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November 10, 2009

Regulatory Affairs Correspondence
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Commercial Energy Consumers Association of British Columbia
c/o Owen Bird Law Corporation
P.O. Box 49130
Three Bentall Centre
2900 – 595 Burrard Street
Vancouver, BC
V7X 1J5

Attention: Mr. Christopher P. Weafer

Dear Mr. Weafer:

Re: Terasen Gas Inc. (“Terasen Gas”)

Customer Care Enhancement Project Application for a Certificate of Public Convenience and Necessity (“CPCN”) to Insource Customer Care Services and Implement a New Customer Information System (“CIS”) (the “Application”)

Response to the Commercial Energy Consumers Association of British Columbia (“CEC”) Information Request (“IR”) No. 2

On June 2, 2009, Terasen Gas filed the Application as referenced above. In accordance with Commission Order No. G-107-09 setting out the Revised Regulatory Timetable for the Application, Terasen Gas respectfully submits the attached response to CEC IR No. 2.

If you have any questions or require further information related to this Application, please do not hesitate to contact Danielle Wensink, Director, Customer Care & Services at (604) 592-7497.

Yours very truly,

TERASEN GAS INC.

Original signed:

Tom A. Loski

Attachments

cc (email only): Registered Parties



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1. Reference: Current Customer Care System Change Implementation Costs

The following table shows the cost of significant changes to CIS since 1999.

Program Mercury	1999 - 2002	\$ 28.2 M
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Note: excluding Program Mercury the additional CIS related costs since 2002 are \$27,226,100.

(Reference: Exhibit B-10, BCUC 1.2.1)

- 1.1. To what extent does Terasen expect that the additional (\$27 million) CIS related costs may be avoidable costs with its future proposed CCE system?

Response:

Please refer to the response to BCUC IR 2.1.1

- 1.2. Could Terasen please provide an approximate estimate of the percentage of such costs that may be avoidable in the future?

Response:

Please refer to the response to BCUC IR 2.1.1.

- 1.3. What types of changes in the future can Terasen project or identify now might have the same sort impact on additional costs as the Unbundling Customer Choice implementations did?

Response:

Terasen Gas cannot identify any future changes that would have the same sort of impact on additional costs as the Unbundling initiatives at this time. It is important to note however that while TGI anticipated some future change in 2002, the extent of business and system change that has been experienced since 2004 was not expected.



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The Company does expect to see change in the future, although TGI cannot predict specifically the nature and magnitude of change that is unknown today. As discussed in BCUC IR 1.3.1.1, the CCE Project will place the Company's CIS on a platform that will be flexible and sustainable over the long term. Internally managed system support and customer care operations will better facilitate efficient and effective change implementation when future changes are required.



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2. Reference: Deficiency with the Peace System Addressed by SAP

3.1.1 Please explain how the proposed customer care enhancement project will address the deficiencies in the Peace CIS platform.

Response:

The proposed Customer Care Enhancement Project will address the long term flexibility and support requirements of the CIS platform. SAP is a highly configurable application that continues to mature with industry requirements. This on-going growth and maturity is driven through a significant utility customer base. SAP also has a strong focus on and commitment to research and development of the customer system.

SAP (and its CIS application) is a leader in the industry and has a strong available support base to maintain and sustain the application in the future. Terasen Gas has specific skills and expertise that can be leveraged to support this system in the future. The specific skills are also generally available in the industry allowing Terasen to attract skilled resources to support SAP CIS.

(Reference: Exhibit B-10, BCUC 1.3.1.1)

2.1. The CEC would be interested in a more specific answer to this question, which we believe was intended to solicit Terasen's views on what the SAP system addressed but the Peace system is deficient, recognizing that Hansen did not provide a response in the bid, could Terasen's views be provided as to what deficiencies it sees and that SAP will remedy?

Response:

The requirements definition work conducted with Micon Consulting¹ identified 229 specific functional requirements (identified as priority 2's) that were not within the implemented function of the Peace system. Terasen Gas requested a response from the vendor on the functionality gaps but the information was not provided. (For the detailed list of the priority 2 requirements please refer to Attachment 2.1)

In addition, when evaluating the total cost of ownership of a software application, specific functionality, while critical, is not the only decision criteria. Other decision criteria include:

¹ For details on the work conducted by Micon Consulting, please refer to the confidential response to BCUC IR 1.45.1.



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- the ability of the software to integrate into the Company's business process to enable efficiencies for the Company and its customers in the most cost-effective manner;
- the ability to enable functionality through available configuration that is inherent in the product without the need to invest in expensive custom development which translates into complex and expensive maintenance costs;
- the software provider's commitment to stay current with changing customer needs and technology trends as demonstrated by developing a formal relationship with the customer community and significant ongoing investment in the product;
- a significant skilled workforce marketplace from which to draw additional support resources when required at market competitive rates which can be demonstrated through a market competitive process; and
- whether the software provider has a demonstrated long-term vision and market viability into the foreseeable future as demonstrated by continuous customer growth.

These factors are all key areas that contribute to the overall cost of ownership that the proposed SAP CIS will address. For more discussion on the evaluation of the various software alternatives and recommendations, please refer to Exhibit B-4, Chapter 4.1 CIS Software.



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3. Reference: Customer Works Transition Costs

Response:

CWLP is a limited partnership involving Terasen Inc. and Enbridge Inc. Terasen Inc. holds a minority interest in CWLP. Under the Client Services Agreement, CWLP will assert recovery of non-avoidable costs including the costs of transition services related to scope changes. The transition costs to be paid to CWLP as a result of the scope change do not constitute a penalty. Terasen Gas Inc. is currently in negotiations with CWLP to obtain the minimum transition costs possible to satisfy CWLP under the Scope Change requirements of the Client Services Agreement. Under the proposals being discussed, TGI understands that Terasen Inc. does not anticipate that these costs will result in a net gain or loss to CWLP.

(Reference: Exhibit B-10, BCUC 1.7.7)

- 3.1. Is this answer so because TGI is negotiating to only cover actual costs of transition and not any consequential loss of profit or profit potential?

Response:

Yes.

As discussed in BCUC IR 2.9.1, TGI and CustomerWorks have reached an agreement in principle related to the CCE Project and related scope changes under the terms of the CSA. The companies are currently developing a detailed agreement. It is intended that this agreement will address all aspects of the scope changes.

- 3.2. How will TGI and Terasen Inc. handle this issue, if there is an element of profit?

Response:

Please see the response to CEC IR 2.3.1.



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- 3.3. Will there be uncertainties in the settlement which will remain unknown until the transition has taken place, and how will these be handled?

Response:

Please see the response to CEC IR 2.3.1.



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4. Reference: Customer Service Levels with Outsourced Support and SAP CIS

8.8 In the Company's opinion, how much would customer service level improve if the Company was to own and maintain an SAP CIS system as proposed in the Application but continue to outsource through CWLP or directly to Accenture.

Response:

In TGI's opinion the improvement in customer service quality if the Company was to own and maintain an SAP CIS system as proposed in the Application but continue to outsource through CWLP or directly to Accenture would not address the drivers that lead to the Project or result in improvements for customers equivalent to those that will result from the implementation of the Project as outlined in the Application.

(Reference: Exhibit B-10, BCUC 1.8.8)

4.1. Does Terasen believe that the outsourcing decision is independent of the CIS decision and that it could maintain service levels through an outsourcing arrangement as well as through an in house arrangement?

Response:

TGI understands the question to be directed to a customer care model in which the CIS is insourced and call centre and/or billing and back office functions are outsourced. This response addresses technical, legal and functional or strategic perspectives of pursuing this type of model. It also addresses the implications on the Project costing and schedule should changes along the lines contemplated in the question be required by the Commission in order to proceed.

Technical perspective: It is possible, from a technical perspective, to have an insourced CIS, and outsourced call centre and back office functions, and vice versa. Some utilities find this to be the appropriate model, as evidenced in the UtiliPoint report.

Legal perspective: TGI believes that the Client Service Agreement would also allow TGI to bring the CIS in house through the Scope Change provisions, while leaving the remaining services (call centre and billing and back office) outsourced with CWLP. Under the Client Services Agreement, TGI would, if desired, be able to go to market for quotations from third parties for the remaining services outsourced to CWLP. CWLP has a right of first refusal in those circumstances in respect of the remaining suite of services put out to bid, allowing CWLP to match the selected bid for the remaining scope of services. In the event that third parties



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appeared to be deterred from bidding on that remaining scope of work by virtue of the presence of the right of first refusal, TGI could fund the bids².

Functional and Strategic perspective: TGI's functional requirements and strategic view that it is critical to have key customer care functions in the direct control of the utility are what TGI believes preclude the model contemplated in the question. At the outset of this Project analysis, TGI undertook a qualitative analysis of customer care delivery models with the assistance of UtiliPoint. TGI concluded based on that analysis that the strategic sourcing model and CIS implementation within the CCE Project is critical to being able to provide customer service that adapts to changing customer expectations and needs over time. Information regarding the Company's assessment of options related to the Project's strategic sourcing model, as compared to the scenario discussed in the question, is provided in the responses to BCUC IR 1.77.8, 1.111.1, 1.85.1 and 1.85.2. The strategic sourcing model and CIS implementation within the CCE Project will provide clear benefits to customers as discussed in BCUC IR 2.4.1. For additional discussion regarding Project benefits, please see BCUC IR 2.4.1 and Exhibit B-4, Section 4.5.2.

Implications of Changes to the Project for Cost and Benefit Propositions: The CCE Project is an integrated whole with each component linked, as discussed in Exhibit B-4, Section 2.3 and Section 4.1. If the model contemplated in the Project were rejected, the cost and benefit propositions associated with the Project would change. This is discussed in the responses to BCUC IR 2.4.5 and 2.4.6.

- 4.2. Does Terasen believe that it will be able to provide better customer service through an in house arrangement than through an out sourcing arrangement and therefore that is why it wants to bring the service in house with the new CIS?

Response:

Yes. TGI believes that it will be able to provide better customer service through the model that will result from the CCE Project implementation. For additional information, please refer to BCUC IR 1.111.1 and BCUC IR 2.4.1.

² The right of first refusal does not preclude obtaining bids in this manner under the assumed scenario in this question because outsourcing these functions has not been ruled out based on strategic and functional criteria. The assumed situation in this question differs from the current scenario in which TGI has concluded that outsourcing key customer service functions is not the preferred solution based on the functional and strategic considerations discussed below. In the latter case, the right of first refusal could deter third parties from providing benchmark pricing even in the event TGI pays for it because their competitive information will be disclosed to CWLP and Accenture with no real expectation of obtaining work. In this regard, please see the response to Commission Panel IR 1.2.3.



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5. Reference: Customer Service Meter Reading

that the Company needs to find a new manual meter reading solution in 2012. The increase in 2012 caused by inflation and customer growth, applied per the terms of the Client Services Agreement, is approximately \$1.2 million. The remaining \$4.8 million increase in 2012 is caused by an anticipated need for a new manual meter reading solution.

(Reference: Exhibit B-10, BCUC 10.1)

- 5.1. Is the requirement for a new manual meter reading solution a function of (1) the new CIS (2) the in-sourcing of services, or (3) the proposed BC Hydro Smart Meter project or some other cause?

Response:

The potential requirement for a new meter reading solution in 2012 for Terasen Gas is driven by BC Hydro's proposed Smart Metering project. The Company anticipates that BC Hydro will exit from the shared manual meter reading agreement it has with Terasen Gas in 2012 as BC Hydro implements its Smart Metering Initiative. This requirement is described on page 37 and more fully on page 117 of the Amended Application. The new SAP CIS can accommodate any form of meter reading, whether manual or automated. The same is true for the insourcing of services.



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6. Reference: CIS choice of SAP

software not required specifically for a CIS may be required. It should be noted that BC Hydro runs SAP's CIS.

(Reference: Exhibit B-10, BCUC 1.21.2)

- 6.1. Has Terasen discussed the SAP choice with BC Hydro and has Terasen been able to access the business case BC Hydro made for adopting the SAP CIS?

Response:

Terasen Gas has had informal discussions around the choice of SAP CIS with BC Hydro, primarily as it pertains to ongoing sustainment models. BC Hydro made the decision to move to the SAP CIS platform in 2002 – 2003. It is TGI's understanding that the primary driver for BC Hydro was to replace an old custom-built legacy mainframe system. TGI has requested access to the BC Hydro business case but that request was not granted by BC Hydro. This was not unexpected as internal business cases contain confidential information and are typically not made public.



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7. Reference: CIS System Integrator

lower). A contingency fund has been incorporated into the project budget for the purposes of providing for potential approved scope changes as well as any other unforeseen consulting requirements. This contingency fund is 9.9% of the CIS implementation consulting budget and is to address all third party consulting services, not just HCL Axon's services.

(Reference: Exhibit B-10, BCUC 1.24.1)

7.1. What is HCL Axon's track record with respect to use of contingency funds on its last 10 project implementations?

Response:

HCL Axon reports that all of the last 10 project implementations that they have been involved in have been on budget as it relates to the HCL Axon agreed-to scope of services.

HCL Axon is contractually obligated to provide the agreed-to scope of services for the fixed fee proposal they have submitted. There is no allowance for potential overruns on the effort and resources required to complete the agreed to scope of work. The use of contingency funds is strictly at the control of the client of those services, and information about the amount of contingency allocated to a project is rarely shared with third-party consultants. If the company that has engaged HCL Axon introduces a change to the original proposal, either new requirements or a change to the timeline that were not part of the initially agreed-to scope of services, then the scope change process is triggered. This would involve a cost/benefit analysis of the requested change. If approved by the company, a change order is created. Typically, the funding for this change in scope would come from contingency funds, but that is a decision of the customer of HCL Axon. HCL Axon is not privy to the source of funding to an agreed to scope of services and therefore does not have a documented track record with respect to the use of contingency funds specifically.



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8. Reference: CIS Alternatives Analysis

As it relates to cost reductions due to customers electing to use self serve or lower cost contact options or cost reductions due to business process synergies resulting from an integrated SAP solution for Terasen Gas, these benefits will be measured and delivered post implementation.

(Reference: Exhibit B-8, CEC 1.5.1)

benefits are presented in Section 6 of the Amended Application. The potential quantitative value post implementation is not reflected in the costs going forward. Although the Company believes that the CCE Project provides a strong platform for synergies and financial benefits due to the migration of customer contact to greater self serve and other lower cost contact options, these financial benefits have not been included in the business case to support this Application.

(Reference: Exhibit B-8, CEC 1.5.2)

The Company cannot determine the specific quantitative improvement from greater control, proactive adjustment and ability to meet customer needs and expectations as compared to the current largely outsourced arrangement. We have calculated the baseline based on the savings that are currently identifiable, which confirms that the Project is cost effective for customers. Any quantitative improvements in the future will enhance the cost effectiveness of the Project in the long term, and will be addressed through future revenue requirements applications.

(Reference: Exhibit B-8, CEC 1.5.4)

The quantitative benefits of meeting future service changes with direct management of call center and billing staff will be seen in the operational planning and training to implement changes. Changes will be facilitated with internal resources responsible for the delivery of the

(Reference: Exhibit B-8, CEC 1.5.6)

By leveraging the existing SAP platform, Terasen Gas estimates the ongoing O&M costs to be approximately 25% lower for the SAP solution. Terasen Gas also estimates the cost of recurring capital (technical upgrades and hardware refreshes) to be approximately 50% lower for the SAP solution.

(Reference: Exhibit B-8, CEC 1.5.8; Exhibit B-10, BCUC 1.60.2)



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Terasen Gas has not determined at this time the specific cost structure for each channel that the Company expects to support. Although the new communications channels including email,

(Reference: Exhibit B-8, CEC 1.5.10)

Terasen Gas cannot quantify specific support cost reductions until the enhanced self serve options are implemented and we can more accurately forecast customer adoption of this communication channel. The most likely area of cost reduction will be labour where the

(Reference: Exhibit B-8, CEC 1.5.11)

The increase in IVR, Email and Chat will not begin to materialize until after January 1, 2012. Terasen Gas will enable the functionality at that time. Customer adoption of these new communication channels will occur over time as systems stabilize and as customer awareness increases. The Company will begin promoting the alternative communications channels upon implementation of the project and will monitor adoption rates. By the end of 2012 we believe we will be able to more accurately forecast based on participation at that point.

(Reference: Exhibit B-10, BCUC 1.62.1)

No, the anticipated increase in utilization of web services has not been factored into the call centre FTE projections. The degree of utilization is not yet known. The approach of excluding this potential for greater utilization of web services yields a more conservative result in terms of assessing Project benefits. Future efficiencies are more appropriately addressed through a future revenue requirements process.

(Reference: Exhibit B-10, BCUC 1.62.7)

Future support cost reductions will be addressed in future revenue requirement proceedings.

(Exhibit B-8, CEC 1.5.14)

- 8.1. In numerous references Terasen has identified that there will be benefits from the new CCE Project but has declined to make quantitative estimates of what these could be except in a few cases. Primarily Terasen appears to have put off the question of what the quantitative nature of these benefits may be until future revenue requirement hearings. Does Terasen believe that if the customers are going to pay for all of the costs of the new CCE system that they should receive all of the benefits?



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Response:

The following response is intended to address CEC IR 2.8.1 through 2.8.5 and CEC IR 2.9.1. TGI notes that the excerpt above referencing Exhibit B-8, CEC 1.5.8 and Exhibit B-10, BCUC 1.60.2 speaks to comparing an SAP CIS solution versus an Oracle solution and therefore is not relevant in the context of Project benefits.

The references noted in the preamble speak to certain financial benefits that TGI anticipates will result after the Project's implementation. As discussed in BCUC 2.4.1, implementing the CCE Project will bring immediate non-financial benefits to customers including the key benefit of placing TGI's customer care function on a sustainable platform. An updated approach to service metrics is also a key deliverable of this Project, as discussed in the Amended Application, section 4.5.2.3. TGI will be able to quantify the potential financial benefits only after operational experience has been established under the new customer care delivery model and with the updated service metrics in place and stabilized. Exhibit B-4, Appendix Q provides an initial sensitivity analysis of how the increased use of alternate communication channels may impact TGI staffing requirements. To attempt to quantify these more specifically at this time, as part of this Application, is too speculative as discussed in BCUC IR 2.28.1.

Thus, while it is appropriate for the Commission to comment on the expectation of potential future financial benefits, and while it is certainly understandable for customers to seek as much clarity as possible about the potential financial benefits, the quantification of those benefits is best addressed in future revenue requirements proceedings. The regulatory processes associated with future revenue requirements proceedings will impose discipline on the Company in respect to operating costs for customer care in the same manner as it does with all other operating costs.

Any future cost savings in O&M would flow to customers unless there was a regulatory arrangement in place that dictated sharing of benefits.

For additional information regarding the Company's approach to managing future O&M costs, please refer to BCUC IR 2.28.1.

- 8.2. What discipline can the Commission and customers expect to follow to ensure that the benefits are captured for customers?

Response:

Please see the response to CEC IR 2.8.1.



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- 8.3. Does Terasen believe that the capturing of the future benefits from approving and implementing a new CCE system are appropriate concerns for the Commission to comment on in the course of approving the CPCN?

Response:

Please see the response to CEC IR 2.8.1.

- 8.4. When Terasen contracts with third parties it appears to be quite rigorous about defining the benefits, milestones and expectations and then about ensuring that the value in the contract is captured. Does Terasen believe that the Commission and Terasen's customers should be any less disciplined upon committing to expenditures involving \$100's of millions?

Response:

Please see the response to CEC IR 2.8.1.

- 8.5. Does the Terasen internally follow any more rigorous discipline of ensuring that future benefits are identified, quantified (estimated) and captured or does Terasen expect that the proper accountability for this evolves in the future and is best addressed in future revenue requirement hearings?

Response:

Please see the response to CEC IR 2.8.1.



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9. Reference: Rate Impact

6.2 Please confirm that none of the annual cost/benefit projections for the cost of service per customer contain any of the future benefits which Terasen intends to build on top of this CCE project platform.

Response:

Confirmed. None of the annual cost/benefit projections for the cost of service per customer contain any of the future benefits which Terasen Gas intends to build on top of this CCE project platform. It is the expectation of the Company that any future increases or reduction to costs would be subject to review in future revenue requirements applications.

(Reference: Exhibit B-8, CEC 1.6.2)

9.1. When assessing the future benefits that Terasen Gas intended to build on top of the new CCE project platform in future revenue requirements applications how can customers understand what those future benefits should be if they have not had estimates of what they were intended to be and accountability for the changes?

Response:

Please see the response to CEC IR 2.8.1.



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10. Reference: Customer Risk for Project Costs

of service higher than the notional cost of maintaining the existing model. Had the revised estimate turned out to be significantly higher than the estimates provided in the June 2, 2009 Application, TGI would certainly have carefully examined whether the Project should be pursued at this time. In that case the option would clearly not have been the least cost option, but it would not necessarily have precluded it from still being cost *effective*. A key consideration for the Company is that Terasen Gas does not regard the existing model as sustainable going forward.

(Reference: Exhibit B-8, CEC 1.9.2)

9.3 Does Terasen believe that the customers should bear the risk of some potential variability in the project costs?

Response:

Yes. The CCE Project will be implemented for the benefit of customers. All project costs that have been prudently incurred should therefore be recovered from customers. Please see the response to BCUC IR 1.98.1.1 regarding allocation of risk between customers and the shareholder.

(Reference: Exhibit B-8, CEC 1.9.3)

No, the Company's shareholder is not willing to assume responsibility for any of the risks stated in BCUC IR 1.98.1. The Project is to provide service to customers and is in the long term best interests of customers. As such the prudently incurred costs associated with the Project are legitimately recoverable in rates. A cost collar can result in prudently incurred expenditures being disallowed, which has the effect of denying the shareholder its legal right to an opportunity to earn a fair return.

(Reference: Exhibit B-10, BCUC 1.98.1.1)

10.1. Given that at some level of cost Terasen would have been seriously considering if the project should be pursued, is it reasonable to expect that the Commission may view prudence with respect to the project costs also to be in part a function of what those costs may be and that the Commission might indicate in an approval of the CPCN some level of costs over which Terasen might not have the regulatory comfort of the CPCN approval as support for its prudence?



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Response:

In the referenced IR (CEC IR 1.9.2) TGI was asked to contemplate a hypothetical situation in which the evidence available at this time showed that the Project would, in all likelihood, cost significantly more than \$122 million. In other words, in this hypothetical the cost estimate itself would be established at a much higher level. TGI's evidence in the referenced response was that "Had the revised estimate turned out to be significantly higher than the estimates provided in the June 2, 2009 Application, TGI would certainly have carefully examined whether the Project should be pursued at this time." This type of evaluation would have been appropriate given the hypothetical scenario because a much higher Project estimate speaks to the public interest and necessity based on the currently available evidence. In this hypothetical situation, TGI would have evaluated the overall Project costs and resultant benefits against the Company's business drivers, including the critical need to move to a customer care delivery model that is sustainable for the long term. The hypothetical presented, however, is different from a hypothetical scenario where the estimate remained at \$122 million and there were to be unforeseen cost overruns during the execution of the Project.

The exercise undertaken by the Commission in assessing a CPCN application like this one is an assessment of the public interest of a project based on, among other things, the project estimate presented by the utility, while testing the appropriateness of the estimate based on the information available to the utility at the time regarding expected costs and the potential risk that costs could be higher than expected. TGI infers that the reference in the question to "some level of costs over which Terasen might not have the regulatory comfort of the CPCN approval as support for its prudence" is a reference to a cost cap. The prudence of actual expenditures incurred on a project cannot be determined in advance and therefore the assessment of whether any amounts ultimately incurred above the estimate included in a CPCN application should be recoverable (i.e. the imposition of a cost cap) cannot properly form part of the CPCN assessment. Rather, the assessment of prudence occurs in a subsequent revenue requirement application when the utility seeks to recover costs incurred in rates. Rates that permit the utility to recover prudently incurred costs plus provide the utility with an opportunity to earn a fair return are just and reasonable. Rates that do not permit the utility to recover prudently incurred costs inappropriately deny the utility the opportunity to earn a fair return; they cannot be just and reasonable.

If the Commission concludes in this CPCN Application that the estimate prepared by TGI in this Application is reasonable based on the available evidence of costs and risks, expenses incurred within that estimate will generally be assumed to have been prudently incurred. As a practical matter a utility does not enjoy the same degree of deference in a revenue requirements proceeding where project costs have materially exceeded Project cost estimates. However, as discussed in the response to BCUC IR 2.21.1, it would be inappropriate to predetermine by means of the "blunt instrument" of a cost cap that all project costs in excess of a CPCN project estimate resulted from imprudence on the part of the utility.



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- 10.2. Does Terasen expect that for cost over runs and for benefit underachievement that it is more likely that the company's shareholders will be at risk for not prudently delivering the project?

Response:

It would, in practice, be very difficult for someone to challenge the prudence of expenditures incurred within an approved CPCN estimate, even more so when the expenditures have yielded the expected benefits. Therefore, TGI believes that, as a practical matter, any time that actual costs materially exceed a CPCN project estimate, customers are more likely to challenge the utility's ability to recover those expenditures for recovery in rates. Similarly, if benefits have not been realized, customers may be more likely to challenge how the project was managed. So, from that perspective, there is more risk to the shareholder when overruns have occurred or when expected benefits have not been realized. However, a utility such as Terasen Gas is entitled to recover in rates expenditures prudently incurred in providing service to customers. As discussed in, for example, the responses to CEC IR 2.10.1 and BCUC IR 2.21.1 prudence on the part of the Company cannot be determined simply by reference to a particular level of expenditure or overrun, or based on the level of benefits delivered.



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11. Reference: Prudence for Management of Risks and Costs

Prudence on the part of the Company cannot be prejudged or predetermined by a particular level of expenditure or overrun. There are any number of factors beyond the control of the utility that could result in cost overruns of varying magnitudes. With respect to those Project costs within the control of the Company, TGI intends to carefully manage the risks and costs through appropriate project management and the oversight described in the response to BCUC IR 1.104.1.

(Reference: Exhibit B-10, CEC 1.14.9)

- 11.1. Does Terasen also believe that a Commission approval of a CPCN cannot prejudice or predetermine prudence for any particular level of costs or benefits for a project and that accountability will be determined at some time in the future?

Response:

Yes. TGI distinguishes between the Commission's assessment of public interest and necessity based on a particular project estimate, which occurs during a CPCN application, and the assessment of prudence of the actual expenditures subsequently incurred by the project proponent on the CPCN-approved project, which must necessarily occur at some future time (normally a revenue requirements application). TGI assumes that the reference to "accountability" in the question means, more specifically, accountability to customers for costs incurred above the estimate (or perhaps underachievement of expected benefits), based on which the CPCN was issued. This type of review must occur *ex post*. Cost overruns from that CPCN budget (or underachievement of benefits) neither negate the Commission's finding that the project is in the public interest and necessity (which had been based on the evidence available at the time the Commission issued a CPCN), nor demonstrate imprudent management on the part of the utility. Material overruns might trigger a more detailed examination of the prudence of those expenditures in a subsequent revenue requirements application, but ultimately the Commission's determination regarding cost recovery in rates must recognize that overruns can be the result of factors beyond the utility's control. Please see the response to BCUC IR 2.21.1.



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12. Reference: Cost Certainty

The percentage of fixed price arrangements (assuming the acquisition on the facilities in Prince George but excluding the costs for leasehold improvements) is currently 30.3%. This would leave approx 69.7% exposed to variable cost arrangements including AFUDC on the entire Project.

At this point in time, Terasen Gas considers the proposed lease arrangements for the Surrey location and the transition costs applicable to the agreement with CWLP to be variable costs as they are still the subject of ongoing negotiations. Once these negotiations have been successfully concluded, the costs will be considered fixed with no associated contingency applied. This will have a material impact on the percentages.

(Reference: Exhibit B-8, CEC 1.18.1)

- 12.1. What would the fixed price cost certainty percentages likely be (estimate) once lease arrangements and transition costs are negotiated?

Response:

This response has been filed in confidence as it could provide insight into the amount TGI has budgeted for transition costs payable to CWLP. While TGI has reached an agreement in principle with CWLP, TGI believes that the number should remain confidential at least until the agreement with CWLP has been fully executed.

- 12.2. Please confirm that there are no other items, than the Peace legacy system data quality, to be settled and that will provide more certainty before the Commission will be asked to make a decision on this project?

Response:

Not confirmed. TGI is not expecting the Peace legacy system data quality to be settled before the Commission is required to make a decision on the Project, as this work is tentatively scheduled to be completed in late February 2010. The only two outstanding items that TGI expects to be resolved before the Commission will be asked to make a decision on this Project are the CWLP transition costs and Surrey lease arrangements. TGI has reached an agreement in principle with CWLP on the transition costs. All subjects on the Surrey lease agreement (except Regulatory and Terasen Gas final approvals) are expected to be removed by November



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10th, 2009. Although the costs associated with the Peace legacy system data quality will remain uncertain as of the Commission's expected decision date, Terasen Gas intends to ensure that those expenses are prudently managed.



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13. Reference: Implementation Employee Capital Overhead Loading

46.2 Please confirm the capital overhead loading rate used for the Company's employees used on the project.

Response:

The capital overhead loading rate used in the project financial analysis and applied to the incremental O&M expense is TGI's existing rate of 16%.

The capital overhead loading rate used in the project financial analysis reflecting accounting changes and IFRS implications is TGI's revised rate of 8%, as proposed in the TGI RRA.

(Reference: Exhibit B-10, BCUC 46.2)

13.1. How will Terasen reconcile the TGI RRA decision on capital overhead loading rates with the CCE – CPCN decision on project approval?

Response:

Please see the response to BCUC IR 2.25.7.

Subsequent to the final Decision on TGI's 2010 and 2011 RRA, TGI will evaluate any changes that result from that Decision and if there is a material impact on the levelized cost of service, TGI will file an update. However, it should be noted that capitalization of overheads determined by the Commission do not impact the cost of implementing the CCE Project. They simply relate to the timing of recognition of O&M costs in rates, which costs have been approved by the Commission and bear no direct relation to the project. As such TGI does not believe that a change to the level of Overheads capitalization rate should affect the assessment of the Project.

13.2. Is any reconciliation have required?

Response:

Please see the response to CEC IR 2.13.1.



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13.3. Could there be issues if the Commission in the CCE – CPCN decides to comment on the project costs?

Response:

Please see the response to CEC IR 2.13.1.



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14. Reference: Implementation costs and SAP upgrades

52.1 Does the Company have to upgrade its existing SAP systems to ECC 6.0? Where is the cost for that process identified, and is it part of this total project cost?

Response:

Terasen Gas is already on SAP version ECC 6.0. No costs associated with upgrading the existing SAP environment are included as part of the SAP CIS project cost.

(Reference: Exhibit B-10, BCUC 1.52.1)

14.1. Does Terasen expect SAP upgrades to be required before 2012?

Response:

Please refer to CEC IR 2.14.2.

14.2. Would any upgrades of SAP before implementation be in any way related to successful implementation of the CIS portion of SAP?

Response:

Terasen Gas is currently undertaking the last steps of the upgrade process with the Unicode conversion. It is scheduled to be completed April 2010. Please refer to the response to Exhibit B-10, BCUC 1.52.2 for details of the Unicode conversion. SAP version ECC 6.0 with the associated Unicode upgrade is the base platform required for the version of SAP's CIS that Terasen Gas is planning to implement. The Company's upgrade to these versions was scheduled and implemented as part of its ongoing operational roadmap with regards to its support strategy of SAP software. There are no other upgrades planned prior to the implementation of the CIS portion of SAP.



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14.3. Would any upgrades be delayed because of the CIS implementation?

Response:

No upgrades will be delayed because of the CIS implementation.

14.4. Would upgrades of SAP be expected to be scheduled after the CIS implementation?

Response:

As part of Terasen Gas' software maintenance strategy, all key software is upgraded to ensure full support from the vendors. In the case of SAP, all versions of software starting with ECC 6.0 are supported for 7 years after the initial release plus an additional 2 years for a 2% increase in licensing fees. Terasen Gas is planning the next technical upgrade of the SAP software to occur between 2014 and 2016, the exact time depending on business priorities.

14.5. Would any upgrades of SAP after implementation be related to upgrading the CIS functionality or any interfaces connected to the CIS functionality?

Response:

The planned upgrades are technical in nature. Enhancements to the CIS functionality will be identified and business-cased separately from the technical upgrades. In cases where the approved business case for increased functionality coincides with the timing of the next scheduled technical upgrade, Terasen Gas may combine the execution of these two projects into one to minimize costs and impact to the business if deemed appropriate at that time.



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15. Reference: Implementation of SAP CIS using existing infrastructure and servers

An SAP CIS will be able to take advantage of existing IT infrastructure but will also require some incremental servers. The current SAP infrastructure that will be utilized for SAP CIS is documented in the response to BCUC IR 1.56.1.

(Reference: Exhibit B-10, BCUC 1.57.1)

15.1. Do the project costs include costs for utilizing existing infrastructure and servers?

Response:

The project costs assume the utilization of existing infrastructure and servers where possible. In some cases, the existing infrastructure will need to have components upgraded to accommodate the new CIS, such as disc storage, processors and memory. These costs are included in the Project costs.

15.2. If not please provide an estimate of the existing assets, functionality and capability of Terasen's existing operations that will be used at no additional cost but nevertheless will use otherwise available capacities?

Response:

Please refer to the response to CEC IR 2.15.1.



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16. Reference: Miscellaneous Service Quality

3.5 Is Terasen expecting to be subject to the same standards and penalties going forward should its service fall short?

Response:

No. Please refer to the responses to BCUC IR 1.141.1 and 1.141.1.1 for further information.

(Reference: Exhibit B-8, CEC 1.3.5)

141.1.1 Should the Company be at risk for the cost (additional labour, training) of remediating service levels that falls below service quality benchmarks?

Response:

As a general matter, to the extent that the revenue requirements are adequate to provide service, and to the extent that service has deteriorated because of factors within the reasonable control of the Company, it would not be unreasonable to expect the Company to bear the cost of remediating service levels. However, the project being proposed by the Company will provide enhanced service levels to meet evolving customer needs rather than remediating service levels as posed in the question. On that basis, all costs prudently incurred in the process / operations of delivering such service to customers, such as training, continuous process improvement, etc. should be recoverable from ratepayers.

(Reference: Exhibit B-10, BCUC 141.1.1)

16.1. Does Terasen believe that reasonable responsibility of the Company to bear costs for remediation of service quality issues, which have deteriorated because of factors within the reasonable control of the company, is a matter for determination in a future RRA and is not an issue with regard to any service levels following the implementation of the CCE Project?

Response:

With respect to a potential need for remediation of service quality issues after the CCE Project's initial implementation and first year of operation, Terasen Gas does believe if such issues were to occur, the costs for remediation, and whether those costs are recoverable from customers in



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rates, is a matter for determination in a future revenue requirement proceeding. In the event of challenges immediately following the Project's implementation, TGI has budgeted for a "storm period" and included this as part of the O&M costs that are expected to be incurred in 2012. The estimated cost to provide support during the storm period is found on line 91 of confidential spreadsheet 3 on tab "O&M 2012+". Costs prudently incurred in the process / operations of delivering service to customers during this "storm period" and otherwise are appropriately recoverable from customers.

As discussed in the response to BCUC IR 1.141.1.1, Terasen Gas believes that the proposed project will enhance service levels and bring a number of benefits to customers as described in BCUC IR 2.4.1 and CEC IR 2.8.1. BCUC IR 2.4.1 also speaks to service levels immediately following the CCE Project's implementation and that TGI will strive to minimize any impact to service metrics in the post implementation period and first year of operation.

- 16.2. Independent of the fact that the specific standards and metrics for service quality will change from time to time, does Terasen believe that it may be appropriate for the conditions under which service quality discipline may be managed, could be part of the conditions and approval of the CCE Project CPCN,?

Response:

TGI interprets "the conditions under which service quality discipline may be managed" to refer to the mechanisms and processes that TGI puts in place internally to ensure that whatever service metrics are set can be effectively met by the Company. TGI believes that it would be inappropriate for the Commission to include directions relating to TGI's internal processes as conditions of a CPCN for this Project. While the Commission has jurisdiction to regulate the quality of service provided by a public utility, which TGI believes includes the ability to specify reporting on particular SQIs, the responsibility for managing the business and operations of the utility rests with management. This dichotomy was recognized by the BC Court of Appeal in *British Columbia Hydro and Power Authority v. BC Utilities Commission*.³ The court held that the UCA did not confer jurisdiction upon the Commission to manage the business of a public utility, stating for instance:

It is only under s.112 of the *Utilities Act* [the former trusteeship provision] that the Commission is authorized to assume the management of a public utility. Otherwise the management of a public utility remains the responsibility of those who by statute or the incorporating instruments are charged with that responsibility.

³ (1996), 20 BCLR (3d) 106 at 119



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The Commission would have exceeded its jurisdiction by directing internal processes of the public utility, rather than allowing the Company to put in place the appropriate processes to achieve service metrics.

Terasen Gas believes, however, that it would be appropriate for the Commission to include directions in the CPCN order directing that TGI bring forward service metrics for review by the Commission in 2013, either as a part of a RRA or otherwise. TGI discusses in the response to BCUC IR 2.5.1 why the establishment of revised service metrics must wait until 2013, after the Company has had a year of experience under the new operating model. Please refer to Exhibit B-4, Section 4.5.2.3 (pp 99-104) for a detailed discussion of the Company's service quality improvement strategy.



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17. Reference: Call Center Volumes

There is no minimum number of calls assumed in the model. Terasen Gas does not believe that calls volumes would ever approach zero. Realistically, depending on customer adoption of self serve, it may be possible over the very long term to see a 30% to 40% drop in call volumes. Through a flexible staffing model and normal call centre attrition, reductions of this magnitude over the long term would be able to be accommodated.

(Reference: Exhibit B-10, BCUC 1.67.3)

- 17.1. Does Terasen see a problem with setting "realistic" goals in terms of arranging improved customer service such that call centre volumes drop 30% to 40%?

Response:

A key goal of the CCE Project is to position TGI to best respond to changes in its environment and deliver improved service to customers as a result. As discussed in BCUC IR 1.8.1, the Company believes updated goals related to service metrics should be established. Goals such as that suggested in the question are best developed after a baseline of operational experience under the new model is established as discussed in CEC IR 2.8.1.

- 17.2. As this sort of benefit would provide significant cost savings to customers does Terasen believe that customers should be interested in Terasen setting goals for the benefits of the CCE Project?

Response:

Please refer to CEC 2.17.1, BCUC IR 2.4.1 and CEC IR 2.8.1.



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18. Reference: Call Center Volume

Terasen Gas is proposing to split the call handling requirements approximately evenly between the two centres. The supporting staff will be housed in the Lower Mainland. Including both unionized and exempt staff, Terasen Gas is expecting to have approximately 100 staff in the Interior and 110 in the Lower Mainland.

(Reference: Exhibit B-10, BCUC 1.69.3)

- 18.1. If call center volumes are targeted to drop and create cost savings would Terasen drop call volumes equally in both locations or diminish calls in one location in preference to the other?

Response:

As discussed in BCUC IR 1.75.2 and 1.75.6, the operations of the call centres will be integrated with each other. With almost the same number of call centre agents in each centre, they are anticipated to handle the same volume of calls. BCUC IR 2.18.2 also discusses the need to have two sites in the event that one site is unable to operate. With the virtual configuration, the two centres act as one.

If a minor reduction in volumes was targeted, TGI anticipates it would reduce volumes equally across the two locations. If more significant reductions were planned, TGI would evaluate factors such as its operational costs, employee turnover and workforce availability in order to determine the approach to volume reductions that would provide the greatest overall benefit.

- 18.2. Would it be more cost effective to drop call volume in one location versus another?

Response:

Please see the response to CEC IR 2.18.1.



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19. Reference: Back Office Billing

For the purposes of the analysis in the Amended Application, Terasen Gas assumed that no changes to the number of FTEs would be required in 2013, 2014 and 2015. The Company believes that an increase or decrease in costs to address future business changes such as an increased number of customers or operational efficiencies is best addressed through a Revenue Requirements process.

Please refer to the response to BCUC IR 1.100.2.

(Reference: Exhibit B-10, BCUC 1.100.4)

- 19.1. Has Terasen identified operational efficiencies or other benefits which are expected to be possible or may be looked at arising from the preferred nature of the CCE Project over the current outsourcing model?

Response:

Terasen Gas believes that the integrated nature of the SAP CIS with the rest of the business processes enabled with SAP software has the potential to gain operational efficiencies. One such opportunity that will be reviewed as part of the initial implementation is in the area of field services process. The validation as to whether these opportunities exist and to what extent efficiencies can be gained will be the outcome of the detailed design or "blueprint" phase of the project. Over time, it is possible that other opportunities may be uncovered. If and when that happens, how those operational efficiencies are addressed and the cost of realizing those opportunities will be the subject matter of future Revenue Requirements applications.

Benefits of the CCE Project as described in Exhibit B-4 are discussed in response to CEC IR 2.8.1. Please refer to these responses for additional information.

- 19.2. Will the CIS blueprinting phase likely be able to identify potential operating efficiencies?

Response:

Please refer to the response to CEC IR 2.19.1.



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20. Reference: Risk Analysis

The final implications will vary depending on the length and reason for the delay.
(Reference: Exhibit B-10, BCUC 1.106.4)

- 20.1. Would one of the risks for delay be related to delay in capturing benefits for customers?

Response:

Terasen Gas is anticipating immediate benefits to the customer with the implementation of the new Customer Care model. A delay in the implementation would have a corresponding delay in the ability of customers to achieve the benefits. Please see the response to CEC IR 2.20.2.

- 20.2. Has Terasen looked at the risks related to delay or inability to capture customer benefits?

Response:

TGI would like to note a correction to the response to BCUC IR 1.106.4. The last sentence should read "The *financial* [not "final"] implications will vary depending on the length and reason for the delay".

Yes, TGI has considered those implications.

With respect to the impact of a delay in "go live", as noted above, the CCE Project includes a number of benefits customers will receive upon implementation. These include, for example,

- the key benefit of placing TGI's customer care function on a sustainable platform;
- additional services such as automated call-back rather than waiting on hold for an agent and added customer service channels;
- customers will be served by BC-based TGI employees with direct regional knowledge and experience;
- TGI also anticipates a more stable workforce which will improve industry and end to end business process knowledge; and
- broader benefits to British Columbia as discussed on page 104 of Exhibit B-4 and identified in the KPMG economic impact study included in Exhibit B-4, Appendix W.



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A delay in the Project go-live date, as discussed in BCUC IR 1.106.4, will delay the initial benefits that customers will receive as outlined above and detailed in Exhibit B-4, Section 4.5. This will also delay TGI's ability to establish an operational baseline under the new model in order to quantify additional benefits as discussed in CEC IR 2.8.1. These benefits realized upon implementation are inherent in the Project. TGI does not believe there is a risk that these benefits will not be realized for customers.

Cost implications could also result from a delay in the Project go-live date. These would be dependent on the reason for and duration of a delay as discussed in BCUC IR 1.106.4. For additional information regarding the potential cost implications of a Project delay, please see BCUC IR 2.4.6.



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21. Reference: Financial Analysis

Terasen Gas is not contemplating replacing the SAP CIS in the foreseeable future. SAP is the foundation of Terasen Gas' information technology architecture. SAP's track record is one of continued investment in research and development, and TGI expects this will continue. SAP's utility solution (of which CIS is a part) is installed in over 600 utilities worldwide and continues to grow (41 new customers in the last year according to SAP – the most of any Utility CIS software provider in that timeframe according to Gartner). SAP software is installed in over 30,000 companies worldwide. In light of those facts, TGI contemplates continuing to use SAP as the foundation of our information technology architecture beyond 2021.

(Reference: Exhibit B-10, BCUC 1.122.1)

- 21.1. Does this benefit of the SAP platform effectively create a situation where customers over the next few years will pay for the acquisition and implementation of the SAP CIS platform but the benefits will accrue for many years thereafter?

Response:

Terasen Gas is expecting the SAP platform to provide immediate benefits to the customers as well as provide a platform that will enable additional benefits for many years thereafter as has been experienced with the initial implementation of the financial, supply chain and HR components of SAP in 1999 and the work management and preventive maintenance components that were implemented in the early 2000's.

Attachment 2.1

Benefit Legend: A - Cost Avoidance/Reduction B - Customer Satisfaction C - Marketing Opportunity D - Improved Information E - Employee Empowerment

F - Responsiveness to Change G - Revenue Generation H - Safety I - Regulatory

PROCESS	CATEGORY	DESIRED FUNCTIONALITY	Priority	Benefit	Interface	Other System	Manual Process	Priority Comments
Customer/Account Data	Customer Information	Critical Care Customer (Multiple Critical Care Types used for Outage Management) also used for other processing such as collections.	2	B,D			X	List of types of customers provided to operations.
Customer/Account Data	Customer Classification	Parent company/subsidiary	2	D				
Customer/Account Data	Customer/Account Search	Spouse, significant other, roommate name	2	D				
Customer/Account Data	Customer/Account Search	Alpha/numeric or abbreviations	2	E				
Customer/Account Data	Customer/Account Search	Street aliases (i.e., E. McNichols a.k.a. E. 6 Mile; Vernier a.k.a. 8 Mile, etc.)	2	E				
Customer/Account Data	Premise Information	The product shall have the ability to identify customers/accounts whose change in consumption (increase/decrease) qualifies them for another pricing or rate structure i.e. an increase in commercial usage indicated account should be reclassified to industrial	2	E				
Customer/Account Data	Customer/Premise Relationships	Ability to handle multiple customers names per account with option of having liability and credit history follow any one or all of the customers.	2	D				
Customer/Account Data	Address Standardization	The product shall have the ability to identify any exceptions found in the address validation process and route them to a work queue for follow up.	2	D				
Customer/Account Data	Address Standardization	The product shall support non-energy deliver service address locations.	2	A,D				Billing for damages
Customer/Account Data	Account Number Creation	The product shall have the ability to identify a specific account by using a unique non-intelligent account number for a specific service(s) or product(s).	2	B,D				
Customer/Account Data	Mass Changes	A user needs the ability to review and approve mass changes to system data before they are applied.	2	I				
Customer/Account Data	Mass Changes	Budget billing: Rate changes requiring that all budgets be changed by xx%	2	I				
Customer/Account Data	Mass Changes	Fuel adjustment charge rate change	2	I				
Customer/Account Data	Mass Changes	Riders and Rates	2	I				
Customer/Account Data	Mass Changes	Landlord agreement/instructions – update all premises linked to the agreement.	2	I				
Customer/Account Data	Mass Changes	Refunds: Calculate and apply refunds to multiple accounts based on user defined criteria.	2	I				
Customer/Account Data	Industrial Accounts	The product shall support the assignment of Industrial accounts to specific work groups via security profile or other method. The product shall restrict updates to these accounts to specific user defined employees and/or work groups.	2					Currently industrial accounts are flagged to advise CSRs and back office staff that they are not update or process transactions on these accounts.
Customer Service	Brochure/ Handbook Request	The product shall have the ability to allow automated request of brochures, handbooks etc. to be emailed the customer. The system shall keep an online audit trail of this activity.	2	A,D				

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PROCESS	CATEGORY	DESIRED FUNCTIONALITY	Priority	Benefit	Interface	Other System	Manual Process	Priority Comments
Customer Service	Brochure/ Handbook Request	The product shall have the ability to allow automated request of brochures, handbooks etc. to be mailed and track the inventory to validate booklet availability. The system shall keep an online audit trail of this activity.	2	A,D				
Customer Service	Brochure/ Handbook Request	The product shall have the ability to support the automated generation of customer correspondence, based on user defined business rules, during customer sign-up.	2	A,D				
Customer Service	Establishing a Joint Account	Search all names on the account.	2	D				
Customer Service	Establishing a Joint Account	Ability to support the option of having liability and credit history follow any one or all customers.	2	D				Credit history should follow responsible party.
Customer Service	Landlord/Tenant Management	Owners of apartment complexes who participate in an automatic transfer program have agreed to pay utility charges for apartments that are vacant between tenants. If a service address is on the automatic transfer program (which allows the services to be le	2	A,B,D				
Customer Service	Landlord/Tenant Management	Notify the landlord that the service has been transferred to his/her name.	2	A,B,D				
Customer Service	Landlord/Tenant Management	Automatically transfer the service into the landlords name whenever the tenant request a move-out.	2					
Customer Service	Landlord/Tenant Management	Allow for the automatic transferred accounts to remain grouped upon changes in property ownership.	2					
Customer Service	Landlord/Tenant Management	Not allow for transfers in which the account has been terminated for non-payment.	2					
Customer Service	Landlord/Tenant Management	Be able to allow for the cancellation landlord of the order.	2					
Customer Service	Landlord/Tenant Management	Be able to maintain owner/tenant agreements and have the capability to do mass updates if an owner/tenant agreement changes for many accounts/properties.	2					
Customer Service	Landlord/Tenant Management	Have tax exemption information automatically created for select landlords (housing authority)	2					
Customer Service	Landlord/Tenant Management	Place those accounts with AUTO/EZPAY contracts from the owner onto those payment systems automatically	2					
Customer Service	Landlord/Tenant Management	If the owner has selected the option to receive a consolidated bill, the product shall be able to transfer automatically this account to be included in that consolidated bill.	2					
Customer Service	Landlord/Tenant Management	Owner of apartment complexes and/or rental properties may participate in a landlord agreement program (i.e.: clean and show). Under this program, the owner completes an application and agrees to pay utility charges for properties that are vacant between t	2	A,B,D				
Customer Service	Maintain Landlord/Tenant Agreement	The automatic mailing/emailing of program information to qualifying owners.	2					

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Customer Service	Maintain Landlord/Tenant Agreement	Support continuous service between tenants and owners for single and multi-family complexes.	2	A,B,D				
Customer Service	Maintain Landlord/Tenant Agreement	Automatically place the owner's "on" request (along with the mailing address) once the "off" request is received from the tenant.	2	A,B,D				
Customer Service	Maintain Landlord/Tenant Agreement	Ability to tie an owner of a number of rental properties, to every apartment various service addresses.	2	A,B,D				
Customer Service	Maintain Landlord/Tenant Agreement	The system shall support automated creation of error/exception notifications to support problems with landlord/tenant processing.	2	A,B,D				
Customer Service	Maintain Landlord/Tenant Agreement	The system shall support a single online process to add/modify/delete multiple premises on a landlord agreement.	2	A,B,D				
Customer Service	Letter Generation	Ability to generate letters on-line (individual customer) or in batch (high volume)	2	D				
Customer Service	Letter Generation	Ability to follow-up action (work queues based on letter type) based on letter generation.	2	D				
Rate Data	Rate Schedule Attributes	Late charge (industrial customers) simple daily interest late payment calculation	2	A				Currently a manual calculation process.
Rate Data	Rate Schedule Attributes	Demand maximum new rate schedule to use if customer reaches max on current rate.	2					TGI Commercial Rates are reviewed yearly and the customer is moved to the correct rate schedule.
Charges	Taxes	The product shall have the ability to apply taxes to the lower of tax percentage multiplied by total billed amount or the rate multiplied by the consumption. (i.e. Ceiling on taxes applied)	2	B,D				The only areas where taxes have ceiling is the ICE Levy. We are currently tracking the cap manually.
Rate Functionality	Rate Analysis/Comparison	The system must have the ability to combine multiple rate codes in one analysis.	2	B,C,D				Rate switches
Rate Functionality	Rate Analysis/Comparison	The product shall have the ability to analyze data based on but not limited to: specified customer and/or groups of specified customers usage by rate class, revenue class, type of usage, SIC Code, volume, rate and/or load factor.	2	B,C,D				
Rate Functionality	Rate Analysis/Comparison	The product shall provide an on-line comparative analysis of customers who are exceeding or not meeting their demand or consumption requirements.	2	B,C,D				
Rate Functionality	Rate Analysis/Comparison	The product shall have the ability to perform an on-line rate what-if comparisons for charges (current and proposed new charges) including but not limited to: ISO Charges, rate code, usage, or contract terms, prices. Based on historical data, cost of comm	2	B,C,D				
Rate Functionality	Rate Analysis/Comparison	The product shall be able to determine the 'best rate' for customers and flag the accounts needing rate changes.	2	B,C,D				
Rate Functionality	Rate Analysis/Comparison	The product shall be able to support rate analysis/simulation for individual accounts and/or selected accounts in terms of the impact to customers or impact to the company.	2	B,C,D				

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Rate Functionality	Rate Analysis/Comparison	The product shall support the ability to 'fill in' forecasted components based on company rules.	2	B,C,D				
Rate Functionality	Rate Analysis/Comparison	The product shall be able to accommodate proposed rate changes for comparative purposes without affecting the customer's record.	2	B,C,D				Make sure you can do a rate comparison without actually changing any customer information.
Billing	Bill Analysis and Comparison	The product shall provide automated analysis tools to determine the "best rate" for accounts based on a user defined time period and associated rate types. The system shall use actual usage history. For example annual review of selected C/I accounts. Ba	2	A,B,E				This is a manual process today.
Billing	Rate Refund	The product shall be able to apply rate refunds for any user-defined group of customers. These customers could be defined by transport code, current rate code at the time of the charges, competitive energy code, revenue class service offering, etc. The s	2	I				
Billing	Rate Refund	The product shall be able to create rate refunds or credits that can be applied to any group of customers that can be identified as being from one source (rate code, revenue class).	2	I				
Billing	Rate Refund	The product shall be able to track and display the credit issued and carried forward on the account balance.	2	I				
Billing	Rate Refund	The product shall be able to report such refunds or credits including revenue and energy cost reporting.	2	I				
Billing	Rate Refund	The product shall have the ability to issue refunds or credit based on a specific customer's historical volumes.	2	I				
Billing	Rate Refund	The product shall have the ability to calculate interest payments due the customer based on user defined interest calculations on rate refund amounts.	2	I				
Billing	Rate Refund	The product shall provide an online facility to identify and group accounts eligible for a rate refund.	2	I				
Billing	Rate Refund	Rate refunds can apply to any billing component.	2	I				
Billing	Rate Refund	Rate refunds can be based on a dollar amount per quantity or time period billed. (user defined)	2	I				
Billing	Rate Refund	Rate refund dollar amount or percentage will vary for each refund situation.	2	I				
Billing	Rate Refund	The product must store and display a history of all rate refund adjustments by rate, billing component, account, agreement.	2	I				
Billing	Rate Refund	Rate refunds can be applied as a credit on the account/agreement.	2	I				
Billing	Rate Refund	Rate refunds can be applied and refunded via check.	2	I				If account is inactive and customer does not have service at another location.
Billing	Rate Refund	The product shall allow the refunding of all, or a portion of, interim rates or surcharges, as required.	2	I				
Billing	Refunds (Mass)	The system shall have the capability to store customers bills using multiple/overlapping rate effective dates for the purpose of determining the potential rate refund amounts. The system must have the ability to report on each of these amounts separately	2	I				

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Billing	Refund Check Generation	Automatic issue a refund on an account based on user defined business rules such as excess credit balance amount.	2	B,D,E				
Billing	Refund Check Generation	The product shall manage multiple refund bank accounts in the customer refund system.	2	B,D,E				
Billing	Refund Check Generation	The product shall refund type and reason for a refund (security deposit adjustment, overpayment on account, budget billing overpayment, etc.)	2	B,D,E				
Billing	Refund Check Generation	The product shall allow cancellation of refund and reinstatement of deposit.	2	B,D,E				
Billing	Refund Check Generation	The product shall have verification and internal control functions.	2	B,D,E				
Billing	Refund Check Generation	The product shall be able to process an unclaimed refund check.	2	B,D,E				
Billing	Refund Check Generation	The product shall have reconciliation capabilities, including processing of statement files received electronically.	2	B,D,E				
Billing	Refund Check Generation	Product shall process a refund check versus a bill credit per user designed parameters	2	B,D,E				
Billing	Refund Check Generation	The product shall provide ability to detect if the check is later cashed.	2	B,D,E				
Billing	Refund Check Generation	The product shall provide the ability both manually and automatically, to apply pending refunds against accounts with bad debts or unpaid closing bills.	2	B,D,E				
Billing	Work Queue Management	The product shall route select user defined transactions to an on-line queue with automatic notification, audit trail of request and approval or denial of request.	2	D,I				ABSU uses off system work management systems.
Billing	Work Queue Management	The product shall be able to send a return message to originator in the event of denial including free form text comments.	2	D,E				
Billing	Work Queue Management	The system shall support the escalation of work items based on user defined business rules.	2	A,B,D,E				
Billing	Work Queue Management	Items by account type	2	D,E				
Billing	Work Queue Management	The system will provide the ability to filter and sort work queue items by user defined data elements.	2	D,E				
Billing	Controls/Daily Balancing	Balancing and reconciliation between the billing cycle revenues and the general ledger revenue cycle and any others	2	D,E				This is currently a manual process
Bill Calculation	Gas Energy Consumption	Rate riders	2	D				
Bill Calculation	Jointly Owned Facilities	The product shall be able to bill jointly owned facilities depending on percentage of ownership and usage.	2	I				Thermal metering project allocation of gas not captured by individual meters.
Bill Calculation	Recorder Devices	Ability to recognize recorders as an attachment to a meter and be able to accept readings from the recorder to be used for billing.	2			X		Stand alone meter system.
Bill Invoice	Bill Corrections Adjustments	The product shall be able to issue a corrected invoice that does not reflect the correction if the customer never saw the Original invoice.	2	A,D			X	Pull two printed bills and issue a manual bill.
Bill Invoice	Bill Messages Inserts	The product shall support the option of suspending any inserts being sent customer requested unless regulatory mandated.	2	B				Customer opt out.

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Bill Invoice	Bill Messages Inserts	The system shall support on-line set-up of criteria needed to target customers for specific bill inserts or bill messaging without programming changes. For example, but not limited to, customer by rate type, load profile, zip code, SIC code, segment code	2	B				Customer opt out.
Bill Invoice	Bill Messages Inserts	The system shall have the ability to deselect inserts that are not wanted by the customer or that are not available in the storeroom. The system shall maintain on-line information about the inserts (i.e., what they were; if they were sent to the customer	2	B				Customer opt out.
Bill Invoice	Invoice Segments/Information	The system will support inclusion of any data element on printed invoices, late notices, correspondence based on user maintained business rules.	2	E,F				
Bill Invoice	Miscellaneous Invoice Requirements	The product shall print invoices Braille for sight-impaired customers.	2				X	Bill is pulled and sent to a Braille print service.
Bill Invoice	Multi-copies/Duplicates	The product shall have the capability to send multiple copies of invoice to multiple recipients and/or recipient. With or without fee based on user defined rules.	2	B				
Bill Adjustments	Adjustment Data	Reason for adjustment	2	B,D				If generated by automatic process.
Bill Adjustments	Cancel/Rebill	If the meter was stuck/slow, automatically estimate the consumption based on usage history and user defined business rules for the dead meter and generate a letter advising the customer of the amount to be billed.	2	A,B,D,E				
Billing Interfaces	G/L	The product shall provide automatic accounting transactions that interface with the general ledger.	2	A,D				
Billing Interfaces	G/L	The product shall transmit transactions to the GL on a user defined schedule.	2	A,D				
Billing Interfaces	G/L	The system shall support multiple overlapping accounting periods for GL reporting based on jurisdictional requirements.	2	F,I				If we implement international accounting standards
Process Payments	Post Payments	The product shall have the ability to support cash payments directed to specific products or services.	2	C,D				
Process Payments	Post Payments	Ability to print a payment receipt	2	A,D				Printing internal receipts would be useful Any payments received without receipts could be redirected back to the payment processor.
Process Payments	Post Payments	Identify if the payment was part of a multiple payment process	2	A,D,E				
Process Payments	Direct Debit Payments	The product shall support the automated processing of returned/rejected bank draft payments.	2	A				
Process Payments	Electronic/Web Payments	Currently many government agencies, large commercial customers and customers have 3rd parties manage bill payment using web based payment processing. The product shall store information necessary to automatically retrieve payment advice information from	2	B,D				We are currently looking at this for our mass market customers and may have it in place prior to our upgrade.
Process Payments	Returned Items	Cause a notice to be printed and mailed to the customer. The severity of the notification to the customer should be dependent on their credit rating, credit status and amount of the returned item.	2	A				

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Process Payments	Returned Items	Ability to automate returned items to incorporate batch processing and automate letter based upon the returned item source code	2	A				
Process Payments	Returned Items	The product shall have the ability to automatically process returned items from authorized 3rd party payment sites.	2	A				
Process Payments	Unidentified Payments	The product shall have the ability to search for a payment by payment status, dollar amount, office location and date range. This search would cover normal payments and unidentified payments based on user selection criteria.	2	A,D				
Process Payments	Payment Corrections	Payments received without an accompanying bill stub	2					Difficult to automate because of outsourced payment processing.
Process Payments	Payment Corrections	Account number does not exist in CIS	2					Difficult to automate because of outsourced payment processing.
Cash Processing	Cash Tracking and Maintenance	Authorized payment agents	2	B,F				
Cash Processing Reporting	Reports	The product shall support user defined selection criteria for all reports.	2	D,E				
Service Order Data	Order Types	Load Profile Usage History Request	2	A,B,G				Request for customer usage/load profile information sent to 3rd party.
Service Order Data	Service Order Content	Any data element contained in the system can be included in service order content.	2	D,E,F				Elimination of manual entry of data that already exists in the system.
Service Order Data	Service Order Content	Additional Name Information (DBA)	2	B,D				Assist service tech when trying to locate property
Service Order Data	Service Order Content	Call Ahead Flag	2	B,D				Currently a manual process based on notes.
Service Order Data	Service Order Content	Current meter reading (Error Reading)	2	D			X	For check read orders
Service Order Data	Service Order Content	Constant/multiplier	2	D				
Service Order Data	Service Order Content	Permit Number with Date	2	D				Permit numbers are currently entered as notes
Service Order Data	Searching for an Order	Date/time scheduled	2					
Service Order Completion	Completion Updates/Alerts	The product shall be able to display and identify the reason a service was shut off. (Delinquent Regular bill, diversion, temporary off, unauthorized use, delinquent deposit, final bill, seasonal, customer request, etc.)	2	D				
Service Order Completion	Completion Updates/Alerts	The product shall be able to display and identify the reason a meter was removed. (Delinquent Regular bill, diversion, temporary off, unauthorized use, delinquent deposit, final bill, seasonal, customer request, etc.)	2	D				
Service Order Management	Update/Cancel Orders	The product shall be able to flag a disconnect order for possible modifications based on the cancellation of the related connect order.	2	A,B				
AR Data	AR Detail	The product shall have the ability to provide visibility for miscellaneous receivables (whether billed through this system or another billing system).	2	A,B,D				
AR Data	AR Summary	Ability to drill to details behind summary	2	D,E				

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AR Maintenance	GL Posting	The product should be able to automatically create all financial transactions (i.e., billing payment, deposit, etc.) for posting to the General Ledger.	2	D,E				GL postings are a manual process today
AR Maintenance	GL Posting	The product should be able to report paid deposits to the General Ledger	2	D,E				GL postings are a manual process today
AR Maintenance	GL Posting	The product shall calculate monthly liability for interest based on retained customer deposits	2	D,E				GL postings are a manual process today
AR Maintenance	Memo Amounts	The product shall be able to differentiate between amounts affecting and not affecting the general ledger.	2	A,D,E				
Revenue Accounting Reporting	Reports	The product shall be able to extract month-end balances at a later date.	2	D				
Revenue Accounting Reporting	Reports	The system shall have the ability to produce AR and GL reports and online screens to view GL and or AR accounts at detail and summary level.	2	D				
Revenue Accounting Reporting	Reports	Billing component	2	D				
Revenue Accounting Reporting	Reports	Based on accounts billed and the due dates of the those accounts, the system should generate cash forecasts for treasury. This report should contain expected payments by date, amount and payment type. (check, wire transfer)	2	A,D				
Revenue Accounting Reporting	Reports	The product shall provide reliable and consistent reserve level analysis.	2	D				
Revenue Accounting Reporting	Reports	The system shall calculate bad debt reserve rates by aging category using user defined algorithms based on historical charge-offs, reinstatements and balances. The user will have the ability to change these algorithms.	2	D				
Revenue Accounting Reporting	Reports	The product shall be able to support generation of revenue related data for analysis and reporting by other business units.	2	D				
Revenue Accounting Reporting	Reports	The product shall have the ability to provide for the capture of revenue by user-maintained, table-driven components.	2	D,E				
AR Interfaces	GL Interface	The product must provide standard interface APIs to industry standard General Ledger systems including but not limited to Oracle, People Soft, SAP, others. (for g/l account number validation and transaction posting)	2	A,D				
AR Interfaces	GL Interface	The product shall be able to provide general ledger reconciliation processes.	2	A,D				
AR Interfaces	External Systems	The system shall track construction billing/customer advances for construction balances, whether billed through this system or billed by external systems. The system shall track if these charges are refundable or non-refundable.	2	A,B,C,D				
Credit Data	Third-Party Notification	When a customer participates in "third-party notification", a third-party receives copies of delinquent notices. The name, address and telephone number of the third-party needs to be stored in the system and linked to the customer's account.	2	B,D				
Credit Data	Third-Party Notification	Notify multiple parties	2	B,D				

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Credit Data	Third-Party Notification	Capability to terminate the 3rd party notification	2	B,D				
Credit Data	Third-Party Notification	Capability to future date termination of 3rd party notification	2	B,D				
Credit Data	Third-Party Notification	Add/change/view current third-party credit relationship information	2	B,D				
Credit Data	Third-Party Notification	View historical third-party credit relationship information	2	B,D				
Credit Data	Third-Party Notification	The ability to automatically generate past-due notices to third parties for past-due accounts they are associated with.	2	B,D				
Credit Validation	New Service Request	The product shall have the ability to automatically find additional active and inactive accounts in the applicants name by user defined search parameters including customer's social insurance number, drivers license number, etc. without any additional da	2	A				
Credit Validation	New Service Request	The product shall have the ability to alert the CCA of this situation to prevent the customer from enrollment until the past due amount has been paid.	2	A				
Credit Validation	New Service Request	At time of taking a new service request the system shall provide an interface to outside credit agencies.	2	A,B,D				This is done manually today outside of the CIS at the time of a new application.
Credit Validation	New Service Request	Victim statement	2	B,D				
Credit Validation	New Service Request	Previous tenant information is very useful in finding name matches of customers attempting to obtain service without paying for a prior obligation. The product shall have the ability to identify prior occupant information for viewing during a turn on requ	2	D,E				Watch this process carefully during product demonstrations.
Credit Validation	Credit Scoring	Payment arrangements kept	2	D				
Credit Validation	Credit Scoring	Payment arrangements not kept	2	D				
Deposits/Guarantee	Security Deposit Maintenance	The system shall support billing of security deposits in installments.	2	A,B				
Deposits/Guarantee	Security Deposit Maintenance	Requesting a security deposit at the service level	2					If a customer has many accounts the security deposit amounts are calculated at the service or meter leter. They may roll up to the customer or account but should be able to be tied back to the individual premises.
Deposits/Guarantee	Security Deposit Maintenance	The product shall have the ability to automatically generate deposit only b that are separate from the customer's normal invoice.	2	A,D,E				
Collections	Collection Rules	Multiple Payment arrangement business rules	2	D,E				
Collections	Payment Arrangements	Multiple plan options (monthly account balance plus a certain amount, flat monthly payments, percentages, interest, etc.) for the total/partial account balances/arrears and/or future bills.	2	B,D				
Collections	Payment Arrangements	The product shall support payment arrangements on finaled and charged off accounts.	2	A,D				
Collections	Payment Arrangements	Allow flexible bill dispute handling to allow collection activity to continue on outstanding balances after subtracting disputed amounts	2	B,E				
Collections Agency	Collection Agency Maintenance	The product shall automatically recall accounts previously assigned to a collection agency at the time of a bankruptcy filing.	2	B,D				

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Collections Reporting	Reports	Number of active credit arrangements and outstanding delinquent dollars	2	D				
Collections Reporting	Reports	Number of bankruptcies (summary/detail)	2	D				
Collection Interfaces	Third Party	Ability to automatically notify account managers of collection activities on their accounts via 3rd party applications such as email, PDA, etc.	2	D				
Meter Read Upload	Meter Read Validation	Meter prefix/size/number	2	A, B				
Meter Read Upload	Work Queue/Order Generation	When reading meters in a route, the meter reader or AMR system "finds" a meter that is unrecognized (new meter has been set but not replaced in the product, or for AMR a signal is picked up for a non-company meter. Provide the ability to generate a report	2	D				
Meter Read Upload	Work Queue/Order Generation	Probe failure	2	A, B, I		X		Currently the CIS system has no record of probe failures. CSR unable to contact customer or issue order when needed.
Meter Install	Meter Install Validation	ERT Number	2	A, D				Eliminate cost of field trip to correct error
Route Management	Route Maintenance	Ability to support customized meter reading dates and creation of new routes if necessary.	2	A				These meters are read by internal Terasen resources.
Third Party Read Services	Meter Read Attributes Download	Location of decimal point for meter reading	2	C, I				The new thermal meters will read in GJ's versus volume and will need to be configured to one decimal place as per the tariff.
Meter Data	Meter Attributes	Regulator	2	A, D, I				
		Time work done	2	B				Needed to document time lock off and relight done.
Meter Data	Meter Attributes	Count of Index Rollover	2	D				
Meter Data	Meter Attributes	The product shall store additional meter location information such as agency name, code, location/equipment served.	2	B, D				
Meter Data	Meter Attributes	The product shall provide the ability to store and update multiple registers per meter.	2	A, H				The current CIS does not allow changes to registers without removal of the entire meter.
Meter Data	Load/Sizing Information	To verify the proper sizing of equipment, the company needs to identify the peak (highest) consumption recorded over a user defined period of time, at a premise, and within a distribution segment/node.	2	A				
Meter Management	General Requirements	There is a need to make some meter repairs in the field such as changing or resetting the dial. The product shall provide the ability to, upon completion of the order, update the premise record for the meter dial attributes and process through billing. It	2	A				Changing of the electronic module on rotary meters.
Meter Management	Rules/Validation	The product shall provide validation of all meter attributes including cross field validation based on user defined business rules.	2	A, B, D, G				Make sure to fully understand how the product supports this requirement. Additional revenue based on non-registering meters and restrictions on how far back we can rebill accounts.

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Meter Management	Meter Testing	The product shall provide the ability to create a list/or on-line work queue of accounts where the meter has tested outside of range along with the appropriate test results. An adjustment can be calculated automatically for the prescribed period of time.	2	B,I				Measurement Canada regulation. Currently all follow-up and adjustments are manually processed.
Marketing Data	Customer/Premise Data	Demographic data	2	C,D,F,G,H,I				
Marketing Data	Customer/Premise Data	Customer group data: marketing segment or sub-segment; rate and revenue class; etc.	2	C,F,G,I				
Marketing Data	Customer/Premise Data	Load curtailment: the system should have the ability to track numerous load curtailment programs. Load curtailment varies by customer and by service territory.	2	A				
Marketing Data	Customer/Premise Data	Customer, account, and premise consumption, demand and revenue for any user defined period with ability to archive and retrieve.	2	A,B,C				
Marketing Data	Customer/Premise Data	The system shall have the ability to provide a hierarchical, multi-level view of customers (e.g. parent/child relationships).	2	A,B,D				
Marketing Data	Customer/Premise Data	Other user defined elements	2	C,E				
Marketing	Load Profile	The system should have the capability to provide customers with usage history and load profile information.	2	B,D,I,G				Today we have limited capability in this area although we are able to request from the system both historical consumption and financial information.
Marketing	Surveys	The product shall support the creation of random samples based on user defined rules.	2	A,C,E				
Marketing	Interfaces	The system shall interface with programming languages/database query tools (Brio Query, Business Objects, Info Maker, Cognos, etc.), and spreadsheets (Microsoft Excel, etc.) for ad hoc analyses and reporting of data using these tools. The tools conceivabl	2	A,D,F,I				
Report Management	General Requirements	Rerun versus reprint	2	D,E			X	Manual process via IT request. Key financial reports fail to capture the correct data because of system limitations.
Report Management	General Requirements	User controlled destination of output	2	D,E				
Report Management	General Requirements	Base reports shall be standardized so basic format changes can be made easily (i.e., table driven headers and sort/break parameters).	2	F				
Report Management	General Requirements	The system shall allow users to save queries for reuse in the future. (Favorite Reports)	2	E				
Report Management	General Requirements	The system shall allow users to save ad hoc reports (results after running the report) for future access.	2	E				
Report Management	General Requirements	Documentation shall be provided for all "baseline" reports, this should include system generated, ad hoc and online reports. Documentation shall contain report narratives, data, tables utilized, algorithms, business logic and flowcharts.	2	A,E,F				

Benefit Legend: A - Cost Avoidance/Reduction B - Customer Satisfaction C - Marketing Opportunity D - Improved Information E - Employee Empowerment

F - Responsiveness to Change G - Revenue Generation H - Safety I - Regulatory

PROCESS	CATEGORY	DESIRED FUNCTIONALITY	Priority	Benefit	Interface	Other System	Manual Process	Priority Comments
Report Management	General Requirements	Provide a set of reporting and development tools for report generation the product shall include drill down, graphical, statistical, and olap (online application process) features.	2	A,D,E				
Report Management	General Requirements	Provides ability for user to modify standard report formats/fields.	2	A,D,E,F				
Report Management	General Requirements	Provides ability to change screen format easily.	2	A,D,E,F				
Report Management	General Requirements	Provides ability to modify help screens and add new help screens.	2	A,D,E,F				
Report Management	General Requirements	Provides the ability to interface to existing operational process documentation (job aids).	2	A,D,E,F				
Report Management	General Requirements	Provide a set of tools to perform report maintenance.	2	A,D,E,F				
Report Management	Ad-Hoc Reporting	The System shall contain ad-hoc reporting and file generation capabilities inherent in the system. The system shall have the flexibility for users to download and upload data in an Excel or other spreadsheet, user database files and modeling systems wit	2	A,D,E,F				
Report Management	Queries	Provides queries that are optimized and tools are provided to optimize new queries (i.e., dynamic SQL's are notorious for passing back to the client more rows of database records than is required by the server application (e.g. JOIN's)).	2	D				
Report Management	Queries	Provides ability to restrict the maximum number of records/rows reading the database.	2	D				Avoid employee errors.
Report Management	Interface	The system shall allow for integration with third party ad hoc tools such as (crystal reports, business objects, brio , etc).	2	A,D				
Customer Self-Serve	Customer Transactions	The product shall allow customers to create/update customer profile information such as telephone number, email address, other demographic information.	2	A,B				
Customer Self-Serve	Customer Transactions	The product shall support web based access to any CIS transaction	2	F				Start/Stop Service
Web Capabilities	Marketing	The product shall have the ability to implement e-commerce via the Web site. (Complete a financial transaction for purchase of goods and services)	2	B,C				Product sales, product shipping, inventory management.
Web Capabilities	Marketing	The product shall have the ability to allow customers to enroll in programs via the Web site.	2	B,C				Direct Pay, Budget Billing, DSM
Web Capabilities	Marketing	The product shall have the ability to allow customers to check the status of program enrollment via the web. For example the check the status of a rebate via the web.	2	B,E				
Web Capabilities	Marketing	The system shall provide the ability to display user defined messages upon web site logout.	2	C				
Web Capabilities	Marketing	The system shall provide a secure message capability for customer notifications. (Customer specific messages listed after login)	2	B,C,D				Secure Mailbox

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PROCESS	CATEGORY	DESIRED FUNCTIONALITY	Priority	Benefit	Interface	Other System	Manual Process	Priority Comments
Web Capabilities	Marketing	The product shall support the integration of customer account details with inserts and marketing material includes with the customers statement.	2	A,B,D				We are in the process of costing this functionality with our current provider. It will be available to all online customers although is most relevant for customers who receive electronic statements.
Web Capabilities	Security	The product should require pins or other mechanism for verification, and provide ability of creating and maintaining such authorization ID's.	2	A,B				Current password reset requires the customer to call the company for a manual reset.
Web Capabilities	Security	The product shall provide a mechanism to support password retrieval by user and reset by company.	2	A,B				
Web Capabilities	Security	The product shall support online registration for account access.	2	B,I				
Web Capabilities	Security	The product shall support the capture of a user defined security questions to be used by the customer during web access login.	2	B,I				
Web Capabilities	Site Navigation/Look and Feel	The product shall provide a knowledge-based Frequently Asked Questions (FAQs) data base.	2	B				
Web Capabilities	Site Navigation/Look and Feel	The product shall incorporate usability best practices.	2	B,D,F				
Web Capabilities	Web Design/Configuration	The product shall provide the ability to move web configuration from the test environment to the production environment with online approval/audit trail.	2	D,I				
Web Capabilities	Web Design/Configuration	The product shall provide tools to port production data to the test environment	2	B,E				
Web Capabilities	Web Design/Configuration	The product shall provide the ability to create test accounts/data manually	2	B,E				
Web Capabilities	Web Design/Configuration	The product shall use style sheets so all screens match the corporate web page design standard.	2	A,B,D,F				
Web Capabilities	Web Design/Configuration	The product shall have the ability to upgrade the web portion separately from other CIS upgrades.	2	B,F				
Web Capabilities	Web Design/Configuration	The product shall have the ability to provide Web site access using wireless/handheld devices.						
Web Capabilities	Web Design/Configuration	The product provide printer friendly outputs	2	B				
Gas Choice	New gas supplier	Email Address	2	D,F				
Gas Choice	New gas supplier	Purchase vs. non-purchase of supplier receivables. Purchase receivables are owned by the utility and follow the normal collections process. Non-purchased receivables are owned by the 3rd party supplier and managed by the utility while the account is in	2	A,D,F				All receivables are currently purchased by Terasen. In the future discount for bad discount may be applied.
Gas Choice	New gas supplier	Supplier purchase receivable discount percentage	2	A,D,F				
Gas Choice	Utility initiated changes	Separating or combining services (combining or breaking up billing accounts) example: split off gas service to new bill moving forward	2	A,B,D				