2025 Integrated Resource Plan

ENGAGEMENT REPORT

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Manitoba Hydro
energy for life

Executive Summary

The energy transition has begun in Manitoba. How energy is made, delivered and used is changing. Manitoba Hydro's Integrated Resource Plan (IRP) is a repeatable process that helps us prepare for the energy world of tomorrow.

Building on learnings from our 2023 IRP, in fall 2024 Manitoba Hydro began development of the 2025 Integrated Resource Plan. Considering information about both our electrical and natural gas systems, one of the goals of the 2025 IRP was to create a recommended development plan, a sequence of actions and investments to ensure Manitoba Hydro is ready for the energy future.

Meaningful engagement was foundational to the IRP development IRP process, and we valued the opportunities to engage with and learn from a diverse range of audiences. Engagement was multifaceted, with multiple opportunities to contribute to the development of the 2025 IRP. This helped inform our development plans to balance reliability, cost, environmental impacts, and socio-economic considerations, while respecting Indigenous perspectives.

Engagement focused on understanding the needs of customers, Indigenous Nations, municipalities, and interested parties about things like their potential future energy choices and the factors that matter most to them in energy planning.

Manitoban voices matter.

Hearing from Manitobans helps us better understand changing needs and priorities. In the future, will Manitobans rely on different types of energy to power their transportation or heat their homes and buildings? Will they generate their own electricity?

Feedback gathered through engagement helped us plan to navigate the energy transition in Manitoba.

We will continue to listen and work together with Manitobans and the energy planning community to navigate the energy transition so we can continue planning for the safe, reliable, and affordable energy you count on from Manitoba Hydro.

Manitobans' feedback was critical in shaping key assumptions that were integral to our IRP development process. Manitoba Hydro was also able to openly and transparently share information about progress on energy planning.

What We Asked

We sought feedback on specific components of the IRP development process.

We Asked About	
Round 1: Key Inputs, Scenarios, and Evaluation Metrics	Future energy needs of customers, Indigenous Nations, municipalities, and interested parties, their potential choices, and the factors that are important to them, to help inform key considerations in our energy planning. Feedback on key inputs and scenarios for modelling and analysis, additional analysis that should be considered, and input on evaluation metrics.
Mid-Project Information Session: Feasible Resources and Establishing a Build-Out Target	Feedback on key observations from the IRP development process as Manitoba Hydro considers options to meet Manitoba's growing energy needs over the next decade.
Round 2: Sharing the Road Map	The 2025 IRP road map – the outcome of the 2025 IRP development process – was shared.

How We Shared and Listened

- General Public Survey – 6,800 responses in Round 1 and 5,700 responses in Round 2
- Project Newsletter – 8,500 subscribers
- Project Website – 11,800 unique views in both English and French
- Customer Insights:
  - Large Industrial Customers - 15 survey and interview participants
  - Municipalities – 24 survey and interview participants
  - Indigenous Nations Leadership – 13 interview participants and/or Round 1 survey respondents
- Interested Parties – 3 virtual workshops offered on multiple dates
- Technical Advisory Committee - 7 meetings

What did we hear and how was it used to inform the 2025 IRP?

Look for this icon throughout the 2025 IRP Report to see how engagement informed and influenced each step of the development process.

What We Heard

Throughout engagement with Manitobans, we heard a variety of perspectives on energy. While these perspectives were as varied as the people who expressed them, several sentiments were recurrent and/or frequently voiced by differing audiences. These sentiments are categorized and summarized below.

Load projections

- Manitobans are expecting to use more energy, including for space heating, vehicle electrification and industrial decarbonization. There is also increasing interest in electricity self-generation, energy efficiency upgrades, and technologies to track and manage energy usage. The proposed electric load and natural gas volume projections reflect a broad but reasonable range of potential future energy demand.
- Future electric load and natural gas volume projections could consider more nuanced regional variations in energy demand.

Net-zero, energy planning, and policy

- There is a desire for increased understanding of the relationship between the IRP and provincial and other government policies. More alignment between all energy planning decision-makers including governments, Crown corporations and regulators would help advance net-zero goals.
- More information is needed on how the IRP and ongoing energy planning is responding to rapid technology advancements and global change and uncertainty.
- Further clarity is needed about how net-zero and absolute zero economies are considered in the IRP.
- GHG reduction targets, approaches, and assumptions within the IRP may not be aggressive enough. The reliance on negative emissions technology assumptions in the load projections to achieve a net-zero economy remains a concern. Planning assumptions could consider earlier emission reductions and/or alternate emission reduction solutions.

Socio-economic considerations

- The provision of reliable and affordable energy should be a key consideration in the selection of resources, but there is concern that cost-driven decisions may outweigh the consideration of environmental and social impacts.
- More clarity is needed on the how the IRP can help advance Manitoba Hydro's commitments to reconciliation.
- Considering Indigenous employment and ownership opportunities for new generation and emerging resources is important in advancing economic reconciliation. Indigenous majority-owned wind is seen as an important step.

Resource options

- There is a desire to see further consideration of new and emerging resource options, including energy storage, nuclear small modular reactors, and alternative fuel sources like hydrogen.
- There is a desire for more consideration of how different resources could work together to provide generation and storage solutions.
- Customer side solutions, like energy efficiency and demand response, are desirable methods for managing increased energy demand. There are concerns about the uptake of customer side solutions and the potential risk of energy efficiency and demand side management goals not being achieved. Additional incentives, policy and regulation are likely needed to encourage equitable uptake of these solutions.
- There is an understanding of the value of combustion turbines as a dispatchable resource to offer critical backup during droughts, extreme weather events, and other system contingencies.
- There is concern about the inclusion of natural gas combustion turbines in the development plan and a desire for more information on the anticipated frequency of use and potential for use of alternative fuels.
- There is interest in district geothermal systems owned and operated by Manitoba Hydro and the prioritization of ground source heat pumps / distributed energy in publicly owned buildings.
- There is interest in how interconnections to other markets, east-west utility grid connections, and changes in U.S. trade policy were considered in the IRP.

IRP Roadmap

- There is general support for the recommended development plan as a balanced plan that considers reliability, cost, environmental and socio-economic trade-offs, with some desire to see a "bolder" plan that includes more investment in energy efficiency, demand response, renewable resources, and energy storage.
- There is desire for more information about the cost of the recommended development plan and the impact on electricity rates.
- There is desire for increased collaboration with Manitoba Hydro and Efficiency Manitoba on policy advocacy, skills and workforce development, larger scale resource pilots, and other projects that advance the energy transition.

What We Did

Based on engagement feedback and learnings, we did the following:

Load projections

- Confirmed that the load projections represent a broad but reasonable range of potential future energy demand.
- Conducted analysis to understand how electricity demands might change if ground transportation and space heating produce no greenhouse gas emissions by 2050 (i.e., they achieve absolute zero).
- Confirmed that feedback on assumptions related to the impact of economic development were considered through the planned modelling and analysis.
- Adjusted engagement materials to more accurately represent that demand response is being maximized in every load projection.

Resource options & future energy scenarios

- Revised resource options strategies to allow hydrogen, biomethane, and biomass fuels for electricity generation and added a sensitivity to study the impacts of restricting these fuels.
- Confirmed that the eight scenarios are a reasonable representation of the most likely potential energy futures.

Development Plan evaluation metrics

- Changed the "Social" evaluation theme to "Socio-economic" to more accurately represent the associated evaluation metrics.
- Confirmed that the Economic Reconciliation evaluation metric is appropriate.
- Edited evaluation metric descriptions for clarity.
- Weighted the evaluation metrics equally when assessing the trade-offs between potential development plans.

Improving engagement & enhancing relationships

- Manitoba Hydro affirmed its commitment to respect and support Indigenous peoples in all aspects of its business, including working to understand the evolving energy needs of Indigenous Nations.
- Adapted the engagement process to maintain alignment with engagement goals and respond to what we heard and engagement audience needs. This included adding additional Technical Advisory Committee meetings and a mid-project information session to share additional information, key observations and updates on the development process.

IRP Road Map

- Confirmed the Road Map Learnings, Near-Term Actions, and Signposts consider what we heard and provide the appropriate guidance to implement the development plan, prepare for the next IRP and continue ongoing planning.

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1 Introduction

The energy transition has begun in Manitoba. How energy is made, delivered and used is changing.

Demand for energy is growing, and our supply is limited so we are preparing now to ensure we can meet future energy needs. Building new energy infrastructure and creating new programs takes time, and our ongoing planning shows that we need new energy sources within five years. As an integrated utility operating both the electricity and natural gas systems that serve customers across the province, Manitoba Hydro is well positioned to plan for and make the changes needed to evolve the energy system.

An Integrated Resource Plan (IRP) is one of many tools used by utilities in ongoing planning to understand and prepare for the energy world of tomorrow. It is created through a repeatable planning process and results in a road map to guide investments and other energy planning activities. Results presented in the 2025 IRP build upon work and insights from our first IRP completed in 2023. Like the 2023 IRP, the 2025 IRP includes a road map with learnings, near-term actions, and signposts that help set the direction of planning. The 2025 IRP includes the addition of a recommended development plan. A development plan outlines the steps to take to meet future energy needs. It may include building new energy sources, infrastructure, and developing programs to manage energy use under peak demand.

Engagement is a key part of developing an IRP because it creates openness and transparency throughout the energy planning process and builds trust. Inclusive and meaningful engagement also helps us consider a broad range of perspectives within Manitoba. This helps to support and affirm the decisions we make and the plans we develop to provide affordable, reliable energy.

Engagement in support of the 2025 IRP took place between fall 2024 and fall 2025. The purpose was to gather information and feedback from customers, Indigenous Nations, municipalities, and interested parties to understand their perspectives, insights, and potential future energy needs, and to keep them informed about progress on 2025 IRP development and energy planning. Engagement feedback was considered throughout the process of developing the 2025 IRP.

1.1 Report Outline

This report provides a detailed description of how engagement supported the development of the 2025 IRP. This report has been divided into the following sections.

Section 1: Introduction – introduces the IRP and provides an overview of the purpose of engagement and an outline of what is included within this report.

Section 2: Engagement Overview – highlights the overall 2025 IRP engagement purpose, objectives, engagement framework, and marketing and communications approach.

Section 3: Engagement Process – details the 2025 IRP engagement process, including how it was designed to support the IRP development process and engagement objectives, the parties engaged, the engagement opportunities provided, and a summary of participation.

Section 4: What We Heard and What We Did - summarizes what we heard during engagement activities and includes an overview of how the feedback was considered in the 2025 IRP development process.

Section 5: Engagement Feedback and Next Steps – summarizes what we heard from participants about the engagement process and identifies future considerations and the next steps for engagement after the 2025 IRP.

Appendix A: is a record and repository of the engagement materials, reports and documentation developed for Manitoba Hydro's 2025 Integrated Resource Plan. It includes details of the engagement process and activities, engagement materials, promotional materials, meeting summaries, summaries of what we heard, and survey analysis reports. You will see it referenced throughout this report.

2 Engagement Approach Overview

This section highlights the overall 2025 IRP engagement purpose, objectives, engagement framework, and marketing and communications approach.

2.1 Goals and Objectives

At Manitoba Hydro, we engage to build positive relationships with those who affect and are affected by our work. These relationships enable us to make better decisions and achieve our mission. Our engagement vision is to continuously pursue strong relationships with diverse interested parties based on mutual trust, respect, and understanding. We are guided by the principles of being respectful, transparent, proactive, inclusive, accountable, trust-building, and flexible, and continuously evaluating our activities and progress.

The objectives of IRP engagement support the scope and objectives of the overall IRP. To understand and reflect a variety of perspectives and values in the 2025 IRP and its outcomes, the overall objectives of the IRP engagement were to:

- Provide meaningful opportunities for influence within the IRP development process and to inform decision making.
- Provide inclusive opportunities to participate, recognizing geographical constraints, and different types of knowledge and interest.
- Foster dialogue of diverse points of view to facilitate knowledge sharing and informed decision making.
- Seek an understanding of the evolving energy needs of customers, Indigenous Nations, municipalities, and interested parties.
- Gather input to inform decision making that reflects Manitobans' values and perspectives.
- Be transparent and provide clarity on the development and outcomes of the IRP and how feedback was considered and incorporated.
- Be responsive and accountable to feedback shared during engagement.
- Set a foundation for ongoing engagement as we progress towards project-specific decisions.

2.2 Engagement Framework

The approach to engagement for the 2025 IRP was guided by the International Association of Public Participation's (IAP2) pillars for effective engagement. This included the use of the spectrum of public participation as shown in Figure 1. The IAP2 spectrum is a tool used while designing an engagement process; it supports the formulation of specific public participation goals, describes the commitment to the public, and guides engagement practitioners in selecting appropriate engagement techniques and communications tools. Each level of engagement (inform, consult, involve, collaborate, and empower) reflects a different level of impact engaged audiences have on a decision-making process. The goals and objectives for engagement determine the level of impact the engaged audience will have on decision making. We committed to the "inform" level throughout the process and engaged at the "consult" level where engagement feedback could influence decisions. See Section 3.1 for further information about the design of the engagement process.

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Figure 1: IAP2 Spectrum of Public Participation
(©*International Association of Public Participation*)

2.3 Marketing and Communications

Marketing and communication activities are complementary to engagement because they support making connections with engaged audiences. They are used to communicate project updates, advertise and encourage audiences to provide their feedback to surveys, and share what we heard from engagement. Marketing and communication tools can be targeted to select audiences.

Several methods were used to communicate throughout the IRP development process. Generally, a public project website was used to communicate more broadly. Direct mail and emails were used to connect with engagement participants, subscribers, and online billing customers. Any materials referenced or linked in these direct emails were posted on Manitoba Hydro's public IRP website so everyone had access to the same information. All engagement materials were translated to French, adapted to accessibility standards through document design. Speakers' notes were made available for general presentations.

The following project communications efforts supported the IRP development:

Project Branding: IRP branding was used to establish a unified, easily recognizable visual identity for the 2025 IRP.

11,800 Unique Visits

Project Website: The 2025 IRP website (www.hydro.mb.ca/future) contained publicly available information, including educational and self-serve engagement materials, and was updated throughout the IRP as engagement activities occurred. Throughout the project, the website received 11,800 unique visitors. The website featured several plain language documents clarifying key details of the IRP process, as well as What We Heard documents that summarized engagement feedback. The website also enabled people to subscribe to email updates about development of the IRP.

8,500 Subscribers

Subscriber Emails: The public was invited to subscribe to receive email updates on the IRP website and through emails and surveys. Nearly 3,900 additional subscribers were added throughout the development of the 2025 IRP, for a total of 8,500 subscribers. Subscribers demonstrated a high level of interest with an average of 77% opening emails, and very few unsubscribed. We tailored the information shared with them and welcomed their feedback through general public surveys or via the dedicated IRP email address (IRP@hydro.mb.ca).

General Public Survey: A general public survey was promoted through paid media, bill inserts, direct emails to customers, blog articles, and distribution of postcards by direct mail to residential customers in First Nation communities. See Section 3.2 for information about all the audience groups we engaged, including Indigenous Nations, large customers, and municipalities, which were primarily engaged through existing relationships.

3 Engagement Process

This section details the 2025 IRP engagement process, including how it was designed to support the 2025 IRP development process and engagement objectives, the parties engaged, the engagement opportunities provided, and a summary of participation.

3.1 Engagement Process Design

The development of Manitoba Hydro's 2025 IRP followed a structured, five-step process. To meet the IRP engagement goals and objectives, we targeted engagement throughout this process at both the "inform" and "consult" levels of participation on the IAP2 spectrum. We committed to the "inform" level throughout the process and engaged at the "consult" level where engagement feedback could influence decisions.

The following outlines the 2025 IRP development process and shows the planned engagement activities (please see IRP Appendix 2 for more information about the IRP development process). Feedback loops were included in the IRP development process to allow for the incorporation of engagement feedback. The engagement design remained flexible and evolved in response to changing project needs, with some engagement activities being adapted and moved as the IRP development unfolded.

Planning our energy future

Development Process:

1. Setting direction
2. Develop key inputs and scenarios
3. Modelling, analysis and evaluations
4. Preliminary recommendation
5. Finalize the Integrated Resource Plan

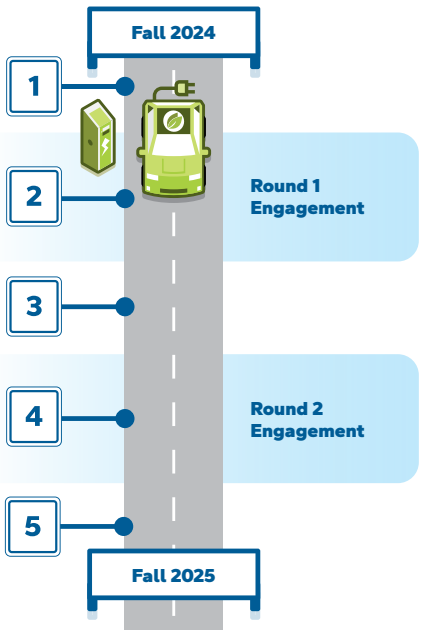

Figure 2: 2025 IRP Development Process established at the onset of 2025 IRP engagement

1. **Setting direction:** This foundational step establishes the overall direction for the 2025 IRP, identifying its purpose, objectives and scope.
2. **Develop key inputs and scenarios:** During this step, Manitoba Hydro gathers information and data from a wide variety of sources to outline key inputs and develop scenarios used in the IRP. Evaluation metrics are also established in this phase prior to modelling, analysis, and evaluations.

   Key inputs include load projections and strategies for developing resources to meet energy demand, like generation and energy programs. **Scenarios** represent a potential energy future. **Evaluation metrics** are applied to the outputs from modelling and analysis to short list the potential development plans. A development plan provides a sequence of actions and investments we'll need to take to meet future energy needs including the need for energy in the next five years.

> **Round 1 Engagement:** This engagement was planned to seek feedback on key inputs, scenarios, and evaluation metrics that was used within the 2025 IRP. This included connecting with various engaged audiences to understand future energy plans and needs.

3. **Modelling, analysis and evaluations:** Specialized computer models are used to perform capacity expansion planning and to simulate Manitoba Hydro's ability to meet future electrical and natural gas energy needs under each future energy scenario. The analysis considers generation requirements, peak demand management, energy efficiency opportunities, infrastructure needs, and the existing system and future resource options. Transmission, distribution and natural gas infrastructure needs, as well as the existing system, are integrated into the study analysis as inputs and collaborative reviews of the results. Outputs are evaluated using the established metrics to identify trade-offs and inform the recommendation.

> **Mid-Project Information Session:** This information session was added as an interim check in the 2025 IRP development process. It focused on sharing two things: 1) six resource options have emerged as feasible ways to meet demand over the next ten years (the development plan timeframe), and 2) the range of load projections studied in this IRP is broad, and we need to identify a narrower range to focus on when creating a development plan. This narrower range is made up of a minimum build-out target plus a risk margin. The narrower range considers what will provide the flexibility to best serve a reasonable range of potential future loads.

4. **Preliminary recommendation:** Based on the modelling and evaluation results, a road map is developed, which includes learnings, near-term actions, and signposts that help set the direction of future energy planning, along with the recommended and alternative development plans. Risk and financial analyses are used to arrive at the recommended development plan.

> **Round 2 Engagement:** This engagement was planned to share the 2025 IRP Road Map, including the recommended development plan. Feedback was sought on the key learnings, near-term actions and signposts.

5. **Finalize the Integrated Resource Plan**: The recommended development plan and road map are finalized, and the IRP is published.

3.2 Who We Engaged

We aimed to gather insights from those who may be affected by Manitoba Hydro's activities, so our energy planning reflects the needs and aspirations of customers and communities, including municipalities and Indigenous Nations. Engagement efforts also focused on connecting with those who have a demonstrated interest in energy planning in Manitoba.

Engagement for the 2025 IRP leveraged existing engagement relationships from the 2023 IRP and also initiated new engagement relationships. This section summarizes a description of each audience group, the steps taken to identify and initiate engagement with each audience group, and the general engagement approach taken with each. The audience groups engaged include the Public, Interested Parties, Technical Advisory Committee, Indigenous Nations, and Manitoba Organizations Responsible for Energy Planning.

In addition to the Indigenous Nation-specific activities described in Section 3.2.4, it is noted that there was Indigenous Nation and Indigenous customer-related engagement opportunities included as part of the public, Interested Parties, and Technical Advisory Committee audience groups.

3.2.1 Public

The general public was engaged through regular updates at key milestones, opportunities to subscribe for ongoing information and input, and targeted efforts focused on energy literacy. Engagement efforts with this audience focused on seeking feedback on potential energy choices and understanding what is important to customers in considering the energy future in Manitoba.

Broad public engagement efforts throughout the IRP development process included the following activities:

- Two general public surveys, supported through marketing, such as paid media, bill inserts, direct emails to customers, blog articles, and distribution of postcards by direct mail.
- Members of the public who subscribed to the IRP emails (8,500 subscribers) received IRP updates along with invitations to complete a general public survey. Four emails were sent containing presentations and blog entries, and engagement summaries sharing what was heard throughout engagement.
- The public website also featured all materials used in IRP engagement, including presentation content for interested parties as well as the Technical Advisory Committee, supporting materials, and engagement summaries.
- A signup link was also available for any members of the public who wanted to subscribe to the IRP emails at any point in the development process.

Engagement with this audience also included additional efforts to capture the perspectives of customers living on First Nations. For example, social media ads promoting participation in the general public survey were geographically targeted to First Nations, and a postcard was sent by mail to all residential accounts located on a First Nation.

See Appendix A, Section 1 for more detailed information about general public engagement including copies of engagement materials, including surveys, promotional materials, and reports of survey results.

3.2.2 Interested Parties

Interested parties are any individual or group with a representative voice and demonstrated interest in participating in the development of the 2025 IRP. Interested Parties represented a variety of perspectives and organizations including:

- Academia
- Associations – Sector and Community
- Economic Development Organizations
- Efficiency Manitoba
- Indigenous Nations and Organizations
- Manitoba Hydro Commercial and Industrial Customers
- Non-governmental Organizations – Social and Environmental
- Municipalities

Interested parties were engaged in virtual workshop sessions to inform them of IRP progress and gather their feedback on key inputs, future energy scenarios, and evaluation metrics used in the IRP modelling and analysis.

Approximately 85 groups were identified and invited to participate in the Interested Parties engagement sessions that happened in Round 1, the mid-project information session, and Round 2. Additional participants that expressed an interest in participating were added throughout process. See Appendix A, Section 2 for more information about the engagement process, copies of engagement materials including survey questions and handouts, and meeting summaries including a list of organizations that attended.

Indigenous Nation leadership, large industrial customers, and municipalities were also invited to participate in additional surveys and interviews (see Appendix A, Sections 3, 4, and 5, respectively). More information on how we engaged with Indigenous Nations is included in Section 3.2.4 of this report.

Staff from Government of Manitoba departments were invited to attend Interested Parties Information Sessions as observers.

3.2.3 Technical Advisory Committee (TAC)

The Technical Advisory Committee (TAC) was newly established for the 2025 IRP to gather more in depth and diverse perspectives from various Manitoba groups actively interested in long-term energy planning. The TAC's role was to provide feedback on IRP development aspects such as key inputs, scenarios, evaluation metrics, and resource options used in the analysis to arrive at a recommended and alternative development plan.

TAC membership includes knowledgeable participants who have significant interest or experience with Manitoba Hydro's Integrated Resource Planning process. Membership outreach considered the following criteria:

- Can bring a representative perspective to the discussion.
- Have a broad focus and interest (based on the organization's mandate or research) on long-term energy planning, or knowledge of key factors that could influence energy use in Manitoba.
- Have an understanding of how Manitoba Hydro's long-term energy planning aids and/or impacts their organization's mandate and objectives.
- Have a demonstrated interest in Manitoba Hydro's long-term energy planning through involvement in previous Manitoba Hydro IRPs by and/or Public Utilities Board processes.

Technical Advisory Committee Members were from the following:

- Provincial government
- Efficiency Manitoba
- Municipal governments and associations
- First Nations Organizations
- Manitoba Métis Federation
- Various demographics and customer interest groups (i.e., representation from industrial, commercial, residential customers)
- Economic development groups
- Academia/Research
- Areas of interest groups (i.e., social & environmental non-government organizations (NGOs), electric vehicles, heat pumps, solar, biomass, etc.)

The TAC members worked together to inform a Terms of Reference to guide their participation and were brought together in meetings to share their knowledge and expertise. Five Round 1 TAC meetings, one mid-project information session, and one Round 2 TAC meeting were held between October 2024 and December 2025. Each meeting focused on different topics of the IRP development process and included presentations, discussions, and break-out activities. See Appendix A, Section 6 for more information, including the TAC Terms of References, Membership List, engagement process summary, and copies of engagement materials including presentations and meeting notes.

Should additional meetings be held, they will be documented in supplemental reporting.

3.2.4 Indigenous Nations

Many Indigenous Nations have existing and ongoing interests in leading energy generation projects and initiatives that reflect their priorities, such as pursuing solar and wind projects, improving efficiency and reliability, creating local employment and business opportunities, and generating revenue.

To deepen engagement and explore energy priorities, Indigenous Nations were engaged throughout the 2025 IRP development process and continue to be engaged as part ongoing energy planning. Engagement for the 2025 IRP focused on Indigenous Nation Leadership while also leveraging methods to increase participation other engagement opportunities, including the public engagement, Interested Parties, and Technical Advisory Committee.

Feedback from Indigenous Nations is informing our energy planning, including the inclusion of Economic Reconciliation as an evaluation metric.

First Nations

Engagement with First Nations for the 2025 IRP was initiated through First Nations Organizations, including the Assembly of Manitoba Chiefs (AMC), Manitoba Keewatinowi Okimakanak (MKO), and the Southern Chiefs' Organization (SCO). Engagement with these organizations included opportunities for leadership dialogue, and participation in the Technical Advisory Committee and Interested Parties sessions (see Sections 3.2.3 and 3.2.2, respectively). Several other Indigenous organizations were also invited to participate in the Interested Parties sessions.

Public engagement included efforts to capture the perspectives of customers living on First Nations, as summarized in Section 3.2.1.

In late 2024, Manitoba Hydro introduced a First Nations Leadership Survey on energy planning to the 63 First Nations in Manitoba. Several respondents to the First Nations Leadership Survey expressed interest in participating in future engagement sessions, being included in future energy planning processes, and learning more about different energy-related topics. Respondents also indicated a desire for in-person meetings and presentations. Based on this feedback, an Energy Planning Workshop was developed and is now part of Manitoba Hydro's ongoing engagement with Indigenous Nations.

These Energy Planning Workshops provide an opportunity for further engagement on the 2025 IRP as well as broader energy planning topics of interest. The workshops bring together several Manitoba Hydro teams to gather feedback, share information and answer questions as described in Appendix A. Three Workshops were held between May and Oct 2025.

Workshop participants expressed interest in economic diversification and Indigenous-led energy generation projects, as well as a desire for strategic partnerships and flexible engagement formats. Manitoba Hydro will continue to facilitate engagement, address community priorities, and coordinate efforts to advance Manitoba's energy transition.

As a result of ongoing leadership dialogue between AMC and Manitoba Hydro, Manitoba Hydro and AMC signed an agreement in June 2025 for Manitoba Hydro to fund a liaison position at the AMC to facilitate engagement with AMC and AMC member Nations on broad policy issues. Going forward, it is anticipated that this liaison would be involved in engagement on future energy planning.

See Appendix A, Section 3.1 for a detailed description of the engagement process with First Nations.

Manitoba Métis Federation (MMF)

Manitoba Hydro engaged with the Manitoba Métis Federation as the representative government of the Red River Métis. For the purposes of the 2025 IRP, engagement with the Manitoba Métis Federation was initiated with dialogue at the leadership level. The Manitoba Métis Federation was invited to participate on the Technical Advisory Committee and in the Interested Parties virtual workshops.

Interviews with Manitoba Métis Federation leadership and Technical Advisory Committee representatives, as selected by MMF leadership, were initiated during Round 1 of Integrated Resource Plan engagement and continue to be conducted. MMF participation in the Technical Advisory Committee along with the leadership interviews provided Manitoba Hydro with valuable insight that has informed the development of the IRP (See Appendix A, Section 3.2 for further information).

3.2.5 Manitoba Organizations Responsible for Energy Planning

Planned and ongoing efforts were made to engage the organizations responsible for energy planning in Manitoba – the Government of Manitoba, Efficiency Manitoba, and the Public Utilities Board – through targeted meetings and ongoing collaboration. These efforts aimed to support alignment in energy planning, incorporate relevant energy efficiency programs, and make sure key parties were informed and involved throughout the development process.

Government of Manitoba

Government of Manitoba staff, excluding elected officials, were engaged throughout the IRP in various ways.

Pre-engagement meetings were held with departments from the Government of Manitoba to communicate the scope of the 2025 IRP and IRP engagement plan, and prior to each external engagement round. The purpose of these meetings was to communicate what would be shared in engagement, how engagement was taking place, who would be engaged, and to understand if there were any areas of misalignment. These meetings were also an opportunity to understand how the Government of Manitoba would like to be further engaged to provide feedback into the development of the IRP.

The following engagement opportunities were provided in **Round 1** of IRP engagement:

- Two dedicated information sessions were held, one for staff from government departments and another for Deputy Ministers.
- Staff from Government of Manitoba departments were invited to attend Interested Parties Information Sessions as observers.
- Five Technical Advisory Committee meetings were attended by a representative from each of the Department of Finance and the Department of Environment and Climate Change who were members of the TAC.

The following engagement opportunities were provided during the **mid-project information** session:

- Staff from Government of Manitoba departments were invited to attend a mid-project information session for Interested Parties that was offered on three different dates.
- One Technical Advisory Committee meeting was attended by a representative from each of the Department of Finance and the Department of Environment and Climate Change who were members of the TAC.

The following engagement opportunities were provided in **Round 2** of IRP engagement:

- Staff from Government of Manitoba departments were invited to attend an Interested Parties Information Session that was offered on two different dates.
- One Technical Advisory Committee meeting was attended by a representative from each of the Department of Finance and the Department of Environment and Climate Change who were members of the TAC.

Efficiency Manitoba

We regularly engage and collaborate with Efficiency Manitoba as part of our ongoing work. The focus for IRP engagement was on incorporating efficiency programming and plans into the 2025 IRP and aligning planning.

Early discussions were held with Efficiency Manitoba to communicate the IRP development scope and IRP engagement plan, and to confirm alignment with Efficiency Manitoba's energy planning activities, including the approach for including Efficiency Manitoba's plan projection and potential energy efficiency resource options within the 2025 IRP. This meeting was also an opportunity to understand how Efficiency Manitoba would like to be further engaged to provide feedback into the development of the IRP.

Efficiency Manitoba participated as a member of the Technical Advisory Committee and staff also participated as observers at the Interested Parties workshop sessions throughout engagement.

Public Utilities Board

Two information sessions were held during Round 1 for the Public Utilities Board. The meetings were attended by board members and advisors. These participants were later invited to attend the mid-project information session provided to Interested Parties.

A representative of the Public Utilities Board was invited to observe Technical Advisory Committee meetings throughout the 2025 IRP. An advisory consultant to the Public Utilities Board also attended the mid-project information session provided to the Technical Advisory Committee.

3.3 Summary of Engagement Opportunities

A variety of engagement opportunities were provided to support development of the 2025 IRP over 14 months from Fall 2024 to Fall 2025. Each opportunity was tailored for the specific audiences engaged and the level of engagement sought.

Below is a summary of the engagement opportunities for each round and information session provided in the 2025 IRP. Supporting materials, including details of the engagement process and copies of surveys can be found in Appendix A.

Pre-Engagement Meetings

Purpose	Goal	Engagement Opportunities	Timing
Communicate the IRP development scope and IRP engagement plan and establish alignment with energy planning activities.	Shared understanding of the 2025 IRP scope and development process and confirmed alignment with other energy planning activities.	• Pre-engagement meeting with Government of Manitoba	October 2024
Communicate the IRP development scope and IRP engagement plan and establish alignment with energy planning activities.	Shared understanding of the 2025 IRP scope and development process and confirmed alignment with other energy planning activities. Confirmed how Efficiency Manitoba's plan projection and potential energy efficiency resource options are included within the 2025 IRP.	• Pre-engagement meetings with Efficiency Manitoba	September to November 2024
Communicate the IRP development scope and IRP engagement to Indigenous Nation Leadership.	Attendees are aware of the IRP and know about the forthcoming engagement opportunities.	• Pre-engagement meetings with Indigenous Nation/ organizations. • Assembly of Manitoba Chiefs Climate and Energy Gathering	September to November 2024

Round 1: Key Inputs, Scenarios, and Evaluation Metrics

Purpose	Goal	Engagement Opportunities	Timing
Share the scope and objectives of the 2025 IRP. Confirm key inputs, including the key assumptions that will significantly influence the 2025 IRP modelling and analysis. Confirm the scenario represent a reasonable range of energy futures. Seek feedback to inform the evaluation metrics.	Participants understand the 2025 IRP scope and development process. Understand what energy planning factors are important to Manitobans and any future energy choices they may be contemplating or planning. Ask for feedback on the key inputs and scenarios, and input on evaluation metrics.	• 2025 IRP Project Website • General Public Survey • Energy Matters Blog Articles • E-mail to IRP Subscribers • 2 meetings with the Public Utilities Board • 2 Workshop Sessions with the Government of Manitoba • Municipal Survey & Interviews • Large Industrial Customers Survey & Interviews • First Nations Leadership Survey • Indigenous Nation Energy Planning Workshops initiated • MMF Leadership and TAC Member Interviews • Conference and event presentations and booths • 1 Interested Party Workshop offered on 4 different dates. • 5 Technical Advisory Committee Meetings	October 2024 – May 2025

Mid-Project Information Session: Feasible Resources and Establishing a Build-Out Target

Purpose	Goal	Engagement Opportunities	Timing
Share key observations from modelling and analysis and explain how these findings will contribute to the formulation of potential development plans and next steps.	Participants understand the six resource options that emerged as feasible ways to meet demand over the next ten years. Participants understand why we need to establish a build-out target, and that there is a minimum level to mitigate risk.	• 2025 IRP Project Website • Email to IRP Subscribers • 1 Interested Party Workshop offered on 3 different dates. • 1 Technical Advisory Committee Meeting	July 2025

Round 2: Sharing the Road Map

Purpose	Goal	Engagement Opportunities	Timing
Share the 2025 IRP road map, including the recommended development plan.	Participants understand the key components of the IRP Road Map and the next steps that will occur after the IRP is finalized. Share the recommended development plan for awareness and understanding. Ask for feedback on how we move forward together on the near-term actions to be completed over the next five years. Identify any additional indicators or signposts that might help identify changes in the energy landscape.	• 2025 IRP Project Website • General Public Survey • Energy Matters Blog Articles • E-mail to IRP Subscribers • 1 Interested Party Workshop offered on 2 different dates. • 1 Technical Advisory Committee Meeting • First Nations Leadership Survey	December 2025 to January 2026

3.4 Summary of Participation

The following section summarizes participation in the 2025 IRP engagement activities. See Appendix A for reports that provide more detail about each engagement activity.

General Public Survey

Round 1

Survey open November 5 – December 19, 2024.

We heard feedback from **6,800** survey respondents across the province.

- We heard from customers throughout all Manitoba Hydro service districts. Of those survey respondents who provided their postal code, analysis showed the following survey response distribution from Manitoba Hydro's service districts: 62% Winnipeg, 13% South Central, 14% Eastman, 5% Parkland West, 7% Interlake north. This distribution is comparable to the actual customer distribution of those service districts.
- Age range of respondents varied, with 44% under age 55 (1% age 18-24; 9% age 24-24; 18% age 35-44; 16% age 45-54), 22% age 55-64, 24% age 65-74, and 8% age 75+.
- In total, 331 respondents identified as Indigenous (5% of the total survey responses).

Round 2

Survey open December 9 – 23, 2025.

We heard feedback from **5,700** survey respondents across the province.

- Survey results will be documented in supplemental reporting.

See Appendix A, Section 1 for more information about General Public engagement including copies of engagement materials including surveys, promotional materials, and reports summarizing the survey results.

Interested Parties Workshops

Round 1 Workshop

Offered on November 14, 18, 28, and December 4, 2024.

- 76 participants representing at least 36 unique organizations and 13 government departments attended the four virtual workshop sessions offered in November and December 2024.

Mid-Project Information Session

Offered on July 16, 22, and 23, 2025.

- 122 participants representing at least 56 unique organizations attended the three virtual workshop sessions offered in July 2025.

Round 2 Workshop

Offered on December 11 and 15, 2025

- 90 participants representing at least 53 unique organizations attended the two virtual workshop sessions offered in December 2025.

See Appendix A, Section 2 for more information about the engagement process, copies of engagement materials including survey questions and handouts, and meeting summaries including a list of organizations that attended.

Manitoba Métis Federation Interviews

Leadership

- Interviews with Manitoba Métis Federation leadership were initiated during Round 1 of IRP engagement and continue to be conducted. Two interviews were conducted over the course of the 2025 IRP.

TAC Member Interviews

- Three Manitoba Métis Federation staff were interviewed to gather feedback on the Economic Reconciliation evaluation metric. See Appendix A, Section 3.2 for a summary of the engagement process.

First Nations Leadership Survey

Round 1 Survey

Survey open November 13, 2024 – January 15, 2025.

- 11 First Nations leaders and staff responded to a survey to share their communities' energy goals and anticipated future energy needs.

Round 2 Survey

Survey open December 9, 2025, – January 15, 2026.

- Results will be documented in supplemental reporting.

See Appendix A, Section 3.1 for additional information including a summary of the engagement process and a report summarizing engagement feedback.

Large Industrial Customers Survey and Interviews

Round 1

November 7 – December 19, 2024.

- 15 large industrial customers participated in an interview or responded to a survey to share their organizations energy goals and anticipated future energy needs.

See Appendix A, Section 4 for additional information including a summary of the engagement process, interview and survey questions, and a report summarizing engagement feedback.

Municipal Survey and Interviews

Round 1

November 13, 2024 – January 15, 2025.

- 24 municipal administrators and/or leaders participated in an interview or responded to a survey to share their communities' energy goals and anticipated future energy needs.

See Appendix A, Section 5 for additional information including a summary of the engagement process, interview and survey questions, promotional materials, and a report summarizing engagement feedback.

Technical Advisory Committee Meetings

Round 1

- TAC Meeting 1: November 8, 2024
- TAC Meeting 2: November 21, 2024
- TAC Meeting 3: December 2, 2024
- TAC Meeting 4: January 31, 2025
- TAC Meeting 5: Cancelled
- TAC Meeting 6: April 7, 2025

Mid-Project Information Session

- TAC Meeting 7: July 17, 2025

Round 2

- TAC Meeting 8: December 9, 2025
- Should additional meetings be held, they will be documented in supplemental reporting.

In total 19 members (or their alternates) participated as part of the 2025 IRP Technical Advisory Committee which met in-person and virtually.

See Appendix A, Section 6 for more information, including the TAC Terms of References, Membership List, engagement process summary, and copies of engagement materials including presentations and meeting notes.

Public Utilities Board Information Sessions

Round 1

Meetings were held on Feb 24 and May 15, 2025.

Public Utilities Board members, employees, intervenors, and advisors attended information sessions where information about the IRP and its current status was shared.

Conferences, Event Presentations, and Booths

Presentations

- Assembly of Manitoba Chiefs – Energy and Climate Gathering (November 13, 2024)
- Manitoba Professional Planners Conference (March 6 & 7, 2025)

Booths

- Santa Clause Parade (November 16, 2024)
- Association of Manitoba Municipalities Conference (November 25, 2024)
- Manitoba Chamber of Commerce Holiday Event (December 4, 2024)

See Appendix A, Section 1 for more information about distribution of promotional materials.

4 What We Heard and What We Did

The following section provides a detailed summary of feedback we heard through engagement. It includes a summary of key themes and findings and an overview of how engagement feedback informed the 2025 IRP development process. Meeting summaries, summaries of what we heard, and survey analysis reports can be found in Appendix A.

4.1 Round 1

Between October 2024 and April 2025, we sought feedback on the key inputs to be considered in analysis during development the 2025 IRP. We gathered information on the future energy needs of customers and interested parties, including the choices they might make, to better understand how energy demand might grow over time.

Load Projections

- Anticipated electrical demand and natural gas demand
- Based on planning assumptions

Resource Options Strategies

- Represents potential policy impacts that limit what resources can serve future demand
- Based on planning assumptions

Scenarios

- Represents a specific energy future
- It is a likely combination of a Load Projection and a Resource Options Strategy

We also sought feedback on the proposed evaluation metrics and themes to be used when evaluating the future resource options and recommending a development plan.

4.1.1 Key Input - Load Projections

> *Three proposed load projections (baseline, medium, and high) were developed to evaluate a broad range of potential future electricity and natural gas demand to the year 2050. These included load projections to achieve a net-zero economy by 2050.*

We heard the following feedback on the proposed load projections:

- There is uncertainty about Manitoba Hydro's role in the net-zero economy and the relationship between the 2025 IRP and other provincial policies.
- Load projections should consider what is required to achieve zero emissions from the transportation and space heating sectors by 2050.
- Economic development, particularly the mining sector, could have significant potential to influence load projections. It was suggested that the baseline load projection may be underrepresenting this impact.
- There are concerns about the reliance on negative emissions technology in 2049/50 to achieve a net-zero economy. There was a desire to see assumptions that considered earlier emission reductions and consideration for alternate emission reduction solutions.
- Demand response planning could have a higher impact than assumed in the load projections.
- The medium and high load projections are influenced by input from large industrial customers about implementing various emission reduction initiatives that increase demand for electricity.
- Future load projections should consider differences in geographic areas, especially between rural and urban areas.
- Sharing analysis results could provide further information and data to inform policy decision-makers.

We learned the following about the future energy choices being considering:

- The general public identified several energy choices they are considering, including showing an interest in tracking and managing their energy use through smart home devices.
- Many customers are thinking about buying electric vehicles and upgrading home charging capabilities.
- There is also a growing interest in installing solar panels with some considering battery storage.
- Interest in heat pumps is gradually increasing, while customers are slow to plan a switch from gas space heating to electric.

- Municipalities and Indigenous Nations shared that their energy goals including a focus on self-generation opportunities (i.e solar, wind) including energy storage, energy efficiency upgrades, fleet electrification and charging infrastructure, and supporting policy and by-law changes.
- Some municipalities shared that they are experiencing rapid growth and expect to see increased demand for electricity for residential and commercial development and facilities to support municipal service delivery. Some municipalities want to maintain or expand natural gas in their communities.
- Large industrial customers shared that they expect to use more electricity in the future. More businesses are monitoring emerging and mature technologies and developing plans to decarbonize through electrification, including assessing feasibility of fleet electrification.

We did the following based on the feedback and learnings:

- Confirmed that the three load projections represent a broad but reasonable range of potential future energy demand.
- Conducted analysis to understand how electricity demands might change if ground transportation and space heating produce no greenhouse gas emissions by 2050 (i.e., they achieve absolute zero).
- Confirmed that feedback on assumptions related to the impact of economic development were considered through the planned modelling and analysis.
- Adjusted engagement materials to more accurately represent that demand response is being maximized in every load projection.

4.1.2 Key Input - Resource Options Strategies

> *Resource options strategies reflect the potential resources available to meet future electricity and natural gas demand. Policy is a key driver that influences what resource may be allowed to serve energy needs.*

We heard the following feedback on the proposed resource options strategies:

- Assuming the elimination of all fuel-based generation resource options (such as hydrogen and biomass) is not reflective of realistic policy and could overly restrict the analysis.
- Allowing fossil fuel generation for extreme circumstances is an acceptable assumption.

- Participants requested clarification on the potential resource options, including:
  - How energy storage is being considered.
  - The difference between the terminology 'energy' and 'capacity' and how it impacts the viability of resource options.
  - How the cost of resource options are being considered.
  - How exports influence the need dates for capacity and energy.
- Customers shared that that seeing investments in renewable energy sources builds trust that Manitoba Hydro is taking a forward-thinking approach to energy planning.

We did the following based on the feedback:

- Revised resource options strategies to allow hydrogen, biomethane, and biomass fuels for electricity generation.
- To address the detailed questions related to the resource options inventory, an additional meeting was scheduled with the Technical Advisory Committee.

4.1.3 Scenarios and Sensitivities

> *Combining a load projection with a resource options strategy results in a scenario representing a specific energy future. Eight scenarios were proposed for study in the 2025 IRP. In addition to the scenarios, sensitivities were proposed to help us understand how changes in an assumption or constraint may impact our results. Sensitivity analysis, or "What-if" analysis, tests how a change to one planning assumption impacts the results.*

We heard the following feedback on the proposed scenarios and sensitivities:

- There was general concurrence that only modelling the most likely scenarios was an acceptable strategy.
- Some participants suggested considering other scenarios and sensitivity analysis that included further consideration of:
  - Technology/equipment availability;
  - Behavioural changes;
  - Operation cost impacts;
  - Overbuilding of resources;
  - Operations and maintenance levels.

We did the following based on the feedback:

- Confirmed that the eight scenarios are a reasonable representation of the most likely potential energy futures.
- Because we revised the resource option strategy to allow for use of hydrogen, biomethane, and biomass fuels for electricity generation, we added a sensitivity to study the impacts of restricting these fuels.

4.1.4 Evaluation Themes and Metrics

> *Building on engagement feedback from the 2023 IRP, four evaluation themes were established for the 2025 IRP:* ***reliability, costs, environmental, and socio-economic****. The evaluation metrics in these themes are used to assess trade-offs between potential development plans.*

We heard the following feedback on the evaluation themes and metrics:

- The proposed evaluation themes and metrics were generally seen as appropriate.
- How the themes will be weighted against each other is important and will require further clarification.
- Clarification is needed to detail how the evaluation will consider the integration of all systems (generation, transmission, distribution, gas).
- Reconciliation is a multifaceted journey that includes acknowledging historical and on-going impacts and is broader than the scope of the social evaluation metric theme.
- Economic Reconciliation is an appropriate evaluation criteria. However, it should be considered as its own value theme in the future.
- It is important to consider past impacts within reconciliation evaluation metrics.
- The social value theme could be reframed to socio-economic to reflect the economic based metrics.
- Some participants suggested additional evaluation metrics, including:
  - Reliability of the transmission and distribution system;
  - Reliance on HVDC and energy security when evaluating resource options;
  - Energy intensity;
  - Health and wellness benefits and/or risks;
  - Climate change impacts to water supply and energy demand;
  - Embodied carbon, or life cycle emissions;
  - Mitigation strategies required due to environmental impacts;
  - The cost of doing nothing.

We learned the following about the customers values:

- We typically heard that reliability is the most important factor in energy planning and energy planning must balance factors related to costs, environment, and social impacts. This includes focusing on replacing aging infrastructure while also building to accommodate future growth and development.
- System reliability and enhancements to minimize outages are important for municipalities, especially in rural and northern Manitoba. Affordable energy options for residents is important for municipalities.
- Indigenous Nations are concerned about caring for the environment while meeting energy demands. System reliability is important in rural and remote areas.
    - Respondents noted that improving existing service connections would help to minimize future outages.
- Cost is not always the primary motive for customers to initiate a change, and it is also important to recognize cost savings customers and rate payers would experience as a result of some changes.
- General public survey respondents were most likely to rate reliability as important.
    - Survey respondents mentioned reliable energy as a basic expectation of Manitoba Hydro.
    - Protecting the environment and minimizing rate impacts were also considered important by survey respondents.
    - Rural survey respondents were more likely to prioritize minimizing rate impacts and maintaining reliability, and less likely to prioritize environmental factors.

We did the following based on the feedback and learnings:

- Changed the "social" evaluation theme to "socio-economic" to more accurately represent the associated evaluation metrics.
- While we heard that reliability was the most important factor to Manitobans, the evaluation metrics were weighted equally when assessing the trade-offs between potential development plans.
- We reaffirmed our commitment to continue working collaboratively with Indigenous Nations to address the adverse impacts of our projects and operations.
- We also confirmed that the Economic Reconciliation evaluation metric is appropriate.

- Edited evaluation metric descriptions for clarity.
- Some suggestions, such as energy intensity, will be considered for future energy planning, as we do not currently have the data and methodology to complete for the 2025 IRP.
- Other suggestions would already be captured through planned modelling and analysis, including planned sensitivities, so no changes are needed.

4.2 Mid-Project Information Session

We adjusted our engagement process and added a mid-project information session in July 2025 to share two important key findings that emerged in the development process and to share progress on the 2025 Integrated Resource Plan. The two findings were: 1) six resource options have emerged as feasible ways to meet demand over the next ten years (the development plan timeframe), and 2) the range of load projections studied in this IRP is broad, and we need to identify a narrower range to focus on when creating a development plan. This information was provided at the inform level of engagement.

4.2.1 Feasible Resource Options

We sought feedback on the six resource options that emerged as feasible ways to meet electricity demand over the next ten years, and on the options that are not considered feasible.

Modelling and analysis identified six resources are available to meet demand in the development plan's 10-year timeframe, with more options available after 2035. These six resources formed the building blocks of our potential development plans:

- Efficiency Plan Projection;
- Additional energy efficiency programs;
- Wind;
- Enhancements to existing hydropower;
- Short-term utility-scale batteries;
- Combustion turbines fuelled by natural gas.

They are feasible for the development plan because they:

- Can be implemented within the 10-year development plan timeframe;
- Provide the necessary reliability to meet energy and capacity needs; and
- Are proven technologies with reliable fuel sources.

We heard the following feedback about the feasible resource options:

- Interest in whether resources other than wind that could be considered to support economic reconciliation.
- Concern that resources that take longer than 10 years to develop would not be considered in near-term energy planning and would continue to not be considered for selection if the planning horizon remains 10 years.
- Interest in how the IRP considers recent trade conversations with the United States, in particular Canada's desire to connect power grids east/west across provinces.
- Requests for clarification on how upgrades to transmission and distribution system are considered in the IRP.
- Desire for further information and data on projected climate change impacts and modelling assumptions.
- Desire for further information on future resource investments and rate impacts.
- Desire for more direct outreach and support to industrial customers for industrial demand response programs.
- Interest in the inclusion of a cost analysis of environmental and social impacts of resources.
- Concern about how Manitoba Hydro plans to address social and economic reconciliation in the North while considering enhancing existing hydrogeneration capacity on the Nelson River.
- Interest in additional information and clarification on energy efficiency plans and programs, including:
  - Clarification on how building codes that improve energy efficiency are being considered in the IRP and how changes to the building code will be considered into the future.
  - Modelling of 100% conversion of electrical resistance heating to geothermal/ground source heat pumps to reduce electrical load.
  - Whether district heating is cost effective for new/greenfield communities, particularly when compared to switching from gas to electric resistance space heating.
- Interest in more information about how resources could work together and how that is considered, including:
  - Wind generation with energy storage
  - Short-term utility-scale battery storage improving the effectiveness and viability of solar generation.
  - Solar energy generated during low flow/drought conditions reducing demand on large hydrogeneration and to support recharge of the reservoirs.

- Desire for information on how hydrogen fuelled combustion turbines are being considered and if there is potential for Manitoba Hydro to produce hydrogen.
- Concerns about the greenhouse gas emissions from operation of natural gas fuelled combustion turbines.
- Understanding that natural gas/biomethane fuelled combustion turbines are needed to serve peak demand, especially if other resources that reduce reliance on natural gas are being considered as well.
- Desire for more information on how small-scale solar is being considered.
- Interest in small modular nuclear reactors being considered in the ten-year development plan timeframe.

4.2.2 Build Out Target

We sought feedback on a proposed minimum build-out target and risk margin that are being considered to serve a reasonable range of loads. A build-out target establishes a minimum amount of resources to allow us flexibility in best serving future needs.

We heard the following feedback about the build-out target:

- The presentation of the proposed build-out target led to additional questions and clarifications about the proposed load projections, including requests to clarify:
  - How the load projections compare to the load projections in the last IRP.
  - Which policy instruments would result in a load projection about the 2024 Electric Load Forecast before the 2029/30 need date.
  - How the load projections consider power exports, and whether Manitoba Hydro will continue to export power, or whether power exports will become undesirable or prohibited, and if there are any future plans to enter into additional import agreements/seasonal diversity exchanges.
  - How cultural and social considerations such as consumer uptake and buy-in, as well as customer expectations, are factored into the load projections.

4.3 Round 2

In December 2025, we shared the 2025 IRP road map that outlines the steps we need to take to ensure we're ready for the energy future. We shared the recommended development plan for awareness and understanding and gathered feedback on the near-term actions and signposts that help us identify changes in the energy landscape.

The feedback shared below includes what we heard from Round 2 engagement with interested parties and the Technical Advisory Committee. Feedback from engagement activities that were completed following the publication of this report, including the General Public and First Nations Leadership surveys, will be documented in supplemental reporting.

4.3.1 Recommended Development Plan

We heard the following feedback on the recommended development plan:

- General support for the recommended development plan as a balanced plan that considers reliability, cost, environmental and socio-economic trade-offs.
- Concern about the inclusion of natural gas combustion turbines and a desire for more clarity on how the recommended development plan aligns with net-zero grid and net-zero economy goals in the IRP.
- Desire to see a "bolder" plan that includes more investment in energy efficiency, demand response, renewable resources, and energy storage like what is being observed in other jurisdictions.
- Concern about uptake in customer side solutions and the potential risk should energy efficiency and demand side management goals not be achieved.
- Desire for more information on the impact of the recommended development plan on electricity rates, consumer impact, and the estimated capital cost, levelized cost and cost per MW for each resource in the recommended development plan.
- Interest in how the costs of transmission and distribution upgrades and refurbishments were considered in the cost evaluation.
- Desire for information about modelling and analysis, including the other potential development plans that were considered, to be shared publicly.
- Desire for utility-scale solar, small-modular reactors and energy storage resources to be included in the recommended development plan.
- Concern about possible future drought conditions and desire for more information on how the development plan considered drought.
- Desire for more information on the difference between accredited and firm capacity and for the IRP to include the accredited capacity of each recommended resource and not just wind.
- Desire to see more consideration for the pairing of wind and solar with battery storage in the recommended development plan and interest in how excess wind and solar generation in summer, spring, and fall could be stored in hydro reservoirs to meet winter peak demand.

We heard the following feedback about the resources in the recommended development plan:

- **Customer Side Solutions**
  - Desire for more information on the types of customer-side solutions and programs being considered and how Manitoba Hydro will encourage and support customer participation in demand-side management programs.
  - Concerns about the amount of reliance on customer side solutions and the potential risks associated with voluntary customer participation.
  - Desire for more information on how shortfalls in customer uptake will be addressed.
  - Interest to see even more energy efficiency instead of other proposed resources.
  - Interest in more information on specific demand response programs and tools, including real-time system loading information to support voluntary demand response; variable or time-based electricity rates; and tools to better understand and reduce peak demand.
  - Concern about the potential for Efficiency Manitoba's legislated energy-focused mandate to limit the development of peak demand reduction programs.
  - Interest in the role of the Public Utilities Board in reviewing and approving demand response programs.
- **Wind Energy**
  - Interest in how wind will be considered beyond the 2035 development plan timeframe.
  - Interest in the proposed location of wind and further opportunities for communities to participate in the development of wind.
- **Battery**
  - Desire for more information on which battery storage types and technologies are being considered.
  - Concern about the limited amount of battery storage being proposed as a pilot, especially compared to other jurisdictions who are building more battery storage.
- **Natural Gas Combustion Turbines**
  - Concerns about how reliant Manitoba Hydro will be on natural gas generation, how often the natural gas combustion turbines are expected to be used, and the need to ensure gas turbines are only used minimally.

- Interests around economic pressures (such as export revenues or financial performance) driving increased or continuous operation of natural gas combustion turbines.
- Concerns about GHG emissions and how natural gas combustion turbines support a net zero grid by 2035.
- Understanding of the value of a combustion turbine as a dispatchable resource to offer critical backup during droughts, extreme weather events, and other system contingencies.
- Strong interest in the plans being considered to transition thermal generation away from natural gas, including dual-fuel capability, and readiness for alternatives such as biofuels, RNG, hydrogen, or synthetic fuels.
- Interest in how Manitoba Hydro can support or invest in the development of local alternative fuel supplies (biofuels, RNG, hydrogen), and what the plan and timeline for converting existing or planned turbines to use these fuels could be.
- Interest in the difference between projected costs of natural gas combustion turbines provided in other Manitoba Hydro reporting and the cost included in the IRP.
- Desire for more information on potential development plans that did not include natural gas combustion turbines.
- Interest in how emissions from combustion turbines will be offset, what types of Manitoba based offsets are being considered, and a desire for investment in additional energy efficiency instead of offset programs.

4.3.2 Learnings, Signposts, and Near-Term Actions

We heard the following feedback for consideration as prepare for the energy future by considering our learnings, monitoring our signposts, and completing our near-term actions:

- Concerns about the ongoing reliance on natural gas as an energy source and a desire for the IRP consider pathways to phase out natural gas supply to align with a net-zero economy by 2050.
- Interest in how interconnections to other markets, east-west utility grid connections, and changes in U.S. trade policy were considered in the IRP.
- Interest in district geothermal systems owned and operated by Manitoba Hydro and the prioritization of ground source heat pumps / distributed energy in publicly owned buildings.

- Concerns about the Coefficient of Performance assumptions used for ground source pumps in the modelling and analysis, and interest in any initiatives underway to collect new data to update the modelling assumptions in the future.
- Desire to see a focus on energy security and less reliance on imports.
- Interest in how electric grid resilience technology has been considered in the IRP and whether the IRP analysis examined reducing winter peak through efficiency and load management rather than building new infrastructure.
- Interest in how the IRP load projections considered demand from data centres, artificial intelligence, northern mining and other economic investments and how the load projections could be affected by Bill 28 and related regulations around Requests for Service.
- Desire for increased collaboration with Manitoba Hydro and Efficiency Manitoba on policy advocacy, skills and workforce development, larger scale resource pilots (like batteries and district energy), and other projects that advance the energy transition, such as electric vehicle chargers.
- Interest in how municipalities can play a meaningful role in energy policy and leverage their direct connections with residents to drive engagement and implementation.
- Concern that the load projections may rely on electric vehicle adoption data and government mandates rather than actual trends. Uptake should be monitored as load growth may not evolve as predicted.
- Interest in data centres being included as its own signpost given recent federal policy changes and faster-than-expected load growth.
- Concerns that the IRP overlooks smaller-scale residential self-resilience and lacks clarity on roles for industrial-scale ownership, which could improve resilience during extreme weather events.
- Interest in additional opportunities for economic reconciliation through the development of new resources.
- Desire for more representation from seniors' groups, consumers, rural communities and agricultural sector in ongoing energy planning and conversations.

5 Feedback on Engagement

Throughout the engagement and 2025 IRP development process, we sought feedback on the overall engagement process and engagement opportunities.

We heard the following about our engagement process:

Transparency and general feedback about the process

- Bringing participants along through the process builds understanding of the modelling, analysis, and evaluation and can help support participants' understanding of recommendations.
- TAC members expressed appreciation for the opportunities to discuss energy planning and share ideas with Manitoba Hydro staff and each other. They also appreciated Manitoba Hydro's willingness to adjust TAC meeting agendas based on their feedback and provide additional information sessions and interim check-ins throughout the IRP process.
- General public survey respondents indicated that communication about future plans and providing engagement opportunities demonstrates that Manitoba Hydro values feedback.
- The length of virtual workshop sessions (approximately 1.5 hours) felt appropriate.
- Participants appreciated understanding when they were being engaged on inputs that they had the opportunity to influence (IAP2 'Consult') and when information was being shared for understanding and context (IAP2 'Inform')
- Some TAC members noted that they were expecting to see more substantive changes to the Key Inputs and Scenarios throughout the engagement process.

Areas for improvement and/or expansion

- Consider opportunities to show how Manitoba Hydro is responding to changing contexts and conditions that may impact the planning and IRP development process (such as tariffs, carbon tax, AI, etc.). It will be important to explain if and how these changes impact analysis and decision-making.
- More clarity of the alignment between the Province, Manitoba Hydro, Efficiency Manitoba and the Public Utilities Board would help participants understand how policy decisions inform the IRP development process and how the IRP supports decision-making.

Collaboration

- Municipalities have a strong desire to continue engaging and working in partnership with Manitoba Hydro to anticipate and plan for future development.
- Indigenous Nations expressed a desire for more energy-related information and resources and a desire to work in partnership with Manitoba Hydro to plan for future needs and explore alternative energy sources.

6 Next Steps

The 2025 IRP road map provides the flexibility to adapt as the future unfolds, so we can continue to be responsive as the energy landscape continues to change. We are committed to communicating on implementation of the 2025 IRP road map, including on the progress of near-term actions, monitoring of signposts, and when material changes occur.

We are also committed to continuing the conversation after the 2025 IRP is published, as we see engagement as fundamental to navigating these changes today and into the future. We will evolve our engagement so it continues to provide meaningful input into the development of future IRPs.