

# Integrated Resource Plan

## TVA's Environmental & Energy Future

March 2011



## Message from the CEO

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TVA operates one of the largest power systems in the United States. With a generating capacity of more than 34,000 megawatts, we meet the daily electricity needs for an 80,000-square-mile region where more than 9 million people live, work and go to school. That's an enormous responsibility, and one we take very seriously.

A power system large and reliable enough to handle that responsibility doesn't come about by accident. It's the culmination of work by thousands of skilled professionals, and it all starts with focused and detailed planning.

Planning a power system is complex work that involves hundreds of variables, such as consumer trends, fuel and material costs, regulations, technology advancements and the weather. It's complicated even further by the need to forecast needs and conditions decades into the future.



TVA's new integrated resource plan is a critical part of our overall planning effort. It is a comprehensive study of options and strategies and their potential economic and environmental outcomes. The plan was shaped by input from the businesses, industries and regional leaders, as well as ordinary people, whose lives and livelihoods depend on the electricity supplied by TVA. The result of this two-year exercise gives us a sound basis for making better long-term decisions.

In addition, our integrated resource plan will help us fulfill TVA's renewed vision to become one of the nation's leading providers of low-cost and cleaner energy by 2020. The options that have been identified from this process involve reducing TVA's reliance on coal, increasing our supply of nuclear and renewable energy, and working in partnership with local utilities and the people they serve to use energy more efficiently.

Like most things, the cost of electricity is not likely to stay flat in the years ahead. Our challenge will be to keep power affordable while carrying out our vital work with the least impact on the environment today and for future generations.

A handwritten signature in black ink that reads "Tom Kilgore". The signature is written in a cursive, flowing style.

Tom Kilgore

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