

# INTRODUCTION



The Corporate Strategic Plan (CSP) is the principal means for setting out Manitoba Hydro's goals and strategies as the corporation strives to achieve its vision to be the best utility in North America.

The CSP is reviewed and updated each year to provide a focus for corporate priorities in an ever-changing and uncertain business environment. The 2011/12 CSP reaffirms Manitoba Hydro's longstanding commitments to customers, employees and stakeholders, and sets clear direction across the corporation.

The utility sector in North America is complex and evolving and faces many challenges as the world economy continues to rebound. The 2011/12 CSP reflects this uncertain business environment and positions Manitoba Hydro to meet the challenges ahead. The CSP lays out the high level strategies to address uncertainty around many aspects of Manitoba Hydro's business including economic conditions affecting customers and markets, climate change, technological innovation, growing infrastructure requirements and industry regulatory change. It also emphasizes the importance of relationships with our many stakeholders and Manitoba Hydro's commitments around safety, reliability and the environment.

Manitoba Hydro has a proven history of serving Manitoba's energy needs. As we move forward to implement the 2011/12 CSP, Manitoba Hydro's skilled and dedicated employees will continue to be a critical underpinning of our success.

Bob Brennan, FCA  
President and Chief Executive Officer

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## VISION

To be the best utility in North America with respect to safety, rates, reliability, customer satisfaction and environmental leadership; and to always be considerate of the needs of customers, employees, and stakeholders.

## MISSION

To provide for the continuance of a supply of energy to meet the needs of the province and to promote economy and efficiency in the development, generation, transmission, distribution, supply and end-use of energy.

## OPERATING PRINCIPLES

- Work together for the success of the organization as a whole, recognizing that all our activities are interrelated.
- Establish long-term cooperative relationships with all employees, customers, suppliers and other stakeholders, aimed at achieving our shared Vision.
- Create a working environment that removes barriers to effective performance and which fosters mutual respect, trust and open communication.
- Promote a safety focused culture in which all employees support and demonstrate safe work behaviours.
- Provide opportunities for all employees to develop their full potential, recognizing people's inherent desire to do their best.
- Measure outcomes, develop an understanding of the causes of variation from planned performance and take appropriate action.
- Practise continuous improvements through ongoing coaching, learning and innovation, focused on the needs and wants of internal and external customers.

# GOALS

- Improve safety in the workplace.
- Provide exceptional customer value.
- Strengthen working relationships with Aboriginal peoples.
- Maintain financial strength.
- Extend and protect access to North American energy markets and profitable export sales.
- Attract, develop and retain a highly skilled and motivated workforce that reflects the demographics of Manitoba.
- Protect the environment in everything that we do.
- Promote cost effective energy, conservation and innovation.
- Be recognized as an outstanding corporate citizen and a supporter of economic development in Manitoba.