

Report and Commitments Stemming from the Dialogue on *Action Plan 2035*

The Energy Transition: A Major Society-Wide Project

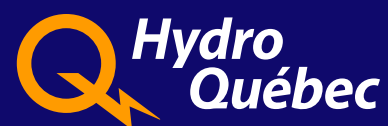


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Message from Michael Sabia

Last November, we published the ambitious *Action Plan 2035 – Towards a Decarbonized and Prosperous Québec*, with clear, specific objectives.

Given the scope of the project, it was important for us to discuss the *Plan's* actions with the public and our stakeholders to determine how we could improve it. It is therefore with great interest in hearing their reactions that we initiated the dialogue on the *Action Plan*.

Having taken part in several of these meetings, I was able to see that our stakeholders are keen to make an active contribution to the energy transition. Every meeting was a valuable discussion.

I would like to thank everyone who took the time to meet with us to express their aspirations, ambitions and sometimes frustrations about our energy future as well as their expectations about the role Hydro-Québec will play.

We listened.

As a result of these discussions, Hydro-Québec is much more aware of the needs of its partners and customers and the different realities across Québec.

This dialogue will directly influence the way we develop our energy system and the services we offer our customers. We will work differently with all our partners and customers so that they are genuinely at the heart of all of our decisions.

As a public institution, Hydro-Québec benefits from a comprehensive vision of Québec's energy transition. We have close ties across the energy sector here at home and globally. During this dialogue, many of you stressed the importance of using this unique positioning to accomplish two critically important things : to bring together everyone's efforts and expertise; and to achieve the social acceptability we need to move forward to deliver substantial collective benefits.

This report presents a number of commitments that will enable us to improve the *Action Plan*. But there's more to come: we are going to keep listening and keep the dialogue going.

The energy transition is a major society-wide project. We have everything it takes to succeed.

Michael Sabia
President and Chief Executive Officer

BACKGROUND, MAIN FINDINGS AND COMMITMENTS

ACTION PLAN AND DIALOGUE OBJECTIVES

To better serve its customers while contributing to the fight against climate change as well as wealth creation in Québec, Hydro-Québec published its *Action Plan 2035 – Towards a Decarbonized and Prosperous Québec* in November 2023. This plan proposes a series of concrete and ambitious initiatives related to the energy and economic transition. It focuses on five priorities:

1. Improve service quality
2. Help our customers make better use of electricity
3. Increase our power generation capacity
4. Partner with First Nations and Inuit communities
5. Become an agile, innovative and transparent organization

By 2035, we plan to add between 8,000 and 9,000 MW of new capacity. Seventy-five percent of the additional electricity will serve to advance decarbonization efforts.

There's no doubt that the energy and economic transition will require a major collective effort. That's why, over the past few months, we've deemed it important to discuss the matter with the general public, First Nations, Inuit, municipalities and our other stakeholders, including environmental, business and consumer interest groups, energy specialists and trade unions.

The dialogue on the *Action Plan 2035* had two main objectives:

- Allow Quebecers to express their views on the *Plan*.
- Welcome ideas and solutions on how to implement it.

Here is a summary of the approaches we've taken to engage with different audiences.

Target audience	Means used and number of meetings	Participants	Timeline
Environmental, business and consumer interest groups, energy specialists and trade unions	46 meetings with 37 stakeholders, including 8 organizations representing customer interests	>80	November 2, 2023, to April 16, 2024
Municipalities, regional county municipalities (RCMs) and local organizations	18 meetings in the 17 administrative regions	>500	January 25 to April 30, 2024
First Nations and Inuit	More than 25 meetings with First Nations governments, the Makivvik Corporation (representing the Inuit of Nunavik) and the Assembly of First Nations Quebec-Labrador	—	Since January 2024
General public	Online consultation on the Hydro-Québec website	14,182	January 25 to March 4
	Commercial panel survey	2,000	January 25 to February 5

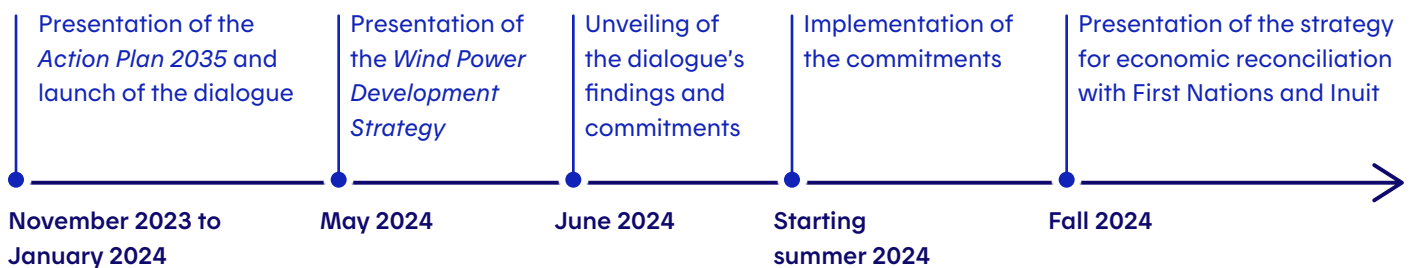
FIRST NATIONS AND INUIT

Under Priority 4 of the *Action Plan*, Hydro-Québec committed itself to strengthening ties and collaborating more closely with First Nations and Inuit. In order to collaborate on defining the meaning of economic reconciliation, we have undertaken a **separate process** to determine with Indigenous communities the best ways to foster their participation in our current and future activities and projects. This process also aims to ensure a more equitable distribution of the benefits arising from these developments.

At these meetings, we discuss the following themes: environment, land and resources; participation and economic benefits; labor and employment; and ongoing relations and customer service.

We are continuing to meet with communities, with an aim to identifying concrete initiatives and commitments that specifically concern them. These initiatives and commitments are not included in this report. They will be included in the strategy we plan to present in the fall of 2024.

MAIN STEPS OF THE ACTION PLAN 2035



MAIN FINDINGS AND COMMITMENTS

In the *Action Plan 2035*, Hydro-Québec proposed various potential solutions aligned with our five priorities. When the *Action Plan* was published in November 2023, these solutions were ideas that could be refined.

Throughout the dialogue, we asked participants not only to comment on the content of the *Action Plan*, but also to give us their ideas and solutions for improving it and helping us implement it.

Now, after six months of discussions across Québec and work within own organisation, we are ready to transform the ideas from the *Action Plan* into concrete commitments. In this report, we are also presenting brand-new commitments that will allow us to go even further.

The dialogue attained its goal in making the *Action Plan* more concrete. Now it is time to carry out our commitments and take action, alongside our partners.

In the course of these meetings, it became clear that Hydro-Québec needed to review the way it works with its partners. A new approach based on collaboration, organizational agility and process simplification is needed if we are to achieve our objectives.

The process allowed us to identify six major findings that have led us to make new commitments:

1. Social acceptability;
2. Transparency and predictability;
3. Service quality;
4. Energy efficiency;
5. Innovation; and
6. Environmental leadership.

Together, these commitments will guide our actions to better serve our customers, partners and communities. The full list of findings and commitments is presented in the appendix.

1. Social acceptability

Summary of what we heard

To achieve the energy transition, Hydro-Québec must innovate and step up its efforts to promote the **social acceptability** of its projects. It needs to communicate early, consult stakeholders, and adapt its practices and projects to the concerns they express.

In planning its projects, Hydro-Québec must take agricultural issues into account and foster greater **collaboration** with local communities, First Nations and Inuit. It needs to establish partnerships that will benefit the host communities of its future projects over the long term.

To ensure **public confidence**, the energy transition must be led by public institutions, and Hydro-Québec must play a leading role.

Our commitments

- Adopt a “community partnership” approach in the development of our projects, so that First Nations, Inuit and municipalities can become shareholders and generate autonomous, recurring sources of revenues that they can invest based on their needs and priorities. These autonomous revenues will be in addition to the benefits from contracts awarded to local companies, and the hiring of workers from the communities, as was the case in the past.
- Improve and enhance our support programs for the development of communities hosting our infrastructure projects.
- Further to our *Wind Power Development Strategy*, become the prime contractor for large-scale wind power projects, in partnership with First Nations and municipalities.
- Integrate the minimization of impacts on agricultural lands into wind power development planning.

2. Transparency and predictability

Summary of what we heard

To facilitate an open dialogue with all stakeholders, Hydro-Québec must be more **transparent** and offer greater **predictability** regarding its projects and activities. Partners also want to be better informed about the **capacity** of the power **system** and any planned system upgrades across Québec, so that they can better plan the development of their region.

Our commitments

- Provide our partners with a clearer picture of the status and planned development of the transmission system, namely by presenting, on a recurring basis, a transmission system development plan, and by communicating grid connection capacities. This will allow for better coordination among the various players involved in economic development.
- For each municipality, appoint a director responsible for power system operations and maintenance who, in conjunction with the community relations advisors, will act as a point of contact.
- Hold regular coordination and discussion meetings with municipal stakeholders to discuss the integrated planning of projects and activities.

3. Service quality

Summary of what we heard

Service quality needs to be improved. There are too many outages. We need to optimize efforts to control vegetation and innovate in the design of the power grid to improve its reliability and robustness. We need to put customers at the heart of our actions, by prioritizing better communication and raising awareness before work is carried out.

A simplified and quicker process with better communications at each step is required for customers requesting service connections.

To meet reliability challenges in certain sectors, Hydro-Québec needs to innovate and deploy new solutions, in collaboration with various partners, to harness the potential of distributed energy resources.

Our commitments, in addition to the \$45 to \$50 billion by 2035 to make the grid more resilient

- Improve communications with our customers by sending them notifications during major outages using the Hydro-Québec mobile app.
- Improve the Info-pannes outage tracker during major outages by adding:
 - Estimated restoration time
 - A notification when the scheduled restoration time has changed
 - More detailed explanations about the cause of the outage and its status
- Improve the efficiency and safety of distribution system inspections by using drones.
- Implement tools to raise awareness among owners of trees that are at risk for causing outages or damaging the power grid.

- With regard to service connection requests:
 - Launch a more comprehensive informational website; and
 - Ensure a continuous exchange of information with customers throughout the request process.
- In communities where the quality of electricity service is unsatisfactory, deploy microgrids whose local sources of energy production and storage can provide backup power in the event of a power failure.

4. Energy efficiency

Summary of what we heard

Before building new power generation facilities, Hydro-Québec must do its utmost to ensure **energy efficiency** for all its customers, everywhere in the province. Equipment suppliers, companies, specialized installers and municipalities must be allies in achieving these objectives.

More personalized **support** to assess the optimization potential of energy usage in buildings and facilities, as well as tailored support for low-income households, are called for.

Customers want future rates to be more predictable and for Hydro-Québec to adopt a pricing system that targets changes in electricity consumption behavior. Incentives should reward curtailment efforts during peak demand periods, encourage good year-round behavior and discourage excessive consumption.

Hydro-Québec must pursue its initiatives to develop distributed energy resources and even play a leading role in this respect.

Our commitments

- Devote \$10 to \$12 billion to energy efficiency programs by 2035.
- Present an energy efficiency action plan with new initiatives for residential, commercial and industrial customers.
- Create new support teams for:
 - Our residential, commercial and industrial customers, as well as SMEs, for their energy efficiency projects.
 - Municipalities that want to make energy-efficiency efforts, particularly plan energy-efficient neighborhoods and promote energy-efficient products and services to their residents.
- While respecting the 3% rate increase cap for residential customers, integrate a new rate option to directly reward people who adopt desired behaviors such as charging their vehicles at night and effectively managing their heating in winter.
- Avoid energy waste by implementing:
 - A special rate for imposing homes with excessive electricity use; and
 - Measures to recover unused megawatts from large electricity consumers.
- Launch an installer certification program in 2025 to provide the best tools to support our customers.
- Make the nature of new rates being considered predictable for the next three years when we file our 2025 rate case.
- Encourage residential and commercial customers to install solar panels by raising the maximum self-generation capacity to 1 MW and offering financial support.

5. Innovation

Summary of what we heard

We need to seize the opportunity presented by the energy transition to **innovate and change the way we do things**. Increased agility is desired by all stakeholders to optimize the way projects are carried out, especially in a context of intensified competition for limited resources. In these circumstances, innovation in work organization and the deployment of new technological tools are essential strategies. Technological innovation will certainly work in our favor, as it will help reduce the costs associated with our activities and reduce upward pressure on rates.

The energy transition will also require colossal investments not only in infrastructure but also in innovation. To this end, Hydro-Québec must play a leading role in **research** aimed at developing energy-efficient equipment, in close collaboration with its partners.

Our commitments

- Work with unions and all stakeholders to define novel approaches to workforce training, to create the flexibility required to build the infrastructure that will enable us to meet needs and to create employment opportunities for all.
- Collaborate with innovative businesses and small- and medium-sized businesses in the energy sector across Québec to support their development, create knowledge and promote economic growth.
- Promote innovation in construction by various means, such as prefabrication, modularization, 3D printing and the use of robots for certain tasks, all in collaboration with project owners and manufacturers.
- Continue to study emerging technologies, such as:
 - Connected devices for homes and businesses
 - A new generation of heat pumps for commercial, institutional and industrial customers
 - New technologies to reduce geothermal energy costs
 - New electrotechnologies for high-temperature industrial processes and new energy vectors for non-electrifiable processes

6. Environmental leadership

Summary of what we heard

Hydro-Québec needs to demonstrate greater environmental leadership and put sustainable development at the heart of all its project planning. For example, the *Action Plan 2035* does not address the preservation of **biodiversity**. Hydro-Québec needs to demonstrate a greater commitment to preserving biodiversity, not only in its practices and projects, but also in its collaboration with specialists in the field.

As a trustee of a significant natural heritage, Hydro-Québec must take biodiversity into account in its actions and decisions in order to continue to reduce its environmental footprint and participate in the collective effort to preserve biodiversity.

Our commitments

- Issue an action plan to enhance our focus on biodiversity with respect to our operations and projects.
- Support municipalities in their planning of landscaping that promotes biodiversity in our transmission line rights-of-way.
- Develop a greening program to support municipalities and local organizations.

CONCLUSION: A DIALOGUE THAT WILL CONTINUE

Over the past few months, we have welcomed the opinions, ideas and solutions that the general public and stakeholders have so openly shared with us. From this dialogue process, one thing has become clear: we need to work together for Québec's energy transition.

The *Action Plan 2035* is a society-wide project that Hydro-Québec is committed to carrying out in collaboration with the public. The meetings held as part of this dialogue have laid the foundations for a conversation with the community that we intend to continue in order to inform our thinking and actions.

Together, let's put all our energy towards meeting the challenge of Québec's energy and economic transition.

APPENDIX: DETAILED FINDINGS AND COMMITMENTS

HIGHLIGHTS OF THE PUBLIC CONSULTATION

A total of 16,000 people took part in the public component of our consultation.¹ The aim was to further develop various elements of the *Action Plan 2035*, particularly service reliability, customer communications during outages and energy efficiency.

The findings include:

- The desire for Hydro-Québec to provide better information during outages;
- The public's openness for Hydro-Québec to step up actions to control vegetation; and
- Great interest in our energy efficiency programs.

Outages and communication

- 73% of customers use or would use the Info-pannes outage tracker to obtain information during a power outage. Of those people, 54% would most like Hydro-Québec to give them an estimated restoration time in the event of a major outage.
- 86% of customers would like Hydro-Québec to proactively send information during a power outage, and 44% believe that text messaging (SMS) would be the best way to do so.

System maintenance

- 72% of customers are in favor of Hydro-Québec using drones to conduct low flyovers of power lines near homes to carry out inspections in order to improve service reliability and prevent power outages.
- To prevent power outages associated with vegetation, the public is generally in favor of Hydro-Québec stepping up its work near power lines: pruning hazardous trees (89%), cutting down hazardous trees (87%), short-cycle brush cutting (74%), selective clearing (71%).
- In response to certain proposals aimed at holding to account owners who refuse to prune or cut trees that are at risk of causing outages or damaging the power grid, 61% are in favor of Hydro-Québec invoicing power grid repair costs to such owners.

Better electricity consumption

- In addition, 82% would like more information to help them make better use of electricity.
- Around seven out of ten customers would like to learn more about financial incentives for purchasing energy-efficient equipment (68%) or offers that encourage desired behaviors (71%).

Consultation on projects

- The vast majority of residents (86%) would like Hydro-Québec to consult them before undertaking any work related to the construction of infrastructure such as a wind farm, hydropower facility or transmission line in their municipality.

The questionnaire and detailed survey results [are available](https://www.hydroquebec.com/a/energy-transition.html) at the following address:

<https://www.hydroquebec.com/a/energy-transition.html>

1. The results in this section are from the online survey of 2,000 people carried out by a consulting firm. They line up with the results from the online consultation on our website (14,000 respondents).

DETAILED FINDINGS AND COMMITMENTS TO ENHANCE THE ACTION PLAN AND FACILITATE ITS IMPLEMENTATION

Throughout the dialogue, the comments were relevant, the concerns legitimate, and the avenues for collaboration and suggestions for improving the Plan's actions numerous and highly constructive. We collected all the ideas and suggestions put forward by communities and stakeholders. We also considered the results of the online surveys, in which over 16,000 people took part. This approach has resulted in more than 40 new commitments.

PRIORITY 1 – Improve service quality

Actions in the Plan	Findings	Commitments
Implement a robust reliability plan to reduce the number of power outages by 35% over the next 7 to 10 years.	Bury more power lines or sections of power lines to increase grid reliability and reduce the number of outages.	Change the way things are done by using innovative solutions on targeted lines.
	Online consultation: 72% of customers are in favor of Hydro-Québec using drones to carry out inspections.	Improve the efficiency and safety of distribution system inspections by using drones.
Step up vegetation control around power lines to reduce outages by 30% by 2028.	Vegetation control work is essential but must be done while considering ecological preservation.	Implement tools to raise awareness among owners of trees that are at risk for causing outages or damaging the grid.
	A greening program must be established.	Develop a greening program to support municipalities and local organizations.
Improve communications with our customers during outages and planned service interruptions.	Proactive, detailed, regionalized and real-time information must be provided so that municipalities can properly coordinate their emergency measures.	Improve our communications with customers by sending them notifications of major outages using Hydro-Québec's mobile app.
		Improve the Info-pannes outage tracker during major outages by adding: <ul style="list-style-type: none"> • Estimated restoration time; • A notification when the scheduled restoration time has changed; and • More detailed explanations about the cause of the outage and its status.
Offer resiliency solutions by providing backup electrical supply during service interruptions.	Financial incentives to increase the public's resilience during power outages have been requested.	Facilitate the purchase of portable emergency batteries to provide backup power to customers who are more vulnerable to power outages.
Improve efficiency to reduce the average processing time as the number of service connection requests increases. Reduce the completion time for the most common types of work by 40%.	A simplified service connection request process and quicker processing are needed, as is better communication throughout the stages of request handling.	With regard to service connection requests: <ul style="list-style-type: none"> • Launch a more comprehensive informational website; and • Ensure a continuous exchange of information with customers throughout the request process.

PRIORITY 2 – Help our customers make better use of electricity

Actions in the Plan	Findings	Commitments
<p>Create a dedicated team so that all customers can benefit from customized support to make the best energy choices.</p>	<p>Offer better support to companies in terms of technical expertise for optimizing the energy efficiency of their facilities.</p> <p>Municipalities are asking for end-to-end support for their energy efficiency efforts for the evaluation and implementation of energy optimization measures and would like to see the construction of model neighborhoods implementing best energy management practices.</p>	<p>Create a new support teams for:</p> <ul style="list-style-type: none"> • Our residential, commercial and industrial customers, as well as SMEs, for their energy efficiency projects. • Municipalities that want to make energy-efficiency efforts, particularly to plan energy-efficient neighborhoods and promote energy-efficient products and services to their residents.
	<p>Consider setting up a team of experts to provide advisory services to customers.</p>	<p>Launch an installer certification program in 2025 to provide the best tools to support our customers.</p>
	<p>Support tailored to low-income households is expected.</p>	<p>Launch a pilot project to facilitate the installation of high-performance technologies and carry out energy-efficient renovations in low-income housing.</p>
<p>Enhance our financial incentives to speed up the rollout of high-efficiency equipment.</p>	<p>Enhance incentives to encourage better use of electricity.</p>	<p>Allocate \$10 to \$12 billion to energy efficiency programs by 2035. For example, offer \$2 billion in financial assistance for energy efficiency measures under the new LogisVert Efficient Homes program.</p> <p>Present an energy efficiency action plan with new initiatives for residential, commercial and industrial customers.</p>
	<p>Hilo’s offering should be extended across Québec with a broader range of eligible thermostats.</p>	<p>Extend Hilo’s offering to regions of Québec where it hasn’t yet been rolled out and make more connected devices available.</p>
	<p>A desire was expressed for Hydro-Québec to develop the potential of distributed energy resources, such as through microgrid projects.</p>	<p>In communities where the quality of electricity service is unsatisfactory, deploy microgrids whose local sources of energy production and storage can provide backup power in the event of a power failure.</p>
	<p>Improve existing offers and programs for agricultural operations.</p>	<p>Improve financial assistance for energy efficiency in the agricultural sector.</p>

PRIORITY 2 – Help our customers make better use of electricity (continued)

Actions in the Plan	Findings	Commitments
<p>Expand our rate offerings in order to encourage desired behaviors.</p>	<p>Rate options that would reward efforts to reduce electricity consumption during peak demand periods should be developed.</p>	<p>Make the nature of new rates being considered predictable for the next three years when we file our 2025 rate case.</p> <p>While respecting the 3% rate increase cap for residential customers, integrate a new rate option to directly reward people who adopt desired behaviors such as charging their vehicles at night and effectively managing their heating in winter.</p> <p>Double the potential rewards for commercial, institutional and industrial customers who participate in demand response efforts during peak demand periods.</p>
	<p>Electric vehicle charging stations that are adapted to help supply the grid during peak periods or power outages have been requested.</p>	<p>Offer an incentive rate to electric vehicle owners to encourage them to recharge their vehicles overnight.</p>
	<p>A new rate for energy-intensive residential customers is called for.</p>	<p>Avoid energy waste by implementing:</p> <ul style="list-style-type: none"> • A special rate for imposing homes with excessive electricity use • Measures to recover unused megawatts from large electricity consumers

PRIORITY 3 – Increase our power generation capacity

Actions in the Plan	Findings	Commitments
<p>Triple wind power generation to meet capacity requirements ranging from 1,500 to 1,700 MW.</p>	<p>Municipalities want to be partners in future wind power and transmission projects.</p>	<p>Adopt a “community partnership” approach in the development of our projects, so that First Nations and municipalities can become shareholders and generate autonomous, recurring revenues that they can invest based on their needs and priorities. These autonomous revenues will be in addition to the benefits from contracts awarded to local companies, and the hiring of workers from the communities, as was the case in the past.</p> <p>Further to our <i>Wind Power Development Strategy</i>, become the prime contractor for large-scale wind power projects, in partnership with First Nations and municipalities.</p>
	<p>Agricultural issues must be taken into account when planning infrastructure or system maintenance projects.</p>	<p>Integrate the minimization of impacts on agricultural lands into wind power development planning.</p> <p>Update the <i>Hydro-Québec-UPA Agreement on the Siting of Power Lines on Farms and in Woodlands</i> to take into account the concerns and issues of the agricultural community.</p>



PRIORITY 3 – Increase our power generation capacity (continued)

Actions in the Plan	Findings	Commitments
<p>Add 3,800 to 4,200 MW of new hydropower by increasing the capacity of our existing generating stations and building new hydropower facilities, including a pumped-storage facility.</p> <p>Invest \$45 billion to \$50 billion by 2035 to increase the capacity of our transmission system in order to maximize access to new generation.</p>	<p>A suggestion was made that the Integrated Enhancement Program be enhanced to create more value for communities that host Hydro-Québec’s facilities.</p>	<p>Improve and enhance the Integrated Enhancement Program to support the development of the host communities of our infrastructure projects.</p>
	<p>Hydro-Québec was asked to demonstrate a greater commitment to preserving biodiversity, not only in its practices and projects, but also in its collaboration with specialists in the field.</p>	<p>Issue an action plan to enhance our focus on biodiversity with respect to our operations and projects.</p>
	<p>Hydro-Québec should contribute to the government’s biodiversity preservation target by investing a percentage of each project’s costs in biodiversity restoration and conservation, for example.</p>	<p>Support municipalities in their planning of landscaping that promotes biodiversity in our transmission line rights-of-way.</p>
	<p>Innovate for greater agility and productivity.</p>	<p>Continue the inventory of our properties to determine their ecological value and develop a conservation strategy.</p> <p>Promote innovation in construction by various means, such as prefabrication, modularization, 3D printing and the use of robots for certain tasks, all in collaboration with project owners and manufacturers.</p> <p>Work with unions and all stakeholders to define novel approaches to workforce training, to create the flexibility required to build the infrastructure that will enable us to meet needs and to create employment opportunities for all.</p>
<p>Integrate more solar energy and battery storage into the energy mix.</p>	<p>Financial incentives to facilitate the purchase and installation of solar panels have been requested.</p>	<p>Encourage the installation of solar panels by residential and commercial customers by raising the maximum self-generation capacity to 1 MW and offering financial support.</p>
<p>Make public our transmission system planning.</p>	<p>Provide greater predictability for future projects.</p>	<p>Provide our partners with a clearer picture of the status and planned development of the transmission system, in particular by presenting, on a recurring basis, a transmission system development plan and communicating grid connection capacities. This will allow for better coordination among the various players involved in economic development.</p>

PRIORITY 4 – Partner with Indigenous communities

Actions in the Plan	Findings	Action en cours
<p>Foster greater involvement of First Nations and Inuit in our current and future activities and projects.</p> <p>Ensure a more equitable distribution of the benefits arising from the development and use of energy resources.</p>	<p>We are continuing to hold meetings to gather information and define concrete initiatives and commitments more specifically concerning First Nations and Inuit. These initiatives and commitments are not included in this report. They will be included in the strategy we plan to present in fall 2024.</p>	<p>Continue to work with First Nations and Inuit to develop a strategy to establish economic reconciliation and strengthen relations.</p>

PRIORITY 5 – Become an agile, innovative and transparent organization

Actions in the Plan	Findings	Commitments
<p>Transform our ways of doing things to better meet our customers' needs and support Québec's decarbonization and economic prosperity.</p>	<p>Municipal representatives have told us that it is difficult to do business with Hydro-Québec.</p>	<p>For each municipality, appoint a director responsible for power system operations and maintenance who, in conjunction with the community relations advisors, will act as a point of contact.</p>
	<p>Enhance the company's agility and transparency to better align its activities and projects with those of the municipal community.</p>	<p>Hold regular coordination and discussion meetings with municipal stakeholders to discuss the integrated planning of projects and activities.</p>
	<p>Hydro-Québec must continue doing research and help develop innovative energy-efficient equipment for industrial customers.</p>	<p>Collaborate with innovative companies and small- and medium-sized businesses in the energy sector across Québec to support their development, create knowledge and promote economic growth.</p> <p>Continue to study emerging technologies, such as:</p> <ul style="list-style-type: none"> • Connected devices for homes and businesses • A new generation of higher-capacity heat pumps for residential, commercial and institutional customers • Geothermal energy for institutional customers • New electrotechnologies for high-temperature industrial processes and new energy vectors for non-electrifiable processes

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