions were being taken that it
was the construction related to that transmission line project that helped stimulate some, a portion of that growth and expansion. And I do believe that that is the case, the construction process would add to some of the demand in those -- in those sections.

MR. WAY: Who's the Chair right now? Are you? Do you want to -- I have about maybe ten minutes left. Do you want to break now or just --

CMSR. BAILEY: Well, if you really think you only have ten minutes, why don't you finish up. But, if you think you have more or you want to take a break, we can do that, too.

MR. WAY: If I get to ten minutes, and I find I have more, I'll stop.

CMSR. BAILEY: Okay.

BY MR. WAY:

Q. Let's talk about the listening tours.

A. Okay.

Q. So, at some point, as you're developing these listening tours, you say "Okay, I want to do a listening tour. Here's the people I want in that listening tour. Here are the key people."
We heard I think Mr. Plouff was talking about AMC not being at the table, I could understand that. That seemed to make sense. Some people need to be there, some don't. As you say, Mount Washington Valley, they represent a wide swath, but maybe not as wide as others would like. You start throwing people on a dartboard -- on a whiteboard. How are you deciding who that's going to be?

A. We worked with the New Hampshire Travel Council. Celia, I forget Celia's last name, but she was head of the Lodging & Restaurant Association at the time, but the Travel Council, and there were a couple of representatives there, that were the ones who made the recommendations of who they thought were appropriate persons that could help us understand the variation and perspectives, both from a geographic area and from a thematic area.

We sent out invitations to a broader number, and not all that we sent the invitations to attended and spent the time with us. But that selection, and I think I've
testified earlier about what we were after, was
a good representation of senior level people
who could speak on behalf of a broader array,
and really try and hear and understand the
thoughts and concerns, considerations.

Q. Okay. And I guess one request I would like to
make is if we could get a copy of that
invitation, if that would be possible?

A. Okay. Sure.

MS. DANDENEAU: Can I also add, and
the people who it was sent to?

WITNESS NICHOLS: Sure.

MS. DANDENEAU: So, we can have a
better understanding of the representation that
you were looking for.

WITNESS NICHOLS: Sure.

MS. DANDENEAU: That would be great.

BY MR. WAY:

Q. So, the Travel Council, they gave you a list of
names? They actually gave you the invite list?

A. You know, that was done in conjunction with Pat
McDermott. So, the back-and-forth of exactly
how that played out, I'm not sure. But I was
in meetings with them discussing it. I know
they were very helpful in identifying their thoughts, in terms of persons to include.

Q. Because that's an important point, being for us to have an appreciation that these listening sessions had invited the right people to the table, I think is one piece.

And, then, we look at the numbers that showed up. And that wasn't impressive to me. Three people here. Was it impressive to you?

A. No, it was smaller than what we had hoped. We had sent the invitation out to a broader number. And we were asking them to spend an hour and a half with us, and understand, for some, that's a relatively large amount of time. So, it would have I think been better if there was a somewhat larger attendance or participation.

But I'd like to reinforce, we heard perspectives from a wide range. You know, we reviewed I don't know how many newspaper articles and position statements and letters to the editor to try and understand that broad range. We participated in some of the public hearing sessions.
So, the input process was more an opportunity to build on that, but also give us an opportunity to try and probe a little bit in some of these areas and make sure that we fully understood.

But the fundamental point of a smaller number than we might have hoped for, I think that's a fair characterization.

MR. WAY: Ms. Weathersby.

BY MS. WEATHERSBY:

Q. If I could ask a quick question back to the point you just made a moment ago, concerning the initial invitation list. You said that was -- you had help in determining who that went to by a "Mr. Pat McDermott", is that correct?

A. He was the one that was working most closely with the Travel Council. So, I'm just not exactly sure of the exact back-and-forth that went on through that process.

Q. And is he a representative or was he at the time a representative of Eversource or Northern Pass Transmission?

A. He was.
MS. WEATHERSBY: Thank you.

DIR. WRIGHT: Mr. Way, could I just follow up quick?

MR. WAY: Certainly.

DIR. WRIGHT: Not to get the ire of the Chairman here, Madam Chair.

BY DIR. WRIGHT:

Q. So, there was three to four of these listening sessions, correct?

A. That's correct.

Q. And at each one you had somewhere between two and four attendees?

A. Correct.

Q. I agree with Mr. Way, that seems very underwhelming, in terms of a 192-mile route, in terms of getting a broad range of perspectives. So, could you follow up on that thought?

A. Yes. Sure. If I may. Understand that position, if that was all that we did. But, as I say, there was a wide range of approaches that we used to hear and understand, and much of that was the various print materials, the submissions of responses from various communities and individuals, we reviewed many
of those, again, the public hearing sessions.

And, really importantly, these were meant
to be small groups. That it's not, in our
minds, the number of people, but it's to speak
to the person who heads up the White Mountain
Association or who is a prominent lodging or
hotelier, that could help us understand some of
the broad perspectives, not just from them
themselves, but "I represent the Snowmobile
Association" or "I represent the White
Mountains Association". And the benefit of
having the perspectives of a limited number of
senior people who could give us some of those
broader perspectives.

DIR. WRIGHT: Okay. Thank you.

BY MR. WAY:

Q. I think also, too, that would have been a good
point -- a good time to have someone from State
Parks, as we were talking about earlier. I
know you think you have a good handle on it, I
know you believe you have a good handle on the
state parks' visitors, and I think that's
great. We'd like to hire you. Because I don't
think we ever have a complete handle on it.
You know, it's always evolving.

A. Sure.

Q. And, so, that would have been a good opportunity.

The last question on that point is that, do you think that people were discouraged from participating because it was clearly an Applicant-lead effort? Did they think that their voices wouldn't be heard? Did they have other concerns? I mean, do they want to come to a Concord law office downtown, you know, from the affected areas? What do you think?

A. That certainly might have played into it. We certainly heard from the people who did attend that there were concerns about taking a position one way or another, and some of the backlash that could come from that. So, that might have played into it.

But, as I think I've mentioned in our report, there was no shortage of concerned attitudes as related to the Project, and they were not shy in making sure I understood their perspective and their attitude. So, I think there were some that had more positive and
thought that the Project could bring positive benefits. But the people who attended, there were certainly a number that had concerns about the Project, and went into a fair amount of detail, in terms of the what and how they saw the impacts of the Project.

Q. All right. I also noticed that there weren't any -- I don't think there were any municipalities that were included in those listening sessions?

A. No. We would have reviewed all of that from the materials that the municipalities submitted to the Applicant, and reviewed their concerns and reviewed their positions on the -- on the Project.

Q. "Would have reviewed" or "did review"?

A. We did review.

Q. Did review. Thank you. And I think I -- I heard a discrepancy. Did we talk about the notes? I heard earlier I thought yesterday that "notes were destroyed", and now they're not. What's --

A. The notes were transcribed into a typed format. We didn't keep the written versions. But the
notes from the session were maintained, were
typed up, and were submitted to the panel.

Q. All right. Very good. Last point, I think,
just I'm looking at the survey, I'm trying to
get a sense of some of the responses. Looking
at the questions that we were provided today,
and we're going to get a copy of the results
from --

A. Yes. That's correct.

Q. You know, I've got to admit, when I see things
like "cell towers", "transmission lines", or
"traffic delays" are an attractant, even though
traffic delays may appeal to Mr. Oldenburg down
there, that doesn't ring true with me. And
part of me wonders if that's just an artifact
of the survey? How does something like that
get on there?

Because, and here's my point, is that,
when we're looking at, you know, the desire for
urban -- for an urban lifestyle, we're looking
at things like nightlife, we're looking at
things, proximity to attractions, proximity to
airports.

At no point, I don't think, has it ever
come up that transmission lines or traffic delays are a good indicator of an urban life style.

A. Yes. And that's -- I hear that question, that concern. In all the survey work I've done, what I've come to learn is that sometimes there can be outlier responses, and sometimes it's difficult to understand fully what a respondent might have been considering or thinking when he answered in the way that they answered. Again, this, you know, 90 percent of the folks didn't answer that way, but, for that small percentage, and as I answered yesterday, I think, in their mind, they were, you know, and not to say that it's not the nightlife and the great range of food and beverage experiences and those kinds of elements that they're really looking for in that urban experience. But that they were equating these kinds of factors, that that would be part of that dense urban experience. And that's, in my mind, what this small number of people, why they would have answered that way, that they were equating that to the -- you know, a more urban/dense
environment, and that's the kind of vacation, that's the kind of experience they were looking to.

One additional point that I'd like to reinforce, is I do think that the fundamental element of this survey is very, very -- and the findings are very consistent with what our understanding is of what drives that fundamental travel decision. All the factors that rose to the top. These are the factors that Plymouth State cites, when they talk about the ebbs and flows in New Hampshire. These are the factors that the Draft EIS cited, in terms of their belief of what really drove the visitor market to New Hampshire.

And, yesterday, when we were looking at the Maine example, and the things that they were citing of what was driving Maine's success, health, and vibrancy, it was these top variables.

And, in my mind, the survey findings really reinforced those points that we were seeing and hearing from so many different areas, and were, again, part of my actual
experience. So, I think that the survey findings are very consistent in that regards.

Q. And I'm looking at Question 2.6. It was kind of interesting to me, and I haven't had time to digest this, because we just got it. "How often have you made your decision to visit a destination based primarily on each of the following factors?" The word "primarily" kind of confused me there. Because it really wasn't needed, and I thought it confused the questioning.

I guess there's not a question there, as much as just my --

A. Okay.

Q. -- input from looking at that. If I wanted to, and if I took the survey, could I just enter a different email address and take that survey under a different name and --

A. No. No. This was through Survey Sampling International. And these groups have a panel of respondents that participate in their panel. There are very rigorous steps and standards, that those panel members can only answer a single time, and they're controlled for, in
terms of randomness and demographic factors.

Q. All right. And my last question, and I promise this. Looping back around, and I just remembered it, looping back around, I appreciate that you said that you spent a lot of time in the state. You went the whole route. You looked at individual businesses and websites. Why?

Because, if you didn't look at specific businesses, why would you spend your time, and take this in the frame that I'm asking it, --

A. Sure. No.

Q. -- why would you spend your time going to those individual businesses? Is there anything that you saw, in that inventory or on those trips, that may have changed your outlook?

A. I thought it was critical that I understand what are the key products in the state, where are they positioned within the regions. What's the depth and the range of those products? What's the positioning of those products in relation to the transmission lines? I thought all of that was critically important that I understand, before I made any fundamental
conclusion, and the conclusion that there
wouldn't be any regional impacts.

   I needed to understand that composition of
product, the geographic positioning within the
regions, the diversity of product. Those were
important elements for me to understand.

Q. Well, you didn't -- you weren't able to really
see market conditions. You weren't able to see
some of their past market interactions with bad
winters and good winters and droughts and
recessions and things like that. So, even
though you have a physical placement of a
business that might be on the route that you're
looking at, that's just one snapshot?

A. It was a snapshot here. We certainly looked at
some of the ebbs and flows in tourism demand
from the Plymouth State University statistics.
And, in many instances, they talked about
changes in weather and short snow seasons and
exchange rates and a whole host of other
factors that would have influenced. But,
certainly, our investigation of the individual
tourism products would have been at a point in
time.
MR. WAY: Thank you.

WITNESS NICHOLS: Certainly.

CMSR. BAILEY: All right. Let's take a lunch break and resume at two o'clock.

(Lunch recess taken at 12:51 p.m. and concludes the Day 22 Morning Session. The hearing continues under separate cover in the transcript noted as Day 22 Afternoon Session ONLY.)
CERTIFICATE

I, Steven E. Patnaude, a Licensed Shorthand Court Reporter, do hereby certify that the foregoing is a true and accurate transcript of my stenographic notes of these proceedings taken at the place and on the date hereinbefore set forth, to the best of my skill and ability under the conditions present at the time.

I further certify that I am neither attorney or counsel for, nor related to or employed by any of the parties to the action; and further, that I am not a relative or employee of any attorney or counsel employed in this case, nor am I financially interested in this action.

____________________________________________
Steven E. Patnaude, LCR
Licensed Court Reporter
N.H. LCR No. 52
(RSA 310-A:173)