

Q. Did Navigant perform any other work or analysis for Nalcor or any of its subsidiaries or associated companies prior to its engagement for the Independent Supply Decision Review? If yes, provide details.

A. The listing of various assignments undertaken for Nalcor and its subsidiaries or associated companies by Navigant and its predecessor company, Reed Consulting, since the late 1990s is provided below.

As can be observed in the table below, Navigant has completed a number of assignments for Nalcor on a variety of electricity market related matters.

Date	Description: Navigant Assignments (Toronto Office)
September 2011	Independent supply decision review (DG2) prepared for Nalcor Energy
May 2011	Lower Churchill Ontario Market Update and Strategy Advice Report
September 2010	Support for Joint Review Panel Hearings and Preparations
May - June 2010	Advice and assessment of market potential in Eastern Canada & North Eastern US
December 2008 – present	Provide ongoing advice related to the ON electricity market in support of negotiations with OPA
March 2008 – September 2008	Estimate of Ontario's avoided capital and operating expenses during the 2015-2035 time frame under various LCP import scenarios
November 2007 – October 2008	Advice on pricing elements and principles for long-term PPAs with OPA, NSPI and NB Power
February 2008	Eastern Market Assessment Report
May - August 2007	Eastern Canadian market report and update
October 2006	Ontario Capacity Prices
August 2006	2006 Ontario Wholesale Power Market Assessment (Multi-Client Study)
July 2006	US Northeast Market Plan for Lower Churchill Project
June 2006	Review of ON Supply Mix Directive

Date	Description: Navigant Assignments (Toronto Office)
April 2006	Review of New England Ph1/11 HVDC facilities and identification of parties holding transmission rights
March 2006	Ontario Market Developments Report – March 2006 update
2006	Review of IESO Reliability report
March 2006	Review of OPA Supply Mix Report
February 2006	Eastern Canadian Market Assessment Report
November 2005	Quebec Transmission issues
June 2004	Overview of Ontario, Quebec and Maritime Electricity markets
December 2002	Gull Island Contract Analysis
October 2002	Ontario summer 2002 wholesale market assessment and market price forecast
January 2002	Summary of Northeast Transmission Projects
December 2001	Presentation for LCP on export market assessment
December 2001	Ontario wholesale market assessment
December 2001	Overview of New England Power Market
February – March 2000	Reference Pricing Issues : Review of Reference Pricing , Hedging and Market Influence Issues
October 1999	Labrador Hydro Project export market price forecast update

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Date	Description: Reed Consulting Assignments (Boston Office)
May 1999	Average pricing forecast
October 1998 - January 1999	Assessment of market pricing mechanisms for LCP
May 1998	Churchill River Project export market study