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**POWERSTREAM INC. BOARD OF DIRECTORS MEETING – DECEMBER 12, 2014**

**CUSTOMER INFORMATION SYSTEM (CIS) – UPDATE**

Report by the EVP & Chief Financial Officer, EVP & Secretary, the VP Customer Service and the VP Information Services

**Recommendation**
The EVP & Chief Financial Officer, EVP Corporate Services & Secretary, the VP Customer Service and the VP of Information Services recommend that the Customer Information System (CIS) Replacement Project update be received for information purposes.

**Current Status and Update**
As outlined in the September 2014 presentation to the Board of Directors, the Project Team confirmed a number of significant challenges centered on the complexity of system interfaces, a high degree of customization with the legacy system and the discovery of functionality gaps during testing as a result of a lack of shared knowledge between old and new systems that led to the determination that the November, 2014 in-service date was no longer achievable. Based on a review of the project schedule, scope, revised budget assumptions and risks, the Board approved a new in-service window of April to June, 2015 representing a budget increase of $10M and with an aggressive date of April 5 as the in-service target.

Since the last update in September, the project continues to build momentum as it entered into a critical period of testing in early November, known as End-to-End, where it is the first time we are testing the flow of information between individual work streams and interfaces representing holistic business processes. This is the final phase of testing designed to flush-out and resolve defects in the system. As part of the rigor and complexity of testing during this phase, the team begins to utilize normal operational volumes of transactions to test the new system's functionality.

Although CGI and the Project Team feel there is a high probability to deliver in the schedule window, not unexpectedly, this phase of complex testing has introduced new discoveries and challenges which have pushed the target date by one or two weeks. CGI and the Project Team continue to assess and implement mitigation strategies with the hope to recover any delays to the target date. Importantly, management dashboards have been created to track progress on a daily basis.

In parallel to the testing activities related to End-to-End, the Training Team has completed the delivery of a series of web-based training modules to all end-users with notable success. Moreover, comprehensive instructor led training has kicked-off to prepare specific end-user groups for the final phase of testing where end-users will validate that the new system meets all business requirements.

Recognizing the potential impact on customers resulting from CIS implementations in general, the team is providing additional focus on the organization's ability to respond and manage emerging issues once the system is in-service. The Project Team is building on PowerStream's Customer Experience Plan and will engage an experienced vendor to help define expected issues based on experience gained from other utility implementations and assess the potential for these issues to materialize. Also, the plan will define proactive risk mitigation measures and determine key

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performance indicators which identify emerging issues or problems quickly. Importantly, the strategy will build out proactive and reactive measures to address current gaps in our planning and prepare employees and other customer facing parties with scenarios and escalation paths to manage issues as they arise.

Representatives from CGI and the Project Team will be available to address any questions from the Board on December 12th.