January 9, 2013

Ontario Energy Board
P.O. Box 2319
2300 Yonge Street
27th Floor
Toronto, ON M4P 1E4
Attention: Ms. Kirsten Walli, Board Secretary

Dear Ms. Walli:

Re: Application for Extension to Mandated Time-of-Use Pricing Date for Regulated Price Plan Consumers EB-2012-0405

Please find enclosed EnWin's responses to Board Staff's interrogatories respecting the above application.

Yours very truly,

***ENWIN* Utilities Ltd.**

Per: Andrew J. Sasso, B.Comm., LL.B.
Director, Regulatory Affairs
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EnWin Utilities Ltd. Response to Board Staff Interrogatories
Application for Extension of Mandated Time-of-Use Pricing Date for Regulated Price Plan Consumers
EB-2012-0405

Board Staff Question 1

Preamble

Ex. A/T. 2/ S. 1/p. 1-2

Enwin Utilities Ltd.'s ("Enwin") application states that it "has determined that it will not be in a position to implement TOU pricing in advance of its current mandatory date. This is because EnWin's new Customer Information System ("CIS") has not yet been brought into service." Further, Enwin states that it "expects to have completed the procurement of the new CIS by October 2012, and to move immediately to begin the process of implementing the new CIS."

Ex. B/T. 1/ S. 1/P. 2

The application states that "EnWin has now chosen a new CIS to be supplied and implemented by NorthStar Utilities Solutions ("NorthStar"), and is finalizing contract arrangements with NorthStar."

Questions

a) Please indicate the current status of Enwin's CIS procurement and implementation, such as the current status of Enwin's contract arrangements with NorthStar.

Response

a) EnWin and NorthStar have entered into a contractual arrangement for the purchase and installation of the NorthStar CIS. The CIS implementation project is internally known as the EnStar Project and had a "kick-off session" on October 22, 2012. Work has been underway with staff from EnWin, NorthStar and ERTH since the kick-off. The EnStar Project is on schedule and on budget.

Board Staff Question 2

Preamble

Ex. B/T. 3/ S. 1/P. 4

The application states that “in or around April 2011, EnWin and Deloitte finished the design phase for the planned new SAP CIS. The findings from the design phase were presented to the Audit and Finance committee of the EnWin Board of Directors shortly after the OEB had approved the extension of the Mandatory TOU Date to December 2012.” Further, the application states that “The Audit and Finance Committee of the EnWin Board of Directors declined to approve the new SAP CIS as proposed, in light of the fact that the proposed costs were substantially higher than anticipated.”

Questions

a) Please specify the date on which Enwin’s Audit and Finance committee of the EnWin Board of Directors declined to approve the new SAP CIS as proposed.

b) Please provide a copy of the presentation of the “findings from the design phase” of the planned SAP CIS presented to the Audit and Finance committee of the EnWin Board of Directors.

c) Please provide a copy of meeting notes or minutes related to the decision of the Audit and Finance Committee of the EnWin Board of Directors to decline approval of the SAP CIS.

d) Please indicate why EnWin did not identify the decision not to approve the new SAP CIS as proposed in its monthly reporting on smart meter deployment and application of TOU pricing.

Response

a) The EnWin Audit and Finance Committee met on April 26, 2011 and, at that meeting, declined to recommend the Deloitte/SAP CIS to the EnWin Board of Directors. Instead, the Audit and Finance Committee directed management to assess the status of the current CIS system and whether it could be upgraded to accommodate TOU pricing. When it was determined that this was not advisable, the decision was made to investigate other options for a new CIS. The foregoing is discussed in detail Exhibit B, Tab 3, Schedule 1, pages 4 to 7.

b) See Attachment #2b.

c) The minutes of the April 26, 2011 meeting of the EnWin Audit and Finance Committee are enclosed (Attachment #2c).

d) EnWin's reporting to the Board has been updated as appropriate, to provide timely information about the evolving status of decisions in relation to the new CIS. EnWin did not provide the details of its on-going procurement process in its public filings in order to protect the integrity of the process and thus the benefits of the process for all interested parties, including ratepayers.

The evolving nature of EnWin's reporting to the Board in relation to the timing of the new CIS and TOU implementation can be seen in the following:

In its Smart Meter Deployment and Application of Time-of-use Pricing Monthly Report filed for May 2011, EnWin included the following comment:

> *"Enwin continues to review its CIS. The ongoing review continues to point to the need to replace the CIS. One of the drivers for the change is increased IT requirements due to TOU pricing. If the review results in a plan that changes the timelines set out herein, the changes will be reflected in the report. If the changes prompt the need for a further extension prior to moving to mandatory TOU pricing, Enwin will bring forward an application for that purpose."*

In subsequent filings, EnWin continued to update this Report:

- The Expected Completion Dates were updated and the statuses changed to "behind schedule" on the filing for the period ending January 2012.

- The Expected Completion Dates were further updated on the filing for the period ending March 2012.

- The Comments were changed for the period ending July 2012, to indicate that:

  > "*EnWin is completing a procurement process that is expected to result in a CIS implementation project which would commence in 2012. The timeline for that CIS implementation project and an associated initiative to go-live with TOU rates is being determined as part of the procurement process. Within the next 60 days, EnWin expects to file an application with the OEB in respect of the TOU go-live date."*

- The Comments were further changed for the period ending September 2012, to indicate that:

  > "*EnWin is completing a procurement process that is expected to result in a CIS implementation project which would commence in 2012. The*

timeline for that CIS implementation project and an associated initiative to go-live with TOU rates is being determined as part of the procurement process. Within the next 30 days, EnWin expects to file an application with the OEB in respect of the TOU go-live date."

- In the Report for the period ending October 2012, the Expected Completion Dates were updated to reflect the EnStar Project plan and the Comments were changed to indicate that:

  "EnWin has filed an application with the Board regarding the transition to TOU (EB-2012-0405)."

  In addition, EnWin communicated with OEB Staff on several occasions throughout 2012, to advise of the status of the new CIS and to indicate that EnWin may not, and later in the year that it would not, be in a position to offer TOU pricing by December 2012. These communications included email, phone conversations and at least three in-person discussions between senior EnWin personnel and senior Board Staff in Toronto.

  EnWin has always been mindful of the December 2012 deadline for TOU implementation, and filed its application for an extension of that date as soon as there was definitive information about when the new NorthStar CIS and TOU pricing would be implemented.

Board Staff Question 3

Preamble

Ex. B/T. 3/ S. 1/P. 7-13 and Ex. B/T. 3/S. 4

The application describes EnWin's work to identify other CIS options, including the issuance of an RFI "to obtain information about what CIS options are currently available from the market, including the level of functionality for each option, as well as information about capital and operating costs associated with each option," resulting in "contract negotiations with NorthStar for the procurement and implementation of a new CIS, including TOU functionality." The RFI document included in the application indicates that the RFI was issued on November 21, 2011.

In EnWin's submission on EB-2010-0367, EnWin stated that "In April 2009, an extensive RFP process concluded resulting in the selection of SAP as the system vendor and Deloitte as the system implementer." (p. 5)

Questions

a) Please specify the date on which Enwin took the decision to undertake an RFI process.

b) Please indicate why EnWin did not identify the decision to proceed with an RFI in its monthly reporting on smart meter deployment and application of TOU pricing.

c) Please indicate why EnWin did not identify the November 2011 issuance of the RFI in its monthly reporting on smart meter deployment and application of TOU pricing.

d) Please describe how and, if applicable, why EnWin's approach to CIS procurement resulting in the selection of NorthStar differed from its original CIS procurement process that resulted in EnWin choosing SAP as the Comprehensive ERP vendor and Deloitte as the system integrator.

Response

a) In the months following the April 26, 2011 meeting of the Audit and Finance Committee, EnWin pursued a multi-pronged analysis of alternatives to the option presented at that time. In May 2011, after confirming that the legacy CIS had to be replaced, EnWin decided to examine the potential for collaboration with other LDCs using or planning to use the SAP CIS and decided that it would eventually issue a RFI too. As that intensive "Fit/Gap Analysis" process drew closer to clearly defined options (e.g. functionality and price) in October 2011, EnWin made the decision to proceed with the RFI to identify alternate CIS solutions, and to provide a market-check on the results of the Fit/Gap Analysis. As noted, the RFI was issued in

November 2011. In the first quarter of 2012, in addition to providing a market-check on the results of the Fit/Gap Analysis, the RFI led to the identification of a NorthStar CIS option that was sufficiently in alignment with EnWin's overall objectives to warrant a more in-depth analysis. The in-depth analysis of the SAP CIS options and the NorthStar CIS options converged in the second quarter of 2012. In July 2012 EnWin began negotiations with NorthStar as its preferred supplier of a CIS.

b) Please see the response to 2(d).

c) Please see the response to 2(d).

d) In EB-2008-0227, EnWin detailed its decision to proceed with a Comprehensive ERP System which would include multiple components (e.g. asset management, finance, HR, supply chain, CIS) within one vendor's fully integrated offering. The outcome of that selection process was a Deloitte/SAP Comprehensive ERP System with a Deloitte/SAP CIS as one of the integrated elements.

The most recent procurement process was exclusively focused on the selection of a CIS. This process had discrete CIS-focused criteria. This process also had regard for the significant regulatory changes since 2008/2009, including the billing changes driven by the OEB's substantial Customer Service Amendments to the regulatory codes; the *Green Energy and Green Economy Act, 2009* and related regulatory provisions pertaining the billing renewable generators; and, advancements in the establishment and understanding of time-of-use/MDMR requirements. In consideration of all of the information obtained through the procurement process, including pricing information for the Deloitte/SAP CIS which was significantly different from what had been indicated in the first procurement process, the outcome of this selection process was a NorthStar CIS.

Board Staff Question 4

Preamble

Ex. B/T. 3/ S. 1/P. 14

The application states that "In total, EnWin expects that it will take up to 18 months to complete the installation of the new NorthStar CIS, including the implementation of TOU pricing. Assuming that work starts by the beginning of November 2012 (which is a fair assumption, in EnWin's view), then the project will be complete by February 2014, allowing for a full TOU implementation by April 30, 2014. EnWin has been assured by NorthStar that this is a reasonable timeline, provided that the SME achieves its typical integration timeline of about 7 months."

Questions

a) Please indicate whether work on installation of the new CIS commenced in November 2012 as anticipated in the Application.

b) Please provide a detailed timeline of work and milestones that must be completed in order to install the new CIS system and implement TOU pricing, including whether EnWin is still on track to meet the dates indicated above.

c) Please indicate whether EnWin has contacted the SME regarding its TOU implementation plan including whether:

   i. a Project Plan has been submitted to the SME (and, if so, provide a copy of the Project Plan); and

   ii. if the SME is of the view that it will take 7 months to integrate or whether this timeframe might be accelerated because EnWin is the only distributor that will be enrolling with the MDM/R during the period and may benefit from the experience of others that have already enrolled.

Response

a) Installation of the NorthStar CIS commenced in late October 2012.

b) The EnStar project plan, which includes the CIS, Operational Data Store (ODS), and TOU implementations, is enclosed in a document titled "North Star Implementation Project Plan" (Attachment #4b). EnWin remains on track to meet the dates indicated in the preamble to this interrogatory.

c)

i. A copy of the Project Plan noted above has been submitted to the SME. Also enclosed, as Attachment #4c, is the Progress Report on SME Milestones that has been filed with the SME. EnWin has spoken with the SME on numerous occasions over the past couple months to discuss the EnStar Plan and co-ordinate the eventual CIS-MDMR integration. Both EnWin and the SME recognize the importance of ongoing communication as EnStar proceeds.

ii. The SME forecasted a 7 month integration. The SME noted that this timeframe represents an aggressive/compressed schedule relative to other integrations. The SME noted that other LDCs scheduled longer timeframes for CIS integration and had a longer time period between CIS go-live and MDMR cut-over.

Board Staff Question 5

Preamble

Ex. B/T. 3/ S. 1/P. 15

The “activity timelines” table indicates that EnWin plans to complete its Self-Certification – Cutover on November 28, 2013 but does not plan to Transition to Production Operations until March 26, 2014.

Questions

a) Please explain what activities will be taking place to implement TOU in the four month period between Cutover and the Transition to Production Operations.

b) Please confirm that EnWin plans to transition all of its RPP eligible customers to TOU in a one month period from March 26, 2014 (when EnWin transitions to Production Operation) to April 30, 2014 (when TOU implementation is expected to be complete).

Response

a) The activities taking place to implement TOU in the four month period between Cutover and the Transition to Production Operations are found in Appendix 4b (the “North Star Implementation Project Plan”) as item numbers 502 through 513. In layman’s terms, this is the CIS stabilization period during which any issues with the core CIS will be identified and addressed prior to introducing the new and considerable dimension of TOU billing.

b) Confirmed.

Board Staff Question 6

Preamble

Ex. B/T. 3/ S. 5/P. 7

The table in the Project One presentation indicates that the "NorthStar/ERTH" option will have a "Negative" with respect to "Impact to Service" and that it will have "Low" in terms of "Future Functionality."

Questions

a) Please describe the meaning of the "NorthStar/ERTH" option having a "Negative" "Impact to Service", including any implications for EnWin's operations, customers, and ratepayers.

b) Please describe the meaning of the "NorthStar/ERTH" option having "Low" "Future Functionality", including any implications for EnWin's operations, customers, and ratepayers.

Response

a) The "NorthStar/ERTH" option has a "Negative" "Impact to Service" in the Project One presentation table. This is due to possible reduction in exception management, controls & error prevention, month end processing and work order functionality resulting in potentially longer wait times, call times and issue resolution in comparison with EnWin's extensively customized SPL/Oracle legacy CIS. That being said, considering the fact that the NorthStar CIS is currently used by approximately 40 Ontario LDCs, EnWin does not anticipate any difficulties in continuing to meet the Board's service requirements.

b) The "NorthStar/ERTH" option has "Low" "Future Functionality" in the Project One presentation table. This is due to relatively less future adaptability of the NorthStar CIS. Again, however, in recognition of the fact that NorthStar CIS is currently used by approximately 40 Ontario LDCs, EnWin expects that it will continue to be able to obtain at least the minimum future functionality needed to meet the Board's service requirements.

Board Staff Question 7
Preamble
Ex. B/T. 3/ S. 6/P. 1

In EnWin's letter to Board Staff dated May 28, 2012 EnWin states that "It is now clear that EnWin will not be in a position to select a replacement CIS, implement that CIS and roll-out TOU by December 1, 2012."

Questions

a) Please provide documentation indicating when EnWin first became aware that it would not be able to roll-out TOU by its December 1, 2012 deadline.

Response

a) In early 2012, EnWin received RFI responses and developed Fit/Gap Analysis projections that provided EnWin with information that EnWin used to form evolving judgments about the prospect of meeting the December 2012 deadline. On May 28, 2012, there did not appear to be any practical option that would enable EnWin to implement TOU by December 1, 2012. Thus, while EnWin had yet to select a CIS vendor and develop a project plan as of that date, EnWin was in a position to provide the Board with formal notice of its status and chose to do so.

Board Staff Question 8

Preamble

Ex. B/T. 3/ S. 3/P. 4

The Sky Energy Consulting “CIS Risk Assessment” presentation included in the application states that “It should be noted that the conclusions drawn in this report are based purely on anecdotal evidence and not on intrusive inspection. The report relies on the information from and opinions of Enwin staff, as well as Sky Energy's industry experience.”

Questions

a) Please explain why the report is “based purely on anecdotal evidence.”

Response

a) EnWin’s understanding is that Sky Energy Consulting used its expert judgment in utilizing the methodology that it did in preparing its report.

Board Staff Question 9

Preamble

From May 2011 through June 2012, EnWin reported in its monthly reporting on smart meter deployment and application of TOU pricing that "Enwin continues to review its CIS. The ongoing review continues to point to the need to replace the CIS. One of the drivers for the change is increased IT requirements due to TOU pricing. If the review results in a plan that changes the timelines set out herein, the changes will be reflected in the report. If the changes prompt the need for a further extension prior to moving to mandatory TOU pricing, Enwin will bring forward an application for that purpose."

a) Please explain why EnWin's monthly reports did not identify the changes to EnWin's acquisition and implementation of a new CIS that have been indicated in this application (e.g., decision not to proceed with original SAP CIS, decision to pursue RFI, issuance of RFI, evaluation of RFI, etc.).

Response

a) Please see response to 2(d).

Board Staff Question 10

Preamble

Ex. B/T. 4/ S. 1/P. 3

The application states that "There is no harm to ratepayers from delaying the implementation of the TOU pricing."

a) Please indicate any costs associated with EnWin's decision to not implement Phase 2 of a SAP CIS using Deloitte as originally planned (e.g., cancellation costs, sunk costs).

b) Has EnWin conducted any analysis of the potential bill impacts on its ratepayers from the implementation of TOU pricing? If so, please provide the analysis.

c) TOU pricing provides consumers with the ability to control their usage and save money by shifting consumption to lower demand times. Please explain why there is no harm to EnWin's ratepayers if EnWin's ratepayers are not given the ability to control their usage and take advantage of savings provided by lower demand times through TOU pricing.

Response

a) EnWin does not believe that this question is relevant to this proceeding, which is directed at the deadline for EnWin to implement TOU pricing. At the time that EnWin seeks cost recovery of the costs associated with the new CIS, all appropriate information will be provided.

b) EnWin has relied on the Board's website for consumers, which provides a bill calculator tool:
http://www.ontarioenergyboard.ca/oeb/consumers/electricity/your+electricity+utility.

c) The Board's bill calculator tool has consistently illustrated that for typical consumers using energy at typical times, Two-Tier commodity rates are less than TOU rates. Under TOU pricing, there would be less cost for consumers using energy at less expensive times (e.g. consumers employed outside the home during peak hours), and there would be more cost for consumers using energy at more expensive times (e.g. consumers at home during peak hours such as seniors, unemployed individuals, stay-at-home parents, shift workers).

EnWin acknowledges the Province's determination to proceed to TOU pricing, and is committed to having this implemented for its customers. As seen in the second paragraph of the evidence cited in this Interrogatory, the reference to "no harm" in EnWin's pre-filed evidence is intended to reference the fact that any negative impact from a delay in TOU pricing for EnWin's customers will be more than offset by the benefit of a new CIS that is more than $10 million less expensive than the previously identified option.

Attachment #2b

ENWIN UTILITIES

Special Audit & Finance

Committee Meeting

Project One – Discussion

Project One Phase II – Discussion – April 26, 2011

Executive Summary

We are nearing completion of the Blueprint/Design component of SAP Phase II and as such decisions have to be made regarding next steps. As we have advised in the last monthly update report, we have been diligently working at developing an estimate of all of the relevant costs expected to be associated with Phase II implementation.

We now know that the Ontario Energy Board has granted our request to extend the mandatory date for time of use billing of *ENWIN* customers from June 30, 2011 until December 31, 2012. This development is helpful from the perspective that at least we know now that we will be operating in an environment of compliance rather than one of non-compliance.

Attached is a comprehensive report in the form of a slide deck for your review in advance of the meeting on April 26, 2011. The report reiterates the four (4) fundamental issues which gave rise to the May 2009 decision of the *ENWIN* Utilities Board to permit the launch of Project One. Market conditions and regulatory requirements have changed dramatically since the *ENWIN* Board first approved a budget for a comprehensive ERP and CIS system back in March 2008. The timing of these impacts and changes are detailed in the report and will be highlighted in the accompanying verbal presentation. The magnitude and the costs of the SAP project have increased significantly as a result of market conditions regulatory requirement and other factors. This became abundantly evident when we received Deloitte's final cost estimate on or about April 1, 2011. In discussions with Deloitte shortly after receiving their cost estimate, we were advised that the number of FRICE-W development objects was significantly higher than the number that their earlier estimates were based upon. The PMO and sponsor regularly advised the Project Steering Committee that an increase in FRICE-W would impact the overall effort and cost of implementation. This issue was raised by the PMO as a potential risk throughout the Blueprint process. Management decided to address this development in two (2) ways:

1. The presentation of a report to the Audit and Finance Committee was postponed from April 13, 2011 to April 26, 2011 in order to permit management time to explore the viability of other options including, but not limited to, replacing Deloitte as the Systems Implementer, reducing project scope or foregoing SAP as our CIS system. That exercise has now been completed and analyzed at length in the attached report.

2. We interrupted our work on design for three (3) days and embarked on an exercise to review all of the FRICE-W. The result of the process was the reduction of FRICE-W by fifty (50) items. As a result of this same exercise, there are additional FRICE-W items that have been identified as candidates for either consolidation or elimination, however, the work needed to make a determination on these items will not be done until after Blueprint is completed. Any further FRICE-W elimination that can be achieved will serve to reduce the costs estimates on the Deloitte. As such, it is anticipated that the estimates in the slide deck may be reduced even before a contract with the Systems Implementer is finalized. We will, of course, report any changes to the scope, costs and timeline of Phase II to the Committee and the Board as soon as they become available.

The attached report also contains management recommendations regarding project structure, budget, timeline and governance protocol. In summary, we are recommending that we proceed as soon as possible with SAP Full Scope Realization with a 20-month timeline using Deloitte as the Systems Implementer and applying the enhanced project governance protocols developed and utilized during Phase II.

Although we hope to obtain definitive direction from the Audit and Finance Committee at the April 26, 2011 meeting, we fully recognize and understand that this is a significant investment and one which has evolved considerably since it was originally presented. In that regard, we are prepared to provide the Committee with any additional information it may require which may include additional meetings/discussions.

Maxwell Zalev
President and CEO

Michael Duben
Project Sponsor
VP of Customer Relations

PROJECT ONE
ONE Goal
ONE Team
ONE Vision

Project One Phase II Realization Discussion with the Board of Directors

April 26, 2011

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Purpose of report

PROJECT ONE
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1) Reiterate the objectives of Project One

2) Summarize evolving market conditions and regulatory requirements

3) Present management's recommended course of action

4) Present the alternatives considered by management

Project One objectives

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Project One was undertaken with the purpose of addressing 4 fundamental issues:

Pre-Project One Issues	Project One Objectives
Legacy systems are out of vendor support and subject to a significant risk of failure that could occur at any time	Single, fully-supported system
Inability of legacy systems to support imminent regulatory requirements (such as International Financial Reporting Standards)	Ability to satisfy future regulatory requirements in a timely fashion
Inability of legacy systems to support future business requirements (such as Smart Metering/Time of Use)	Ability to support future business requirements in a timely fashion
Significant disconnect between business processes and information systems, requiring significant manual intervention and customization, resulting in reduced productivity and higher operating costs	Integrated single application with embedded Utilities industry leading practices

These issues are as relevant now as when the business case was originally approved.

Evolving market conditions and regulatory requirements

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Key milestones in red

Mar. '08	• EnWin's Board of Directors approves budget for smart meters • EnWin's Board of Directors approves budget for comprehensive ERP system, including CIS
Feb. '09	• Bill 150 (Green Energy and Green Economy Act, 2009) introduced with references to the "Smart Grid" concept • EnWin puts smart metering plans on hold, pending clarification of "Smart Grid" plans • OEB approves of EnWin's I/T strategy and costs
May '09	• EnWin's Board of Directors approves Business Case to permit the launch of Project One • Phase 1 of Project One (Finance, Human Resources, Supply Chain, Asset Management) commences; CIS implementation deferred until Phase II • Green Energy Act enacted
May '10	• Phase 1 of Project One goes live
Jul. '10	• **Customer Service Amendments (60+ in number) announced by the OEB to take effect in 4 phases starting October 1, 2010**
Aug. '10	• First smart meters installed • **OEB issues mandatory implementation dates for Time of Use – June 2011 for EnWin. EnWin advises OEB of concerns over mandatory Time of Use deadline**
Sep. '10	• **FIT & microFIT programs established**
Dec. '10	• Application for extension of Time of Use implementation until December 2012 filed
Jan. '11	• Substantial completion of residential installation of smart meters • Phase 2 of Project One commences (CIS Blueprint)
Mar. '11	• Report presented to EnWin Board of Directors highlights that several LDC's, including Enersource, Cambridge, Thunder Bay and Fortis Ontario (among others), will not meet the OEB's TOU implementation deadline
Apr. '11	• **OEB approves EnWin's application for extension of TOU implementation date until December 2012** • London Hydro requests 11 month TOU extension until May 2012 from the OEB; Essex Powerlines requests extension until December 2011; Hydro Ottawa also requests extension
Dec. '12	• EnWin's currently anticipated Time of Use implementation date

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Management considered the following alternatives in developing its recommendations

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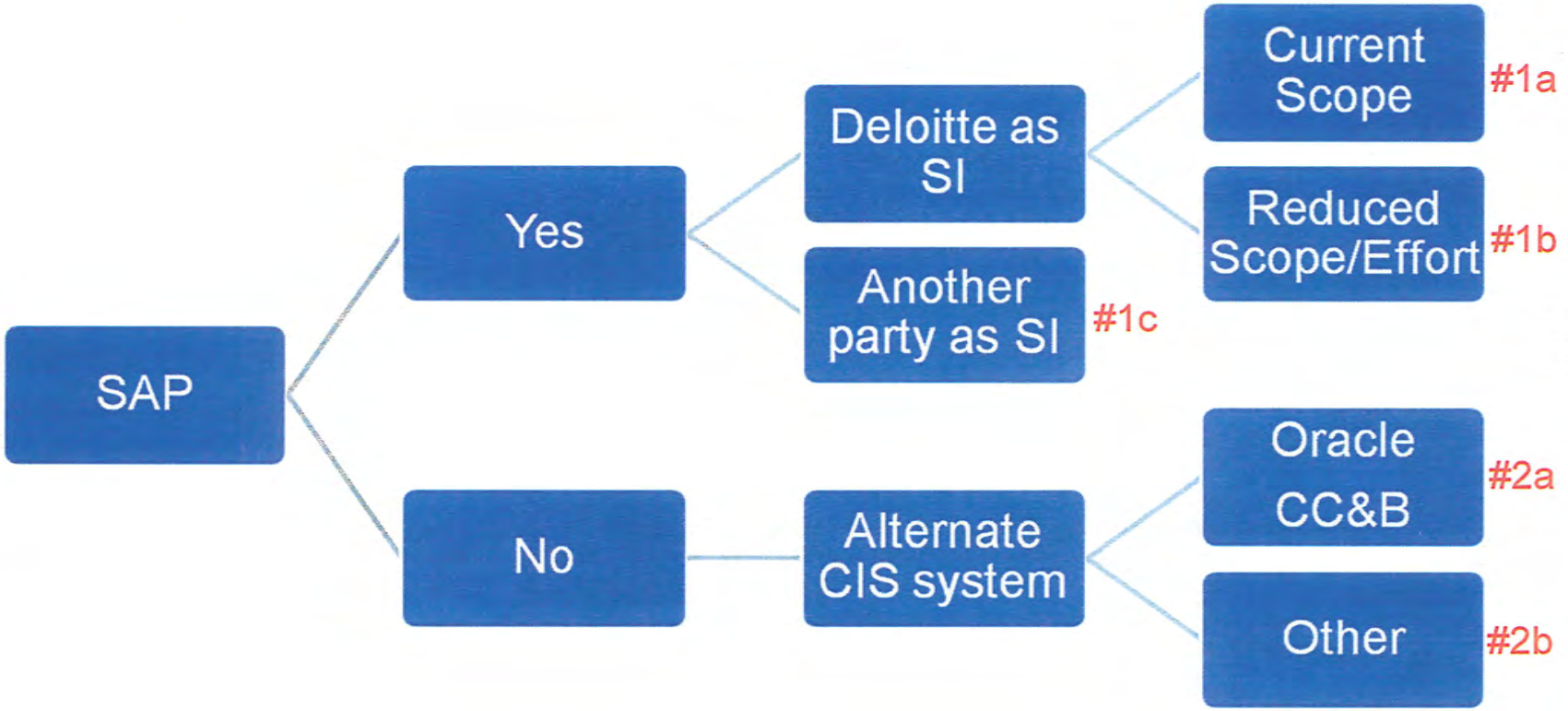

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Management's Recommendations

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Project Structure	- Proceed immediately into Phase II Realization upon the completion of Blueprint with: • Deloitte as Systems Implementer • SJH Consulting as EnWin Project Manager • KPMG providing Project Management Support and Quality Assurance Review
Scope	- Phase II Realization scope will include the replacement of the legacy CIS systems and will also address recent regulatory developments including TOU, FIT and CSA.
Budget	- Budget of $26.1M, inclusive of a contingency of 15%, representing an incremental request of $22.8M from the 2008 requirement of $3.3M
Timeline	- Implementation timeline of 20 months (assume May, 2011 start → estimated completion December, 2012)
Enhanced Governance Protocols	- Project governance protocols developed and utilized during Phase II Blueprint will be maintained, including: • Monthly status reports to the Board, Audit & Finance Committee and Steering Committee • Formal change request process requiring approval of the Project Sponsor, CEO, Steering Committee, Audit & Finance Committee and Board of Directors as necessary • KPMG In-Flight Quality & Risk Reviews

Immediate launch of Phase II Realization is critical

PROJECT ONE — ONE Goal, ONE Team, ONE Vision

Management strongly believes that Project One Phase II should not be delayed:

1. Ongoing issues with the legacy system (poor performance, risk of failure, etc.) need to be resolved
2. Volume of data makes managing Time of Use billing manually significantly higher risk and far more costly
3. Legacy systems are not capable of handling upcoming regulatory requirements mandated by the OEB, particularly Time of Use billing ("hard" implementation date of December 2012)
4. The proposed 20 month project timeline (commencing May 2011) reflects the effort required to deliver the designed solution by December 2012; delays will extend the critical path and jeopardize the ability to retain key Deloitte and PMO consultant resources
   - Deloitte is contractually committed to making reasonable efforts to retain their proposed Phase II Realization team for a period of 4 weeks after the completion of Blueprint
   - Any delays beyond 4 weeks will result in the loss of key Deloitte resources with intimate knowledge of EnWin's processes and the proposed SAP solution
5. The high demand for SAP consulting resources globally could result in a shortage of qualified resources if the project is delayed
   - In Ontario alone, there is competing demand for SAP CRB resources for projects at Hydro One, London Hydro, Bluewater Power and Fortis Ontario

Based on the legislation that exists today and our current understanding of the legacy and planned SAP systems/data, the 20 month implementation timeline will achieve the December 2012 OEB TOU deadline if the project starts in early May.

Phase II Realization final cost estimate vs. original budget

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The final estimate of $26.1M (including contingency) is up from an approved budget of $3.3M, as follows:

			(000's)
Approved Phase II Realization Budget:*			3,300
Regulatory Requirements:			
Internal:	TOU	1,037	
	FIT	167	
	CSA	167	
	MDM	150	
Deloitte:	TOU	2,661	
	FIT	1,874	
	CSA	2,961	9,017
Retail:			
Internal:		442	
Deloitte:		1,890	2,332
Additional FRICEW:			
Internal:		325	
Deloitte:		2,624	2,949
Increased Internal Costs:			
Training Lead & Consultants:		1,120	
Conversion Consultants:		572	
Increased Estimates - Internal & Contractor Costs:		2,785	4,477
Miscellaneous:			
Additional Contingency:		3,223	
Deloitte Adjustment for Increased Timeline:		83	
Increased Hardware & Software Requirements:		486	
Increased Estimates - PMO Support & QA:		248	4,040
Total Estimate for Phase II Realization:			26,115

See next slide

* $4.2M Phase II approved budget, net of $0.9M budget for Blueprint

Impact of FRICEW*

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Baseline (Pre-Blueprint, August 2010)

Complexity	F	R	I	C	E	W	Total	% of Total	Effort (Hours)
Low	19	3	4	6	15	0	47	19.6%	
Medium	4	2	33	13	46	2	100	41.7%	
High	3	3	25	18	37	7	93	38.8%	
Total	26	8	62	37	98	9	**240**	100.0%	69,677

Final Estimate (April 2011)

Complexity	F	R	I	C	E	W	Total	% of Total	Effort (Hours)
Low	9	9	7	3	12	0	40	15.9%	
Medium	9	22	27	2	65	6	131	52.0%	
High	3	8	23	0	39	8	81	32.1%	
Total	21	39	57	5	116	14	**252**	100.0%	72,466

* FRICEW represents the objects and processes required to operate the business

- Although a net increase of only 12 additional FRICEW objects has resulted from the Blueprint process, the complexity of the objects has increased, with approximately 2,800 additional hours of development effort required
- The increased effort has resulted in an estimated cost increase of $2.95M

Detailed Phase II Realization cost estimate

PROJECT ONE | ONE Goal ONE Team ONE Vision

	2011	2012	Total	% of Total
Deloitte				
Consulting Costs	8,396,611	4,995,283	13,391,894	51.3%
Consulting Expenses	1,492,634	888,713	2,381,347	9.1%
Subtotal	*9,889,245*	*5,883,996*	*15,773,241*	60.4%
Internal				
Labour	3,278,778	2,362,576	5,641,354	21.6%
Hardware	493,000	-	493,000	1.9%
Software Licenses/Fees	168,288	72,230	240,518	0.9%
Legal	5,000	-	5,000	0.0%
CM & Training	2,875	13,425	16,300	0.1%
Miscellaneous	1,500	15,500	17,000	0.1%
Contingencies	2,123,480	1,282,842	3,406,322	13.0%
Subtotal	*6,072,921*	*3,746,573*	*9,819,494*	37.6%
KPMG				
PMO - QA	276,391	177,871	454,262	1.7%
Expenses	41,459	26,681	68,140	0.3%
Subtotal	*317,850*	*204,552*	*522,402*	2.0%
GRAND TOTAL	**16,280,016**	**9,835,121**	**26,115,137**	**100.0%**

NOTE:
- 2011 budget includes a $15M placeholder for I/T spending
- Further analysis will be performed upon the completion of the project to determine an appropriate split of the total project cost between EnWin and WUC

014

Phase II could have a 1.6%-3.0% impact on rates as currently structured

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- Estimated impact on rates is based on a $30M total Phase II cost ($2.5M Blueprint + $27.5M Realization)
- The strategy that the EnWin Board of Directors takes with regards to the Cost of Service application will also affect the impact on rates
- Initial estimates suggest that Phase II's impact on rates could range between $2.17/month and $4.18/month (1.6% - 3.0%) on the average customer's total bill
- This estimate is approximate, based on management's best estimate using current information, and **excludes the impact of Phase I**
- Note that if Project One was not undertaken, significant and arguably greater system spend or manual work (i.e. hiring) would be required to support the organization, not withstanding the fact that the legacy systems are not capable of handling the current and future demands of the business

Summary of Alternatives

PROJECT ONE — ONE Goal, ONE Team, ONE Vision

● = Good ● = Reasonable ● = Poor

	1a	1b	1c	2a	2b
	SAP Deloitte Current Scope	SAP Deloitte Reduced Scope/Effort	SAP Alternate SI	Oracle	Other Solution
Cost	●	●	●	●	●
Timeline	●	●	●	●	●
Functionality	●	●	●	●	●
Integration	●	●	●	●	●
Regulatory Requirements	●	●	●	●	●
SI/Vendor Project Knowledge	●	●	?	?	?

Appendix A: Analysis of Alternatives

Supporting analysis for the options considered by management

"Do nothing" is not an option

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Management strongly believes, consistent with the motion approved during the Board of Directors meeting on April 22, 2009, that the status quo is not an option for the following reasons:

- Hardware is aging and legacy system performance is deteriorating
- Legacy systems are out of vendor support and legacy system failure could have a significant operational, financial and reputational impact
- Natural employee attrition presents a significant risk to legacy systems
- Legacy systems are not capable of handling Time of Use billing, and TOU cannot be handled manually
  - TOU is unlikely to be discontinued
- Interest in the FIT & micro-FIT programs (currently managed manually) is growing and these programs need to be incorporated in the organization's systems

Hardware is aging and legacy system performance is deteriorating

PROJECT ONE — ONE Goal, ONE Team, ONE Vision

- Maintenance contracts for both the Production and Dev/QA disk subsystems expire in late 2011
  - Coverage for the Dev/QA subsystem can *likely* be extended, but the vendor has indicated they will not extend the contract on the Production subsystem
- Although impossible to predict when the hardware could fail, the further beyond support that the hardware is used, the greater the risk of failure
- Aggregate batch processing is currently averaging approximately 13-14 hours per day, although the processing time required can exceed 20 hours on occasion
  - When CIS systems were newly implemented, the average batch processing time was approximately 6 hours
- The risk of aggregate batch processing exceeding 24 hours is a serious concern
  - It is unknown when this might occur, but the volumes of data generated from the implementation of Time of Use billing is likely to cause this if TOU is implemented using legacy systems
- If batch processing exceeds 24 hours, CSR's will not have access to the most up-to-date customer data, complicating customer interactions and degrading the quality of customer service

Legacy system failure could have a significant operational, financial and reputational impact

PROJECT ONE | ONE Goal ONE Team ONE Vision

- Because legacy systems are so far beyond vendor support, it is unknown:
  - Whether these systems could be recovered in the event of failure
  - The costs of recovery
- A system failure could result in the inability to issue bills and limit the organization's abilities to perform day-to-day customer service activities
- The financial impact of the inability to generate customer invoices could be significant as it brings cash inflows to a standstill
- Any system failure that impacts EnWin's ability to deliver effective and efficient customer service could result in customer complaints and could have a significant reputational impact on EnWin

020

Natural employee attrition presents a significant risk to legacy systems

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Substantial knowledge of the legacy systems (particularly the customizations) resides with members of the I/T and Customer Service departments, many of whom are likely to retire in the near future:

Group	Years Until Retirement-Eligible	# of Employees
I/T	1 – 4 years	5
	5 – 7 years	6
Customer Service	1 – 4 years	8
	5 – 7 years	10

Maintaining the status quo will result in the loss of much of this legacy system knowledge in the near future. This loss of knowledge could adversely affect the ability to support the legacy systems and, as a result, negatively impact the organization's customer service capabilities. It is unlikely that sufficient resources could be located to replace this loss of knowledge.

Legacy systems are not capable of handling Time of Use billing, and TOU cannot be handled manually

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- Time of Use billing involves billing customers according to their actual usage during pre-defined on-peak, mid-peak and off-peak hours
- To facilitate accurate billing, electricity usage must be read hourly
  - 12 monthly electricity meter readings are currently stored in the legacy system for each customer, totaling approximately 960,000 readings per year
  - 24 hourly electricity meter readings will be stored per day for each customer under TOU billing, totaling approximately 700,800,000 readings per year
  - This substantial increase in the number of meter readings will place even greater stress on already poor-performing systems
- To manage TOU manually, it is estimated that a minimum of 12 FTE CSR's would be required to enter meter readings & process disconnections
  - The annual estimated cost of hiring an additional CSR is $94,100 including wages, benefits, training, computer and supervisory costs, as well as a 15% overhead rate
  - The cost of 12 additional FTE CSR's is therefore estimated at $1.1M+ annually
- A manual solution would also result in greater risk of human error
  - Assuming an error rate of even 1 in 10,000, this would result in approximately 70,000 meter reading entry errors per year, affecting countless customer invoices and leading to significant reputational damage for EnWin

Time of Use billing is unlikely to be discontinued

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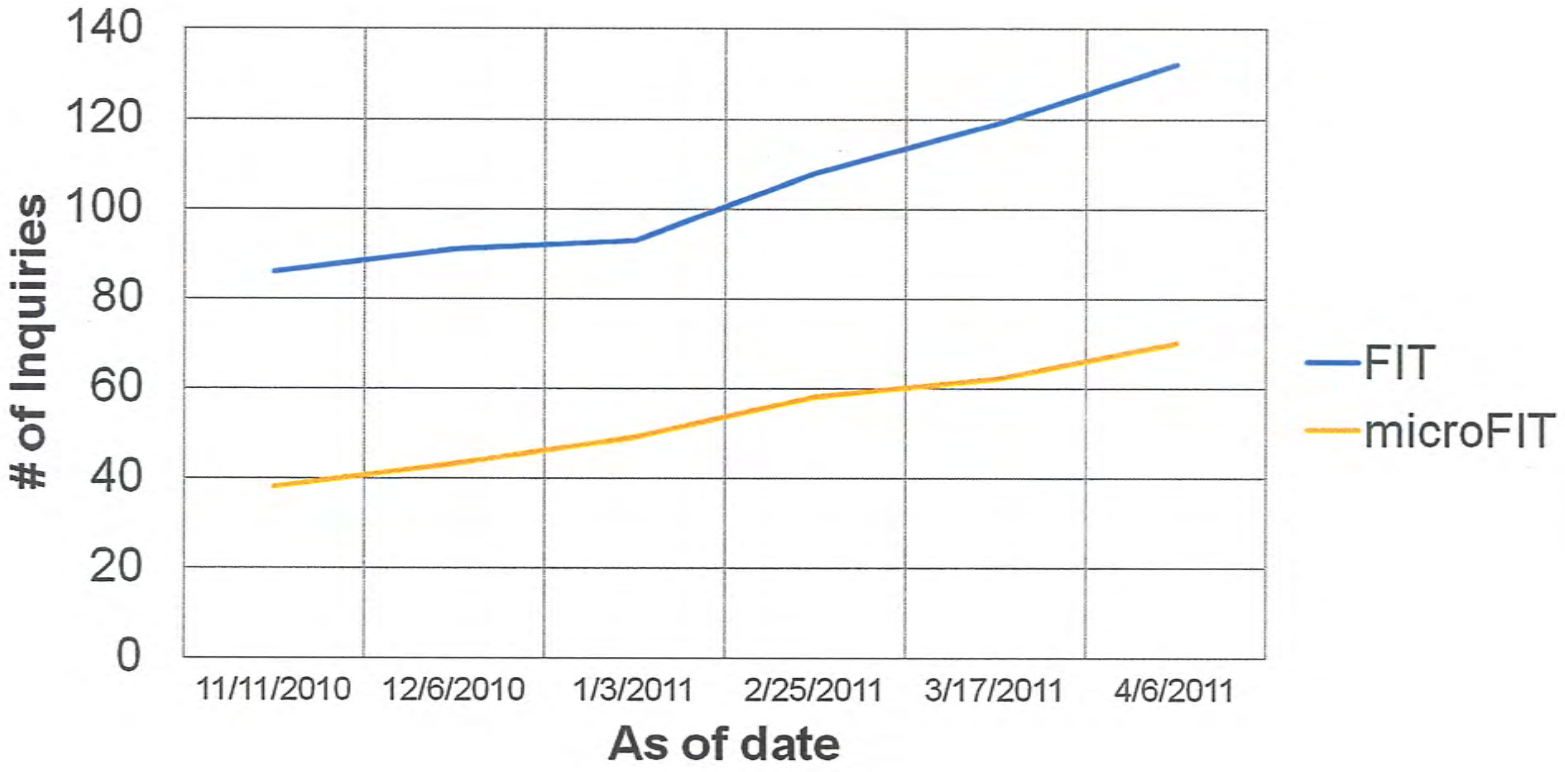
- OEB has mandated a TOU implementation date of June 2011, although EnWin has been granted an extension until December 2012
  - December 2012 is considered a "hard" implementation date, and EnWin could be subject to monetary penalties if this deadline is not met, although the amount of these potential penalties is unknown
- Even with a new provincial government after the Fall 2011 election, Smart Metering and Time of Use is unlikely to be eliminated
  - The opposition Conservatives have proposed to make Time of Use voluntary
  - EnWin Regulatory believes that approximately 40% of customers save money under Time of Use billing – since a large number of customers have the ability to save money under Time of Use, it is false to assume that most customers will opt out of TOU billing

Interest in the FIT & microFIT programs is growing



- 132 FIT inquiries and 70 microFIT inquiries have been received as of Apr. 6/11
- As of the end of Mar. 2011, 25 microFIT connections have been completed with a capacity of 173 kW; no FIT connections have been completed
- The FIT and microFIT programs are currently being managed manually; management does not believe managing these programs manually is feasible as the number of connections continue to grow

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Alternative #1a: Replace legacy CIS system with:

- SAP
- Deloitte as SI
- Current Scope

* Management's recommended course of action

Summary: Alternative #1a – Replace legacy CIS system with SAP using Deloitte as SI with current scope

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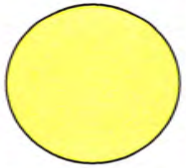
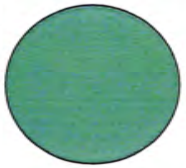
Cost		- Deloitte SI consulting fees & expenses total approximately $14M - Total project budget of $26.1M (including contingency)
Timeline		- Proposed timeline of 20 months will meet TOU implementation deadline
Functionality		- Current scope includes all "must-haves" required to operate the business efficiently & effectively
Integration		- Single, fully-integrated SAP solution
Regulatory Requirements		- Scope would address recently enacted regulatory requirements including TOU, FIT/microFIT and CSA
SI/Vendor Project Knowledge		- Mutual familiarity and excellent working relationship with Deloitte & SAP will ensure the highest level of service and best solution is provided to EnWin

Alternative #1b: Replace legacy CIS system with:

- SAP
- Deloitte as SI
- Reduced Scope/Effort

The following scope/effort reductions were examined to determine the potential cost savings along with an assessment of the corresponding implications of each option.

Management recommends that these scope/effort reductions not be pursued because the potential adverse implications exceed the cost savings that could be realized.

Opportunities to reduce scope/effort

PROJECT ONE | ONE Goal ONE Team ONE Vision

Remove Motorola from Phase II Scope

Maintain Motorola for certain business processes (hydro/water locates, trouble calls, streetlight repairs, etc.) and interface to SAP

Savings (000's)		Schedule Impact	Implications
EnWin Internal: PMO/Integration: Deloitte: Deloitte Training: TOTAL:	$91 $79 $404 $72 $647	None	• Annual maintenance costs of $230,000 will continue to be incurred • Current contract expires in 2012; increase in annual maintenance costs could occur subsequently • Removal of Motorola is part of the original business case – removing this from the scope of Phase II could result in some of the planned benefits from the business case not being realized

Remove Web from Phase II Scope

Eliminate customer self-service functionality on website (initiate service, view consumption history, submit meter reading, etc.)

Savings (000's)		Schedule Impact	Implications
EnWin Internal: PMO/Integration: Deloitte: Deloitte Training: Miscellaneous: TOTAL:	$91 $79 $538 $72 $32 $812	None	• No additional communication channels to deflect calls for anticipated increase in call volumes at go-live and as a result of the TOU roll-out • Increase in corporate costs as a result of hiring additional employees to handle the increase in call volume

Opportunities to reduce scope/effort – cont'd

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Remove QA Environment for Stress Testing from Phase II Scope

A separate QA environment for stress, batch, conversion and disaster recovery testing will not be purchased

Savings (000's)		Schedule Impact	Implications
Hardware	$378	None	• Performance of the new CIS system is not proven prior to go-live • No system to test how long the nightly batch processes will take to run; will not able to optimize the batch processes until after go-live; risk that batch processing may continue during the day until optimized • No system to determine the amount of time required to do the final cutover (conversion)

Remove Utilisys TOU Testing Resource

External consultant will not be hired; responsibilities will be performed internally

Savings (000's)		Schedule Impact	Implications
Consulting Fees: Expenses: TOTAL:	$308 $31 $339	None	• Potential for an increased number of issues when we begin IESO testing (could cause delay with TOU go-live) • Increased chance of gaps in TOU design that are not identified until IESO testing

Opportunities to reduce scope/effort – cont'd

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Remove SPI Retail Testing Resource

External consultant will not be hired; responsibilities will be performed internally

Savings (000's)		Schedule Impact	Implications
Consulting Fees: Expenses: TOTAL:	$133 $13 $146	None	• Increases the risk of production issues for Retail transactions (this resource will bring a Retail billing perspective for real life testing) • Less Retail testing effort – potential for an increased number of issues after go-live

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Summary: Alternative #1b – Replace legacy CIS system with SAP using Deloitte as SI with reduced scope

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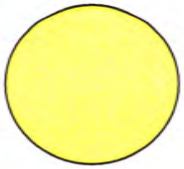
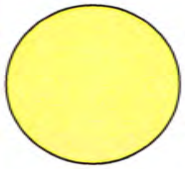
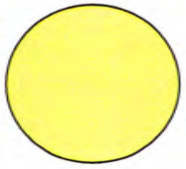
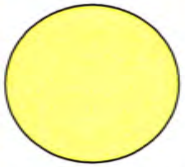
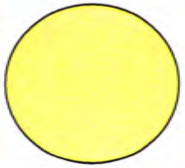
Cost		- Depending on scope/effort reductions selected, total budget savings of up to $2.3M could be achieved, resulting in a total Phase II Realization budget of $23.8M
Timeline		- Despite reduction in scope/effort, the timeline is expected to remain 20 months, still meeting the required TOU implementation date
Functionality		- Depending on scope/effort reductions selected, some "must-haves" required to operate the business efficiently & effectively will be eliminated
Integration		- Depending on the scope reductions selected, the ability to achieve a single, fully-integrated solution could be impacted
Regulatory Requirements		- Reduced scope would still address recently enacted regulatory requirements including TOU, FIT/microFIT and CSA
SI/Vendor Project Knowledge		- Mutual familiarity and excellent working relationship with Deloitte & SAP will ensure the highest level of service and best solution is provided to EnWin

Alternative #1c: Replace legacy CIS system with:

- SAP
- Alternate SI

Summary: Alternative #1c – Replace legacy CIS system with SAP using alternate SI

PROJECT ONE | ONE Goal ONE Team ONE Vision

Cost		- Preliminary market analysis suggests that SI consulting fees & expenses are expected to be comparable to Deloitte - Total Phase II Realization cost is unlikely to be substantially different from the $26.1M budget based on Deloitte as SI
Timeline		- An RFP process is likely to take 4 months to complete - An alternate SI would also re-visit the Blueprint design - 20 month TOU implementation timeline would not be met
Functionality		- Additional time and effort would be required to review the Blueprint to ensure that the alternate SI delivers the desired functionality; even with this additional time and effort, it is questionable whether equivalent functionality would be delivered
Integration		- Depending on the scope determined in consultation with the selected SI, the ability to achieve a single, fully-integrated solution could be impacted
Regulatory Requirements		- Scope would address recently enacted regulatory requirements including TOU, FIT/microFIT and CSA, despite a change in SI
SI/Vendor Project Knowledge		- Although EnWin's excellent working relationship with SAP will be maintained, the selected SI will be unfamiliar with EnWin; the level of service that EnWin will receive is unknown

Alternative #2a: Replace legacy CIS system with:
- Oracle

Summary: Alternative #2a – Replace legacy CIS system with alternate solution – Oracle

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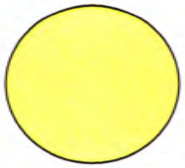
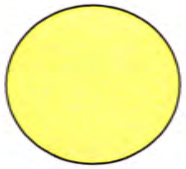
Cost		- Preliminary market analysis suggests SI consulting fees & expenses are expected to be slightly lower than the costs of implementing SAP; total cost of ownership (incl. annual fees) likely to be slightly lower - Magnitude of savings unknown without issuing RFP
Timeline		- An RFP process is likely to take 4 months to complete - Blueprint solution has been designed with SAP in mind; additional time would be required to review the design from an Oracle perspective - 20 month TOU implementation timeline would not be met
Functionality		- Additional time and effort would be required to review the Blueprint to ensure that the Oracle solution delivers the desired functionality; even with this additional time and effort, it is questionable whether equivalent functionality would be delivered
Integration		- Interface between Oracle and SAP would be required
Regulatory Requirements		- Oracle has capability to address recently enacted regulatory requirements including TOU, FIT/microFIT and CSA
SI/Vendor Project Knowledge		- Both Oracle and the selected SI will be unfamiliar with EnWin; the level of service that EnWin will receive is unknown

Alternative #2b: Replace legacy CIS system with:
- Other alternative CIS solution

Summary: Alternative #2b – Replace legacy CIS system with alternate solution – Other

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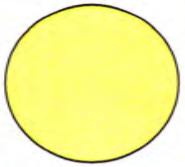
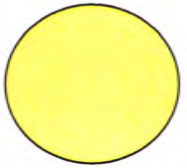
Cost		- Preliminary market analysis suggest SI consulting fees & expenses are expected to be lower than the costs of implementing SAP; total cost of ownership (incl. annual fees) is also likely to be lower than SAP - Magnitude of savings unknown without issuing RFP
Timeline		- An RFP process is likely to take 4 months to complete - Blueprint solution has been designed with SAP in mind; additional time would be required to review the design from an alternate perspective - 20 month TOU implementation timeline would not be met
Functionality		- Functionality is typically less than industry leaders SAP and Oracle - Other CIS solutions are typically only used by smaller utilities; these solutions are not appropriate to support EnWin's current and future requirements, particularly with the trend of LDC consolidation
Integration		- Interface between CIS system selected and SAP would be required
Regulatory Requirements		- Capability to manage TOU, FIT/microFIT and CSA varies depending on CIS solution
SI/Vendor Project Knowledge		- The chosen solution provider and the chosen SI will be unfamiliar with EnWin; the level of service that EnWin will receive is unknown

Appendix B: Change Request Approval Responsibilities

Approval Responsibilities for Change Requests

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Activity	Responsibility	Activity Description	Timing
Changes to overall project budget	CEO to the Enwin Board of Directors	All requests for material increases to the project budget will be brought before the Enwin Board of Directors	As identified
Draws from the project Contingency	CEO to the Enwin Board of Directors	The Enwin Board of Directors will need to approve all draws from the overall project contingency	As identified
Changes within the budget allocation (line items)	Steering Committee	All will be approved by the Steering Committee.	As identified

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Attachment #2c

CONFIDENTIAL

ENWIN UTILITIES LTD.
SPECIAL AUDIT AND FINANCE COMMITTEE MEETING
Tuesday, April 26, 2011
9:15 A.M. – 10:15 A.M.
787 OUELLETTE AVENUE, 2ND FLOOR BOARD ROOM

PRESENT:

Members:	M. Komsa, Chair, V. Neufeld, Mayor E. Francis
Others:	M. Zalev, M. Duben, J. Wladarski, V. Zuber, A. Sasso, J. Gignac and D. Loeffen
Absent:	D. Lawson (due to telephone difficulties)
KPMG:	T. Clark, R. Bryan

The Chair noting quorum called the meeting to order @ 9:18 A.M.

No conflicts of interest were declared.

PROJECT ONE - DISCUSSION

The agenda package provided to the Committee outlined anticipated Phase II costs. There was considerable discussion between the Committee and management regarding the original projected costs as compared to anticipated adjusted costs for Phase II. It was noted that Phase I included the Human Resource, Finance, Asset Management and Supply Chain modules. Additional modules are set to be completed in Phase II with Time of Use (TOU) a key consideration during this part of the implementation process.

Management will investigate and prepare a report for presentation to the committee in two separate meetings. The purpose of the first meeting is to assess the current "legacy" system and assess the risks and opportunities of going forward with the existing "legacy" system. Thereafter, alternatives can be developed and evaluated after the first meeting review process is completed.

MOTION FOR ADDITIONAL SPECIAL MEETINGS

Moved by E. Francis Seconded by V. Neufeld

That Management present a report identifying the benefits achieved to date of the SAP Phase I installation. That Management also present the Committee with an assessment of the current status of the existing legacy system AND an analysis of upgrading the existing legacy system to permit Time of Use (TOU) billing including identification of the risks and opportunities associated therewith.

-CARRIED

NEXT MEETING DATE: Wednesday, May 11, 2011 @ 9:15 AM

MOTION TO TERMINATE MEETING

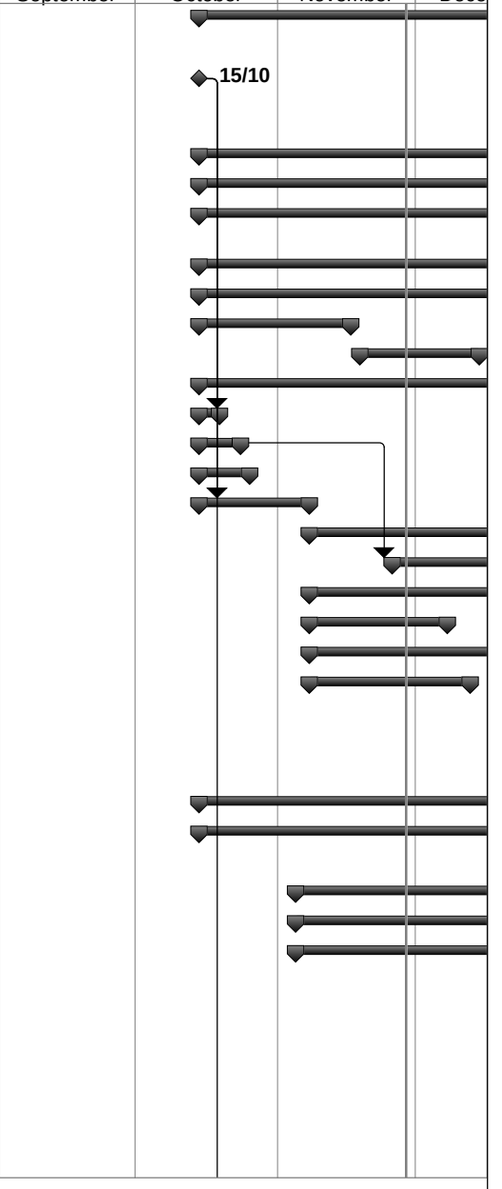
Moved by E. Francis Seconded by V. Neufeld
Motion to terminate the regular meeting at 9:51 A.M.

Minutes recorded by JM. Gignac
2011 04 26

Attachment #4b

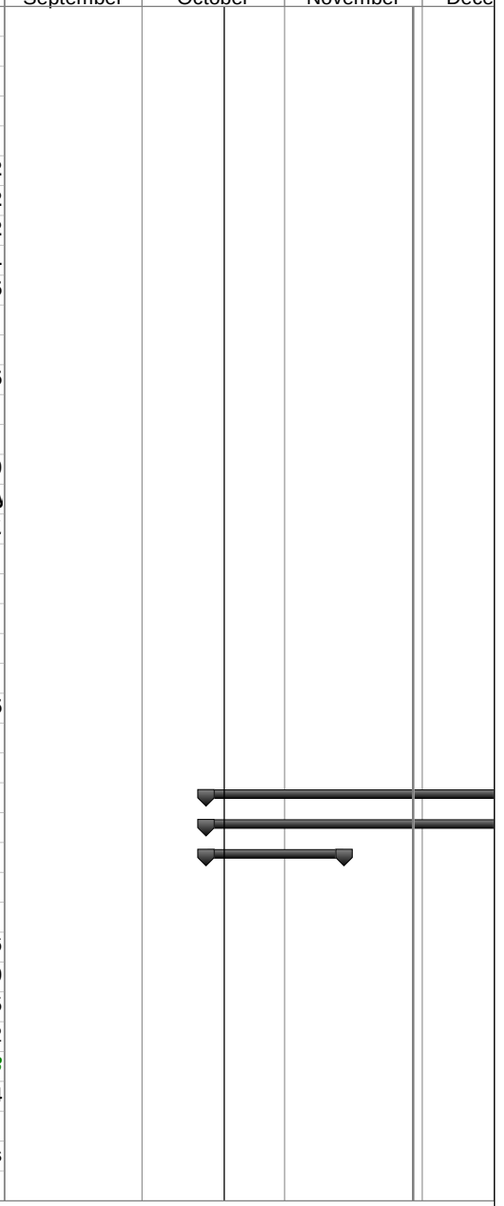
Draft - North Star Implementation Project Plan

ID	% Comple	% Work Complete	Task Name	Start	Finish	Work	Duration	Predecessors
1	**7%**	**11%**	**Draft EnWin NorthStar Implementation Project Plan**	**Mon 15/10/12**	**Wed 26/03/14**	**30,193.42 hrs**	**72.4 wks**	
2								
3	100%	100%	***START DATE (Tentative - Would need to be confirmed and reviewed at Contract Signature)***	***Mon 15/10/12***	***Mon 15/10/12***	*0 hrs*	***0 wks***	
4								
5	**7%**	**11%**	**CIS Project**	**Mon 15/10/12**	**Mon 10/03/14**	**20,771.05 hrs**	**70 wks**	
6	**7%**	**8%**	**Project Management**	**Mon 15/10/12**	**Mon 10/03/14**	**3,847.4 hrs**	**70 wks**	
7	**7%**	**6%**	**Project Management / Technical Oversight / IT Environment Support**	**Mon 15/10/12**	**Mon 10/03/14**	**3,104.4 hrs**	**70 wks**	
11	**5%**	**5%**	**Communication Management**	**Mon 15/10/12**	**Mon 10/03/14**	**532 hrs**	**70 wks**	
16	**6%**	**13%**	**Risk Management**	**Mon 15/10/12**	**Mon 03/02/14**	**37 hrs**	**65 wks**	
19	**80%**	**88%**	**Project Plan**	**Mon 15/10/12**	**Fri 16/11/12**	**96 hrs**	**5 wks**	
24	**0%**	**0%**	**Deliverable/Acceptance Management**	**Mon 19/11/12**	**Fri 14/12/12**	**78 hrs**	**4 wks**	
30	**39%**	**67%**	**Solution Definition Phase**	**Mon 15/10/12**	**Thu 21/02/13**	**2,582 hrs**	**17.1 wks**	
31	**100%**	**100%**	**Project Preparation**	**Mon 15/10/12**	**Fri 19/10/12**	**30 hrs**	**0.85 wks**	**3**
34	**100%**	**100%**	**Project Kick-Off**	**Mon 15/10/12**	**Tue 23/10/12**	**124 hrs**	**1.4 wks**	
38	**100%**	**100%**	**NorthStar Product Orientation Session - Training**	**Mon 15/10/12**	**Thu 25/10/12**	**161 hrs**	**1.8 wks**	
42	**100%**	**100%**	**Discovery**	**Mon 15/10/12**	**Wed 07/11/12**	**1,038 hrs**	**3.6 wks**	**3**
50	**25%**	**33%**	**CIS Definition**	**Thu 08/11/12**	**Fri 01/02/13**	**1,150 hrs**	**11 wks**	
51	**0%**	**0%**	**Physical Architecture Review / Recommendation**	**Mon 26/11/12**	**Fri 21/12/12**	**19 hrs**	**4 wks**	**34FS+1 wk**
55	**31%**	**36%**	**Solution Requirements and Customizations Documents**	**Thu 08/11/12**	**Fri 04/01/13**	**253 hrs**	**7 wks**	**43**
62	**45%**	**44%**	**Reports Requirements Document**	**Thu 08/11/12**	**Fri 07/12/12**	**182 hrs**	**4.4 wks**	**43**
68	**26%**	**34%**	**Integration Requirements Document**	**Thu 08/11/12**	**Fri 04/01/13**	**300 hrs**	**7 wks**	**43**
74	**50%**	**54%**	**Conversion Requirements Document**	**Thu 08/11/12**	**Wed 12/12/12**	**192 hrs**	**5 wks**	**43**
81	**0%**	**0%**	**Training / Change Management Plan**	**Mon 07/01/13**	**Fri 01/02/13**	**71 hrs**	**4 wks**	**55**
87	**0%**	**0%**	**Test Plan**	**Mon 07/01/13**	**Fri 01/02/13**	**133 hrs**	**4 wks**	**55**
93	**0%**	**0%**	**Customer|Connect Definition**	**Mon 04/02/13**	**Thu 21/02/13**	**79 hrs**	**2.5 wks**	
99	**17%**	**9%**	**Solution Design Phase**	**Mon 15/10/12**	**Thu 21/02/13**	**1,264.6 hrs**	**17.1 wks**	
100	**17%**	**9%**	**CIS Design**	**Mon 15/10/12**	**Fri 15/02/13**	**1,264.6 hrs**	**16.6 wks**	
150	0%	0%	***Milestone - Solution Design Complete***	***Thu 21/02/13***	***Thu 21/02/13***	0 hrs	***0 wks***	***100,98***
151	**1%**	**1%**	**Solution Configuration and Construction Phase**	**Mon 05/11/12**	**Thu 20/06/13**	**5,167 hrs**	**30.85 wks**	
152	**1%**	**1%**	**CIS Configuration and Construction**	**Mon 05/11/12**	**Thu 20/06/13**	**5,167 hrs**	**30.85 wks**	
153	**6%**	**5%**	**Configurations and Setups**	**Mon 05/11/12**	**Mon 13/05/13**	**1,015 hrs**	**25.5 wks**	
168	**0%**	**0%**	**Integrations**	**Mon 28/01/13**	**Fri 22/03/13**	**240 hrs**	**7.7 wks**	**101FS-1 wk**
173	**0%**	**0%**	**Conversion**	**Wed 02/01/13**	**Wed 27/03/13**	**480 hrs**	**12 wks**	**113FS-2 wks**
179	**0%**	**0%**	**Testing Tools**	**Thu 28/02/13**	**Thu 28/03/13**	**60 hrs**	**4 wks**	**125FS-1 wk**
181	**0%**	**0%**	**Additional EnWin Requirements/Functionality**	**Mon 21/01/13**	**Thu 20/06/13**	**3,165 hrs**	**21.25 wks**	
222	***0%***	***0%***	***Milestone - Solution Feature Complete***	***Thu 20/06/13***	***Thu 20/06/13***	***0 hrs***	***0 wks***	***53,168,173,133,181***
223	**0%**	**0%**	**User Acceptance Testing Detailed Plan Document**	**Tue 09/04/13**	**Mon 13/05/13**	**71 hrs**	**5 wks**	
229	**0%**	**0%**	**Go-Live Approach Document**	**Thu 18/04/13**	**Thu 16/05/13**	**78 hrs**	**4 wks**	



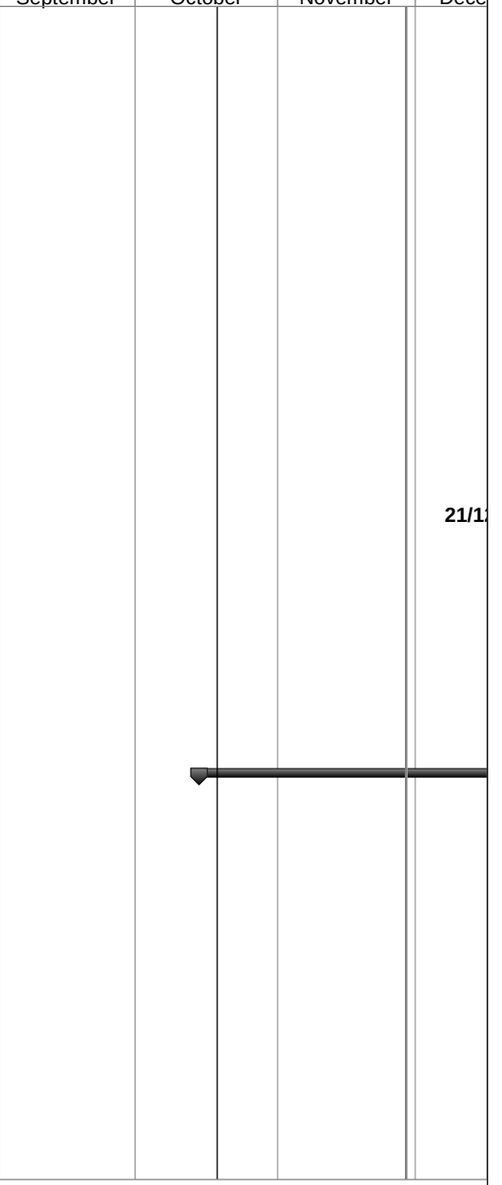
Draft - North Star Implementation Project Plan

ID	% Comple	% Work Complete	Task Name	Start	Finish	Work	Duration	Predecessors
235	**0%**	**0%**	**Training Detailed Schedule**	**Thu 04/04/13**	**Fri 03/05/13**	**58 hrs**	**4.2 wks**	
240	**0%**	**0%**	**Solution Validation Phase**	**Thu 23/05/13**	**Wed 04/09/13**	**5,912.05 hrs**	**14.35 wks**	
241	**0%**	**0%**	**CIS Validation**	**Thu 23/05/13**	**Wed 04/09/13**	**5,912.05 hrs**	**14.35 wks**	
242	**0%**	**0%**	**Testing Environment**	**Thu 23/05/13**	**Fri 07/06/13**	**221.68 hrs**	**2.2 wks**	
246	**0%**	**0%**	**Conversion Activities**	**Fri 07/06/13**	**Tue 16/07/13**	**232 hrs**	**5.2 wks**	
252	**0%**	**0%**	**Functional Testing**	**Fri 07/06/13**	**Mon 08/07/13**	**325 hrs**	**4 wks**	**182,242**
257	**0%**	**0%**	**Conversion Testing**	**Fri 07/06/13**	**Mon 08/07/13**	**151 hrs**	**4 wks**	**182,242**
261	**0%**	**0%**	**Integration Testing**	**Fri 07/06/13**	**Mon 08/07/13**	**208 hrs**	**4 wks**	**182,242**
265	**0%**	**0%**	**Enhanced ERTH Testing**	**Mon 08/07/13**	**Tue 06/08/13**	**328 hrs**	**4 wks**	**252,257,261**
270	**0%**	**0%**	**Additional EnWin Requirements/Functionality Validation**	**Thu 20/06/13**	**Thu 11/07/13**	**557 hrs**	**2.85 wks**	**222,215**
271	**0%**	**0%**	**Automation Platform Validation**	**Thu 20/06/13**	**Tue 09/07/13**	**153 hrs**	**2.5 wks**	
281	**0%**	**0%**	**Reports Validation**	**Thu 20/06/13**	**Thu 11/07/13**	**86 hrs**	**2.85 wks**	
290	**0%**	**0%**	**Integration Validation**	**Thu 20/06/13**	**Tue 09/07/13**	**264 hrs**	**2.55 wks**	**222,215**
305	**0%**	**0%**	**Development Work Validation**	**Thu 20/06/13**	**Fri 28/06/13**	**44 hrs**	**1.2 wks**	
309	0%	0%	Publish Testing Results	Thu 20/06/13	Fri 21/06/13	10 hrs	0.2 wks	
310	**0%**	**0%**	**Training - Core Team Functional and Process Training**	**Wed 10/07/13**	**Tue 03/09/13**	**1,357.8 hrs**	**7.6 wks**	**261FS-3 wks,290**
321	**0%**	**0%**	**User Acceptance Testing**	**Wed 07/08/13**	**Wed 04/09/13**	**2,531.58 hrs**	**4 wks**	**1 day,313FS+1 day**
326	0%	0%	***Deliverable - Accepted Source Code and Executable***	***Wed 04/09/13***	***Wed 04/09/13***	0 hrs	***0 wks***	***321***
327	**0%**	**0%**	**Solution Transition Readiness Phase**	**Wed 21/08/13**	**Thu 07/11/13**	**876 hrs**	**11 wks**	
328	**0%**	**0%**	**CIS Transition Readiness**	**Wed 21/08/13**	**Thu 07/11/13**	**876 hrs**	**11 wks**	
355	**0%**	**0%**	**CIS Solution Go-Live Phase**	**Fri 25/10/13**	**Mon 17/02/14**	**1,122 hrs**	**15.7 wks**	
356	**0%**	**0%**	**CIS Go-Live**	**Fri 25/10/13**	**Thu 12/12/13**	**605 hrs**	**6.9 wks**	
381	**0%**	**0%**	**Post-Go-Live**	**Tue 12/11/13**	**Mon 17/02/14**	**517 hrs**	**13.3 wks**	
391	0%	0%	**NorthStar CIS Project Implementation End Date**	**Mon 17/02/14**	**Mon 17/02/14**	**0 hrs**	0 wks	**355**
392								
393								
394	**5%**	**7%**	**MDM/R Project**	**Mon 15/10/12**	**Wed 26/03/14**	**5,053.3 hrs**	**72.4 wks**	
395	**5%**	**6%**	**Project Management**	**Mon 15/10/12**	**Mon 10/03/14**	**658.2 hrs**	**70 wks**	
418	**100%**	**100%**	**Solution Definition Phase**	**Mon 15/10/12**	**Tue 13/11/12**	**313 hrs**	**4.4 wks**	
428	**0%**	**0%**	**Solution Design Phase**	**Wed 09/01/13**	**Fri 10/05/13**	**353 hrs**	**17.3 wks**	
429	**0%**	**0%**	**Business Process Changes Review**	**Wed 13/02/13**	**Fri 08/03/13**	**160 hrs**	**3.2 wks**	
430	0%	0%	Draft Business Process Change Requirements	Wed 13/02/13	Wed 20/02/13	40 hrs	1 wk	166
431	0%	0%	Review Business Process Change Requirements	Thu 21/02/13	Fri 22/02/13	8 hrs	1 day	430
432	0%	0%	Review Business Process Change Requirements with EnWin	Tue 26/02/13	Fri 01/03/13	72 hrs	3 days	431FS+2 days,165
433	0%	0%	Finalize Business Process Change Document	Fri 01/03/13	Fri 08/03/13	40 hrs	5 days	432
434	***0%***	***0%***	***Milestone - Business Process Changes Completed***	***Fri 08/03/13***	***Fri 08/03/13***	***0 hrs***	***0 days***	***433***
435	**0%**	**0%**	**CIS Design Document**	**Fri 08/03/13**	**Wed 13/03/13**	**24 hrs**	**0.6 wks**	**434**
436	0%	0%	Deliver Plan to Execute CIS Modifications	Fri 08/03/13	Wed 13/03/13	24 hrs	3 days	
437	**0%**	**0%**	**Unit Test Planning**	**Wed 09/01/13**	**Thu 24/01/13**	**114 hrs**	**2.2 wks**	**166FS-5 wks**
438	0%	0%	Prepare Unit Test Plans	Wed 09/01/13	Fri 18/01/13	48 hrs	8 days	



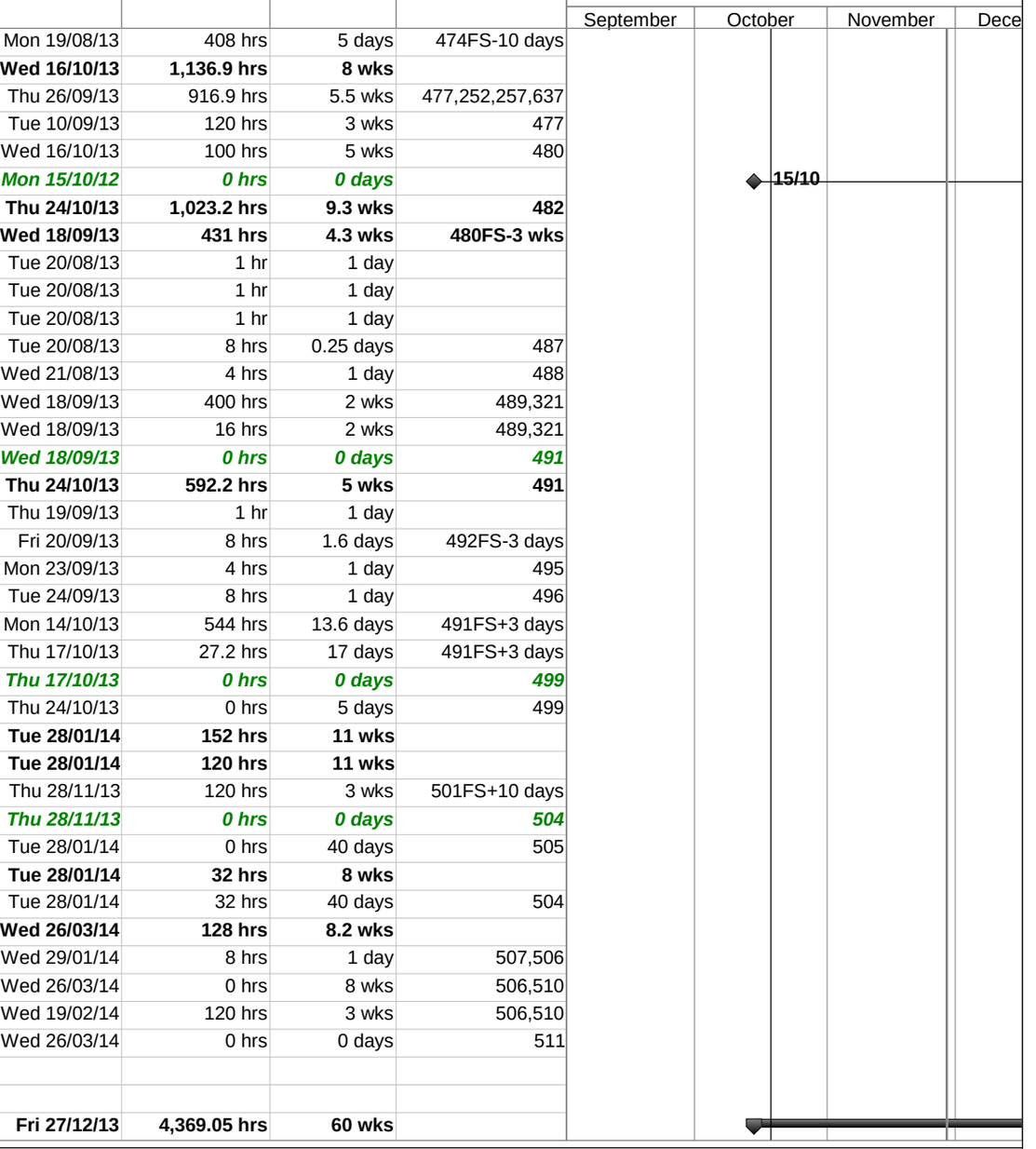
Draft - North Star Implementation Project Plan

ID	% Comple	% Work Complete	Task Name	Start	Finish	Work	Duration	Predecessors
439	0%	0%	Finalize Unit Test Plans	Mon 21/01/13	Wed 23/01/13	10 hrs	2.01 days	438
440	0%	0%	Review Unit Test Plans with EnWin	Wed 23/01/13	Thu 24/01/13	56 hrs	1 day	439
441	**0%**	**0%**	**MDM/R Registration Activities**	**Thu 24/01/13**	**Mon 28/01/13**	**4 hrs**	**0.4 wks**	
442	0%	0%	Submit Organization Contacts Form	Thu 24/01/13	Fri 25/01/13	1 hr	1 day	440
443	0%	0%	Submit LDC Organizational Relationships and Authority Delegation Form	Fri 25/01/13	Mon 28/01/13	1 hr	1 day	442
444	0%	0%	Submit MDM/R File Transfer Services Configuration Form	Thu 24/01/13	Fri 25/01/13	1 hr	1 day	440
445	0%	0%	Submit Digital Certificates	Thu 24/01/13	Fri 25/01/13	1 hr	1 day	440
446	**0%**	**0%**	**Staff Training**	**Wed 01/05/13**	**Fri 10/05/13**	**51 hrs**	**1.4 wks**	**437,651**
447	0%	0%	Develop Staff Training Material	Wed 01/05/13	Wed 08/05/13	42 hrs	1 wk	
448	0%	0%	Finalize Staff Training Material	Wed 08/05/13	Fri 10/05/13	9 hrs	2 days	447
449	***0%***	***0%***	***Milestone - Core Team Training Completed***	***Fri 10/05/13***	***Fri 10/05/13***	***0 hrs***	***0 days***	***448***
450	**0%**	**0%**	**Solution Construction Phase**	**Fri 21/12/12**	**Mon 08/04/13**	**93 hrs**	**13.73 wks**	
451	**0%**	**0%**	**CIS Implementation**	**Thu 28/03/13**	**Tue 02/04/13**	**40 hrs**	**0.73 wks**	**173,155,159**
452	0%	0%	Pre-production Environment / Data Refresh	Thu 28/03/13	Thu 28/03/13	16 hrs	0.67 days	440
453	0%	0%	System Configuration in MDMR Environment	Thu 28/03/13	Tue 02/04/13	24 hrs	3 days	434,436,452
454	**0%**	**0%**	**AS2 Server Configuration**	**Fri 21/12/12**	**Thu 04/04/13**	**44 hrs**	**13.33 wks**	
455	0%	0%	Provide recommendation on AS/2 software and hardware	Fri 21/12/12	Mon 07/01/13	4 hrs	1 wk	
456	0%	0%	Procure AS/2 Server and Configure	Tue 08/01/13	Tue 19/02/13	24 hrs	6 wks	455
457	0%	0%	Configuration of AS2 Server	Tue 02/04/13	Thu 04/04/13	16 hrs	2 days	440,451,456
458	**0%**	**0%**	**MDM/R Registration Activities**	**Thu 04/04/13**	**Fri 05/04/13**	**1 hr**	**0.2 wks**	
459	0%	0%	Submit Updated IESO Project Plan, if Required	Thu 04/04/13	Fri 05/04/13	0 hrs	1 day	462
460	0%	0%	Submit User Access Request Forms	Thu 04/04/13	Fri 05/04/13	1 hr	1 day	462
461	0%	0%	Test/Validate MDM/R Base Installation and Configuration	Fri 05/04/13	Mon 08/04/13	8 hrs	1 day	458
462	***0%***	***0%***	***Milestone - Completed All System Installations and Configurations***	***Thu 04/04/13***	***Thu 04/04/13***	***0 hrs***	***0 days***	***457***
463	**0%**	**0%**	**Solution Validation Phase**	**Mon 15/10/12**	**Wed 16/10/13**	**2,332.9 hrs**	**49.9 wks**	
464	**0%**	**0%**	**Unit Testing with IESO**	**Thu 04/04/13**	**Wed 16/10/13**	**2,332.9 hrs**	**26.77 wks**	
465	**0%**	**0%**	**Test AS/2 connectivity with all MDM/R environments**	**Thu 04/04/13**	**Thu 04/04/13**	**4 hrs**	**0.05 wks**	**454**
466	0%	0%	Sandbox	Thu 04/04/13	Thu 04/04/13	1 hr	0.13 days	
467	0%	0%	Enrolment	Thu 04/04/13	Thu 04/04/13	1 hr	0.13 days	
468	0%	0%	Production	Thu 04/04/13	Thu 04/04/13	1 hr	0.13 days	
469	0%	0%	Disaster Recovery	Thu 04/04/13	Thu 04/04/13	1 hr	0.25 days	
470	**0%**	**0%**	**Data Validation**	**Thu 04/04/13**	**Thu 18/04/13**	**40 hrs**	**2 wks**	
471	0%	0%	Data Validation of Test Accounts CIS	Thu 04/04/13	Thu 11/04/13	20 hrs	1 wk	465
472	0%	0%	Data Validation of Test Accounts MeterSense	Thu 11/04/13	Thu 18/04/13	20 hrs	1 wk	471
473	**0%**	**0%**	**Test Execution**	**Wed 15/05/13**	**Mon 26/08/13**	**336 hrs**	**14 wks**	**440,453,465,655**
474	0%	0%	ERTH Unit Testing	Wed 15/05/13	Mon 26/08/13	336 hrs	14 wks	
475	**0%**	**0%**	**Core Team Training**	**Fri 05/07/13**	**Mon 19/08/13**	**816 hrs**	**6 wks**	
476	0%	0%	Core EnWin Team Training - Session 1	Fri 05/07/13	Fri 12/07/13	408 hrs	5 days	474FS-35 days



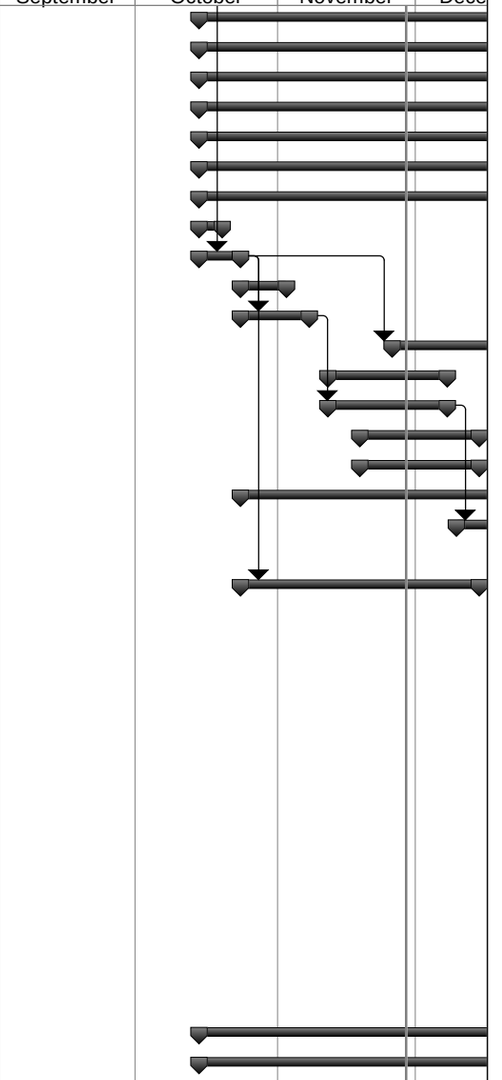
Draft - North Star Implementation Project Plan

ID	% Comple	% Work Complete	Task Name	Start	Finish	Work	Duration	Predecessors
477	0%	0%	Core EnWin Team Training - Session 2	Mon 12/08/13	Mon 19/08/13	408 hrs	5 days	474FS-10 days
478	**0%**	**0%**	**EnWin Unit Testing**	**Mon 19/08/13**	**Wed 16/10/13**	**1,136.9 hrs**	**8 wks**	
479	0%	0%	EnWin User Acceptance Testing	Mon 19/08/13	Thu 26/09/13	916.9 hrs	5.5 wks	477,252,257,637
480	0%	0%	Onsite Unit Testing Support	Mon 19/08/13	Tue 10/09/13	120 hrs	3 wks	477
481	0%	0%	Unit Testing Support: 2 days/wk onsite	Tue 10/09/13	Wed 16/10/13	100 hrs	5 wks	480
482	***0%***	***0%***	***Milestone - Unit Testing Completed***	***Mon 15/10/12***	***Mon 15/10/12***	***0 hrs***	***0 days***	
483	**0%**	**0%**	**Solution Transition Readiness**	**Mon 19/08/13**	**Thu 24/10/13**	**1,023.2 hrs**	**9.3 wks**	**482**
484	**0%**	**0%**	**MDMR Enrolment - SIT**	**Mon 19/08/13**	**Wed 18/09/13**	**431 hrs**	**4.3 wks**	**480FS-3 wks**
485	0%	0%	Submit Smart Metering Entity Agreement	Mon 19/08/13	Tue 20/08/13	1 hr	1 day	
486	0%	0%	Submit Cutover Strategy	Mon 19/08/13	Tue 20/08/13	1 hr	1 day	
487	0%	0%	Prepare and submit Self Certification for Enrolment Testing Form	Mon 19/08/13	Tue 20/08/13	1 hr	1 day	
488	0%	0%	Conduct Walk-through of SIT Test Scripts with EnWin	Tue 20/08/13	Tue 20/08/13	8 hrs	0.25 days	487
489	0%	0%	Develop Final Test Scripts, if Required	Tue 20/08/13	Wed 21/08/13	4 hrs	1 day	488
490	0%	0%	SIT Execution - EnWin	Thu 05/09/13	Wed 18/09/13	400 hrs	2 wks	489,321
491	0%	0%	SIT Execution Support	Thu 05/09/13	Wed 18/09/13	16 hrs	2 wks	489,321
492	***0%***	***0%***	***Milestone - SIT Completed***	***Wed 18/09/13***	***Wed 18/09/13***	***0 hrs***	***0 days***	***491***
493	**0%**	**0%**	**MDMR Enrolment - QT**	**Thu 19/09/13**	**Thu 24/10/13**	**592.2 hrs**	**5 wks**	**491**
494	0%	0%	Submit Self-Certification - Cutover Readiness Self-Assessment Form	Thu 19/09/13	Thu 19/09/13	1 hr	1 day	
495	0%	0%	Conduct Walk-Through of QT Test Scripts with EnWin	Thu 19/09/13	Fri 20/09/13	8 hrs	1.6 days	492FS-3 days
496	0%	0%	Develop Final Test Scripts, if Required	Fri 20/09/13	Mon 23/09/13	4 hrs	1 day	495
497	0%	0%	Preparation for Qualification Test: Day -4 PSync	Mon 23/09/13	Tue 24/09/13	8 hrs	1 day	496
498	0%	0%	Qualification Test (QT) Execution - EnWin	Tue 24/09/13	Mon 14/10/13	544 hrs	13.6 days	491FS+3 days
499	0%	0%	Qualification Test (QT) Support	Tue 24/09/13	Thu 17/10/13	27.2 hrs	17 days	491FS+3 days
500	***0%***	***0%***	***Milestone - QT Completed***	***Thu 17/10/13***	***Thu 17/10/13***	***0 hrs***	***0 days***	***499***
501	0%	0%	Cutover Preparation	Fri 18/10/13	Thu 24/10/13	0 hrs	5 days	499
502	**0%**	**0%**	**Solution Go-Live**	**Fri 08/11/13**	**Tue 28/01/14**	**152 hrs**	**11 wks**	
503	**0%**	**0%**	**MDMR Enrolment - Cutover**	**Fri 08/11/13**	**Tue 28/01/14**	**120 hrs**	**11 wks**	
504	0%	0%	Cutover Execution / Post Go-Live Support	Fri 08/11/13	Thu 28/11/13	120 hrs	3 wks	501FS+10 days
505	***0%***	***0%***	***Milestone - Cutover to MDM/R Production Environment***	***Thu 28/11/13***	***Thu 28/11/13***	***0 hrs***	***0 days***	***504***
506	0%	0%	Periodic Billing with MDM/R	Fri 29/11/13	Tue 28/01/14	0 hrs	40 days	505
507	**0%**	**0%**	**Customer Communications**	**Fri 29/11/13**	**Tue 28/01/14**	**32 hrs**	**8 wks**	
508	0%	0%	Customer Communication Plan Prepared & Executed	Fri 29/11/13	Tue 28/01/14	32 hrs	40 days	504
509	**0%**	**0%**	**Post Implementation Support**	**Wed 29/01/14**	**Wed 26/03/14**	**128 hrs**	**8.2 wks**	
510	0%	0%	VEE Service Change	Wed 29/01/14	Wed 29/01/14	8 hrs	1 day	507,506
511	0%	0%	Bill on TOU	Thu 30/01/14	Wed 26/03/14	0 hrs	8 wks	506,510
512	0%	0%	Onsite Support for Transition to TOU	Thu 30/01/14	Wed 19/02/14	120 hrs	3 wks	506,510
513	0%	0%	Post Cutover Activities Completed	Wed 26/03/14	Wed 26/03/14	0 hrs	0 days	511
514								
515								
516	**11%**	**17%**	**MeterSense Project - ENWIN**	**Mon 15/10/12**	**Fri 27/12/13**	**4,369.05 hrs**	**60 wks**	



Draft - North Star Implementation Project Plan

ID	% Comple	% Work Complete	Task Name	Start	Finish	Work	Duration	Predecessors
517	9%	13%	Project Management	Mon 15/10/12	Fri 27/12/13	816 hrs	60 wks	
518	7%	7%	Project Management / Technical Oversight	Mon 15/10/12	Fri 27/12/13	350 hrs	60 wks	
521	7%	7%	Communication Management	Mon 15/10/12	Fri 27/12/13	282 hrs	60 wks	
526	7%	7%	Scope Management	Mon 15/10/12	Thu 23/05/13	30 hrs	30 wks	
528	10%	25%	Risk Management	Mon 15/10/12	Wed 20/11/13	82 hrs	55 wks	
531	67%	56%	Project Plan	Mon 15/10/12	Tue 15/01/13	72 hrs	12 wks	
536	41%	57%	NorthStar MeterSense Solution Definition Phase	Mon 15/10/12	Fri 21/12/12	787.27 hrs	10 wks	
537	100%	100%	Project Preparation	Mon 15/10/12	Fri 19/10/12	36 hrs	1 wk	
540	99%	100%	Project Kick-Off	Mon 15/10/12	Tue 23/10/12	63 hrs	1.4 wks	3
544	100%	100%	NorthStar MeterSense Product Orientation Session - Training	Wed 24/10/12	Fri 02/11/12	24.8 hrs	1.6 wks	
548	100%	100%	Discovery	Wed 24/10/12	Wed 07/11/12	213.47 hrs	2.2 wks	540
554	0%	0%	Physical Architecture Review / Recommendation	Mon 26/11/12	Fri 21/12/12	72 hrs	4 wks	540
558	38%	38%	Solution Requirements Documents	Mon 12/11/12	Fri 07/12/12	150 hrs	4 wks	
564	38%	52%	Integration Requirements Document	Mon 12/11/12	Fri 07/12/12	92 hrs	4 wks	548
570	13%	13%	Training / Change Management Plan	Mon 19/11/12	Fri 14/12/12	60 hrs	4 wks	
576	0%	0%	Test Plan	Mon 19/11/12	Fri 14/12/12	76 hrs	4 wks	
582	49%	51%	MeterSense Solution Design Phase	Wed 24/10/12	Tue 15/01/13	324 hrs	10.6 wks	
583	0%	0%	Integration Design Document Document	Mon 10/12/12	Tue 08/01/13	56 hrs	3 wks	564
587	0%	0%	Test Cases / Scenarios Document	Mon 17/12/12	Tue 15/01/13	64 hrs	3 wks	
591	87%	80%	NorthStar MeterSense Base Solution Installation and Configuration	Wed 24/10/12	Fri 14/12/12	204 hrs	7.6 wks	540
598	0%	0%	MeterSense Configuration and Construction Phase	Mon 07/01/13	Fri 26/04/13	747.5 hrs	15.8 wks	
599	0%	0%	Integrations	Mon 07/01/13	Fri 25/01/13	80 hrs	3 wks	1 wk,597FS+8 days
602	0%	0%	Additional Requirements/Functionality for ENWIN	Mon 28/01/13	Fri 22/03/13	376 hrs	7.8 wks	
620	0%	0%	*Milestone - Solution Feature Complete*	*Fri 22/03/13*	*Fri 22/03/13*	*0 hrs*	*0 wks*	591,599,619
621	0%	0%	User Acceptance Testing Detailed Plan Document	Mon 25/03/13	Fri 26/04/13	140 hrs	5 wks	582FS-1 wk
627	0%	0%	Production Environment Approach Document	Mon 25/03/13	Fri 19/04/13	132 hrs	4 wks	
633	0%	0%	Training Detailed Schedule	Wed 16/01/13	Tue 12/02/13	19.5 hrs	4 wks	
637	0%	0%	MeterSense Solution Validation Phase	Mon 25/02/13	Wed 15/05/13	1,163 hrs	11.5 wks	
638	0%	0%	Testing Environment	Mon 25/02/13	Fri 22/03/13	80 hrs	4 wks	
640	0%	0%	Functional Testing	Mon 25/03/13	Fri 12/04/13	133 hrs	3 wks	
644	0%	0%	Integration Testing	Mon 15/04/13	Fri 26/04/13	66 hrs	2 wks	640
648	0%	0%	Training	Mon 15/04/13	Wed 08/05/13	564 hrs	3.5 wks	644FS-2 wks
655	0%	0%	User Acceptance Testing	Wed 01/05/13	Wed 15/05/13	320 hrs	2 wks	640,644,651
660	0%	0%	*Deliverable - Accepted Solution*	*Wed 15/05/13*	*Wed 15/05/13*	*0 hrs*	*0 wks*	640,644,648,655
661	0%	0%	MeterSense Solution Production Environment Phase	Mon 15/10/12	Thu 28/11/13	531.3 hrs	56.2 wks	
662	0%	0%	Production Environment	Mon 15/10/12	Thu 23/05/13	180 hrs	29.9 wks	
667	0%	0%	Business Process Training (prior to Live)	Fri 18/10/13	Thu 07/11/13	259.3 hrs	3 wks	
671	0%	0%	Production Environment Release	Fri 08/11/13	Thu 14/11/13	32 hrs	1 wk	
676	0%	0%	Post-Production Environment - Enhanced Support	Fri 15/11/13	Thu 28/11/13	60 hrs	2 wks	671
678	*0%*	*0%*	*Milestone - MeterSense Project Completed*	*Thu 28/11/13*	*Thu 28/11/13*	*0 hrs*	*0 wks*	*676*



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ID	% Comple	% Work Complete	Task Name	Start	Finish	Work	Duration	Predecessors	September	October	November	Dece
679												
680	*0%*	*0%*	***Milestone - Final Acceptance of Project Closeout***	***Wed 26/03/14***	***Wed 26/03/14***	***0 hrs***	***0 wks***	***391,513,661***				

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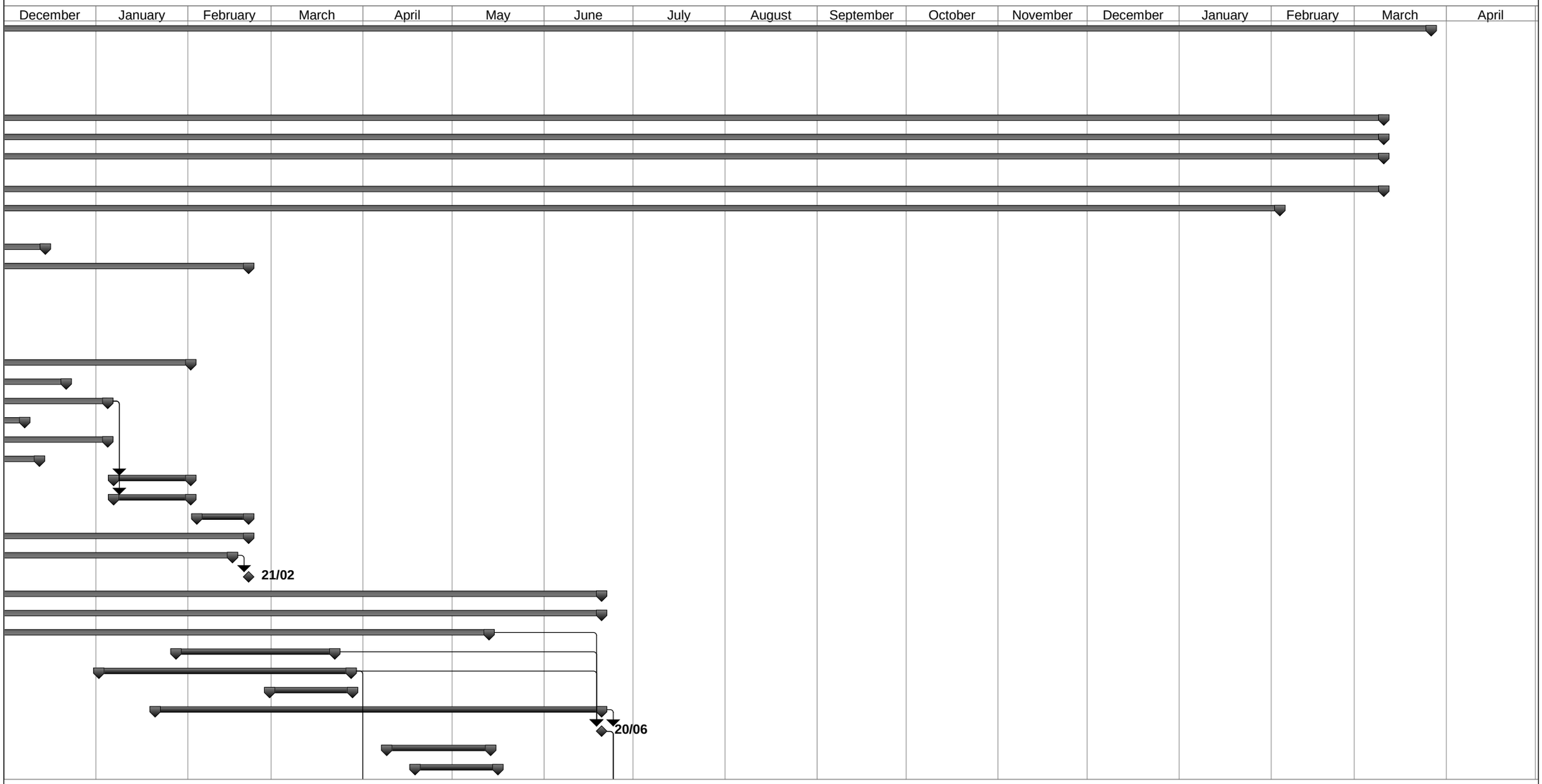

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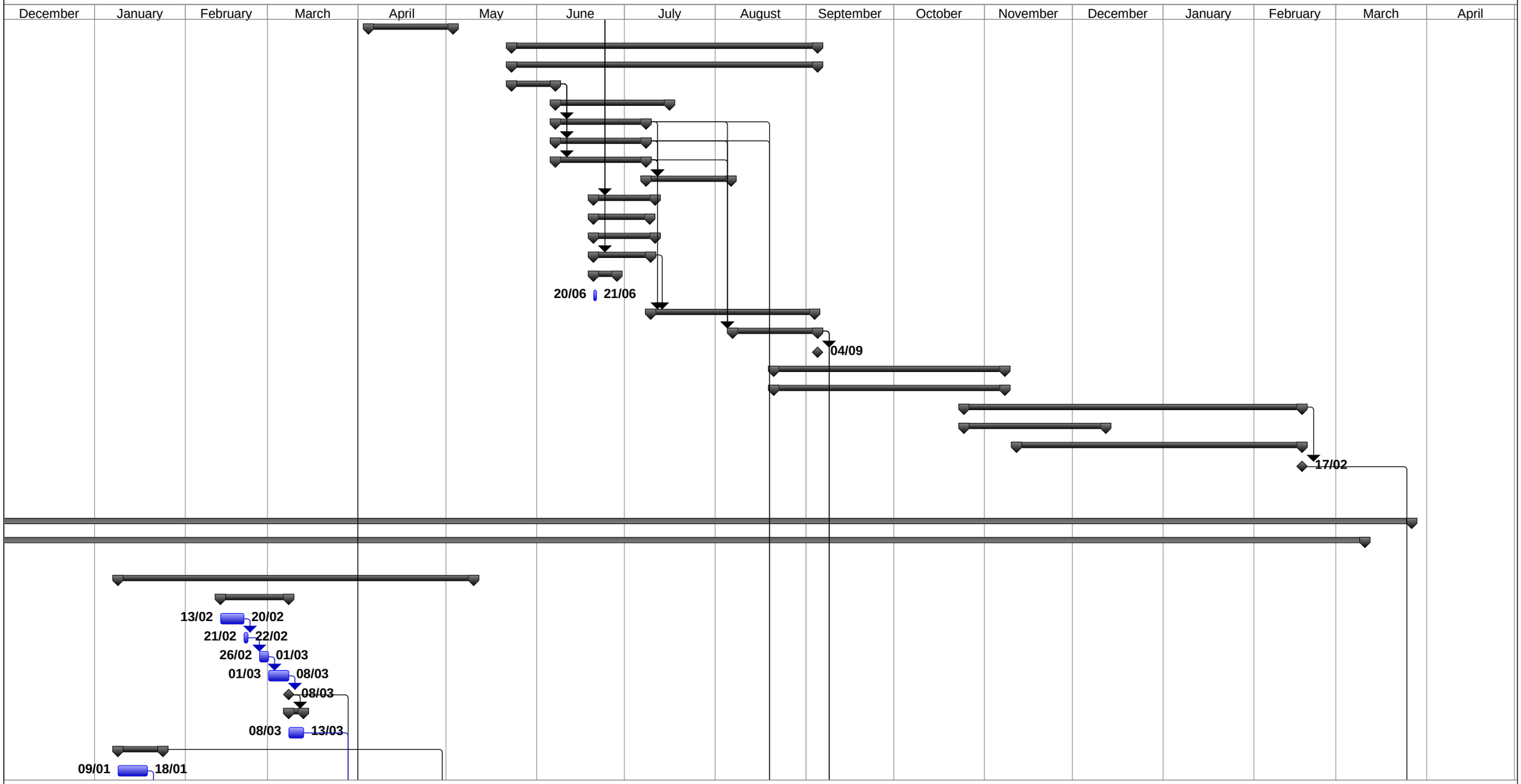

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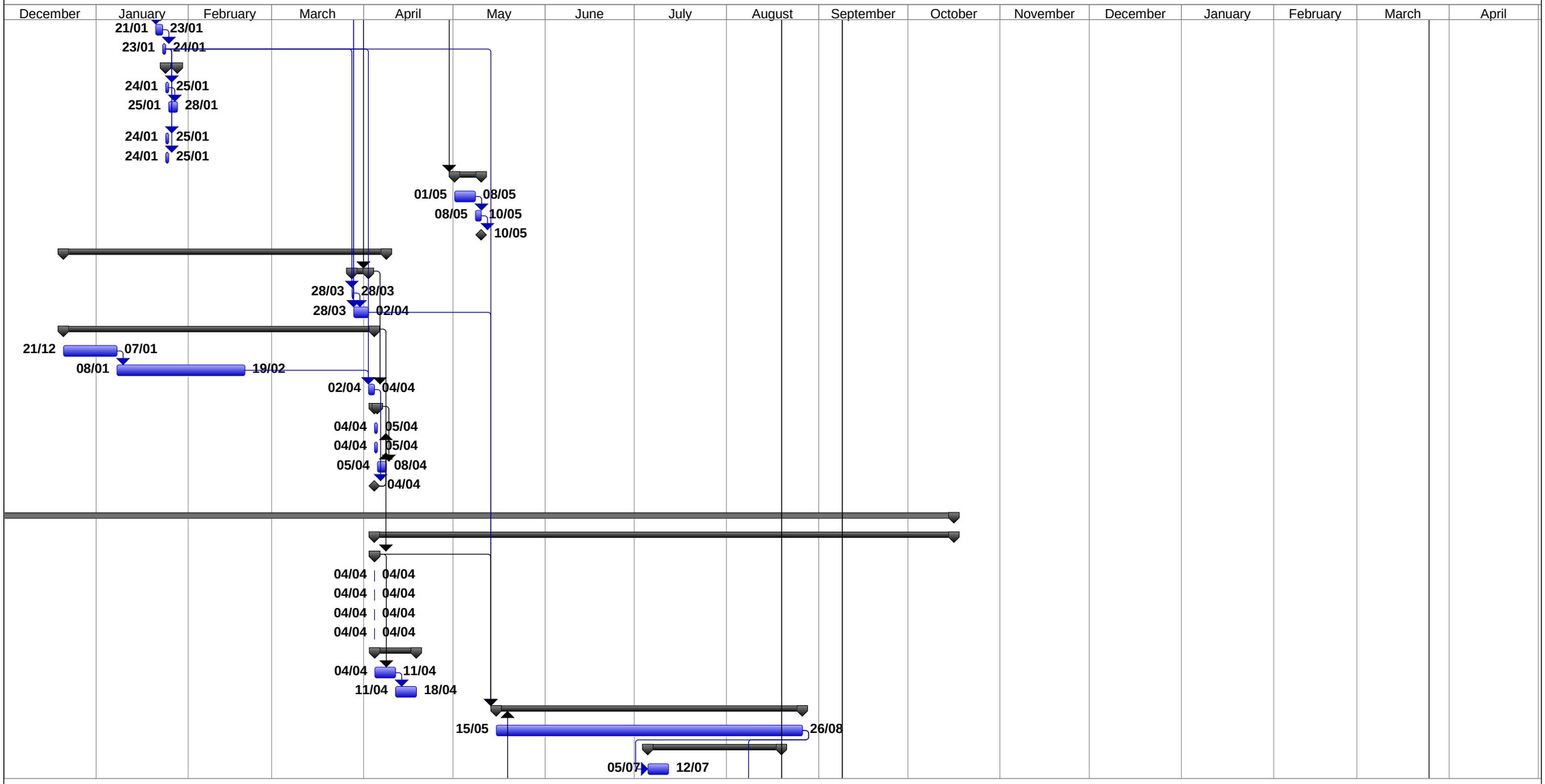

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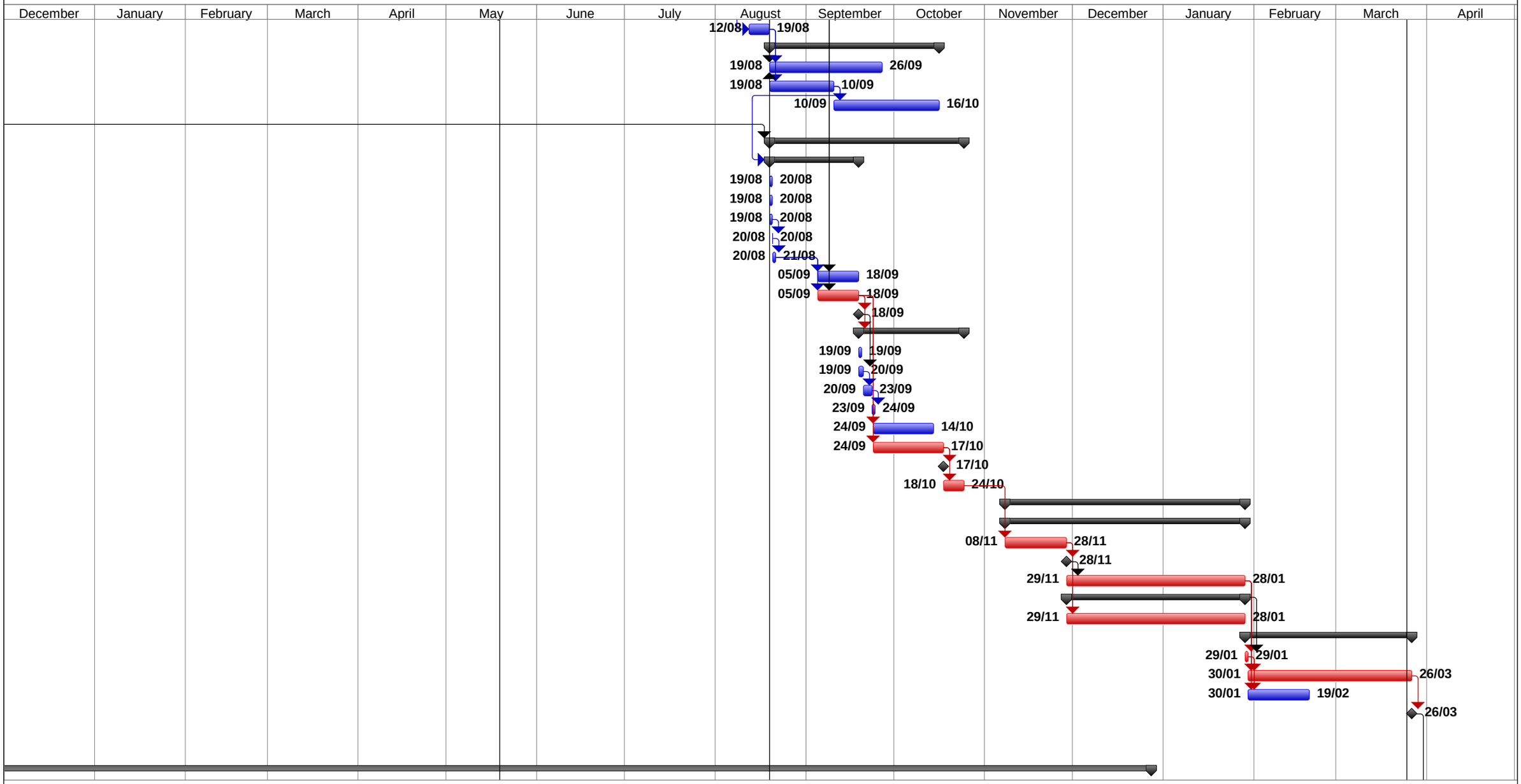

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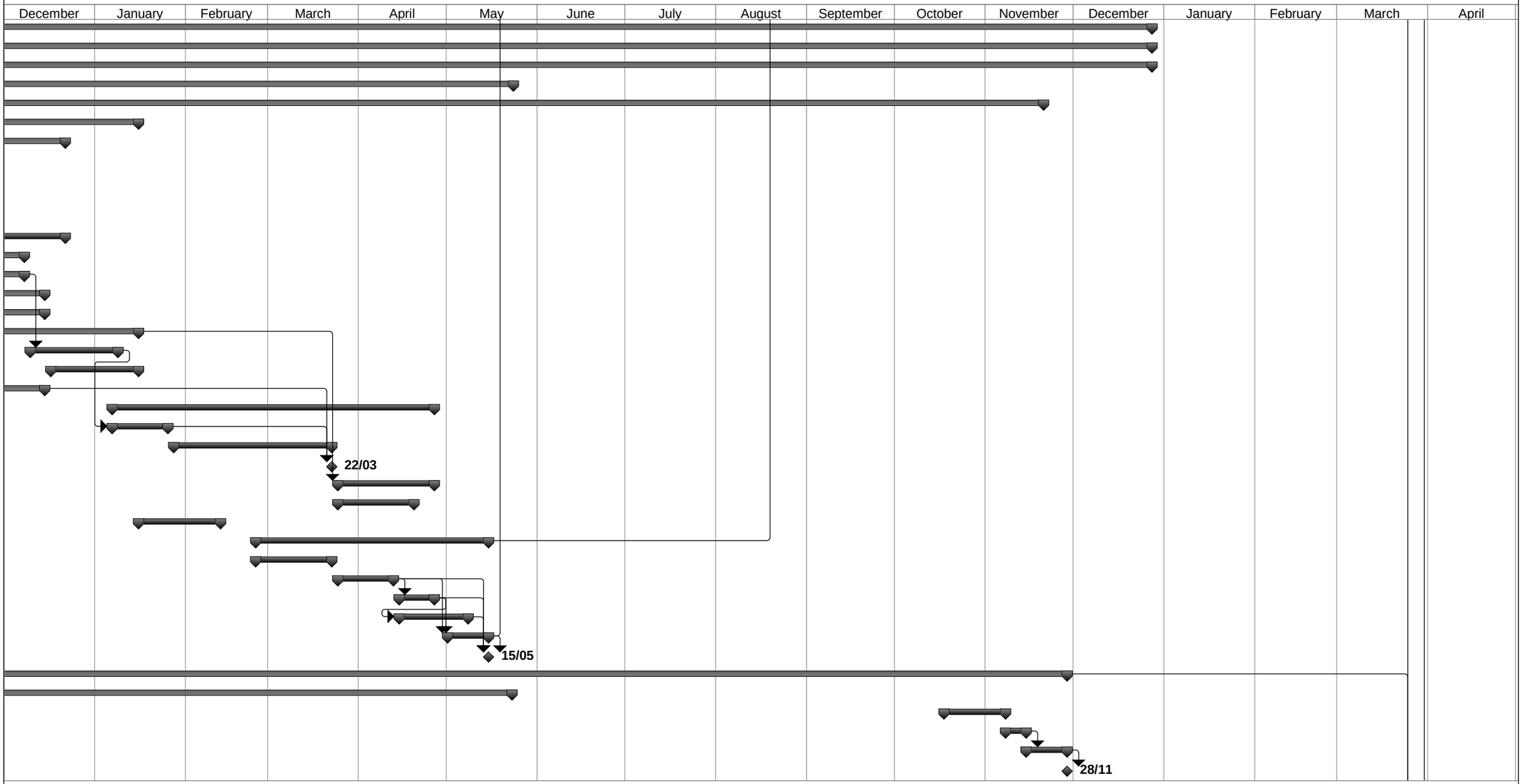

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December	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April
																**26/03**

Attachment #4c

Progress Report on SME Milestones

Activity	Actual Completion Date
1. AMCC Internal Testing	July 30, 2010

Activity	Expected Completion Date
2. CIS Internal Testing	September 4, 2013

Activity	Actual Completion Date
3. MDM/R Registration Application submitted	January 1, 2010

Activity	Expected Completion Date
4. Enrolment Wave requested and confirmed (Note: the SME will either confirm the requested start date or suggest an alternate)	March 25, 2013

Activity	Expected Completion Date
5. Unit Testing	September 12, 2013

Activity	Expected Completion Date
6. Submitted a completed Self Certification for Enrolment Testing SME_FORM_0007 (Note: This must be submitted at least one week prior to the confirmed enrolment wave start date)	August 26, 2013

Activity	Expected Completion Date
7. System Integration Testing (SIT)	September 18, 2013

Activity	Expected Completion Date
8. Qualification Testing (QT)	October 17, 2013

Activity	Expected Completion Date
9. Self Certification – Cutover	November 28, 2013

Activity	Expected Completion Date
10. Transition to Production Operations	March 26, 2014