



# What We Heard

New Brunswick Power  
Comprehensive Review

January 2026

# A Note from the Review Leads

New Brunswick Power (NB Power) finds itself in challenging times with escalating rates, a high debt burden, operational challenges and a growing need for investment to improve existing assets, making a transition to net-zero, and building new or replacing existing generation to meet expectations of future demand growth. These challenges are not unique to New Brunswick but there are some unique aspects of the New Brunswick electricity system that require a significant focus on providing reliable energy at an affordable price for consumers.

Our goal for this comprehensive review is to make recommendations that can be implemented in a timely manner to make NB Power **fit for the future**.

Concern has been expressed that the government would sterilize or water down our recommendations. We felt strongly that our recommendations needed to be unvarnished and direct, and we have been given assurances by the government that there would not be any undue influence impacting our report. That being said, we recognize that the government has the sole right whether to adopt any of the recommendations of this review.

We hope that the recommendations, to be made in our report in March 2026, will have broad support from New Brunswickers, including all customers and will assist NB Power in offering a reliable and affordable service now and into the future.

To gain a fulsome understanding of NB Power and the current energy landscape in the Province, we undertook a broad engagement process that utilized a number of different opportunities, further described in Approach to Engagement and Listening.

In addition to hearing from New Brunswickers, we have sought out parties outside of the Province who might have thoughts or suggestions that would be worthy of consideration as part of our deliberations.

The summaries presented in the following pages reflect the perspectives and opinions of those who participated in the engagement opportunities. While all contributions are valuable, we feel a responsibility to identify incorrect or misleading information. Throughout this report, you will notice blue text boxes. These boxes contain comments from us. These comments will provide clarification, additional context or facts that may contradict the statements heard.

By including these clarifications, our goal is to ensure transparency and accuracy. They are not intended to alter the voices of participants but to provide factual context where necessary.

Finally, as the Leads of this review, we would like to thank all those who took the time to engage. We are pleased to share this report that summarizes what was heard during the engagement period.



Anne Bertrand



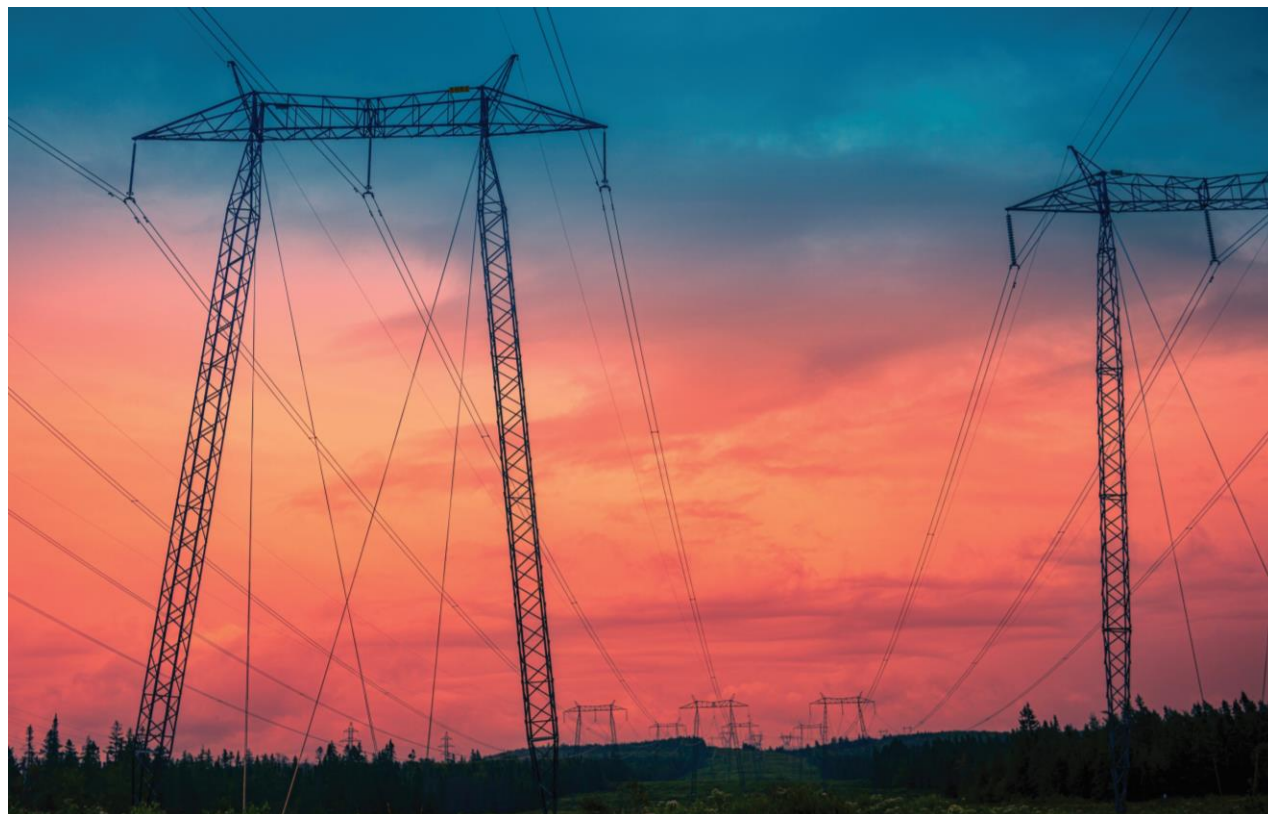
Michael Bernstein



Duncan Hawthorne

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# Executive Summary

In April 2025, the Government of New Brunswick launched a comprehensive review of New Brunswick Power (NB Power) focused on financial sustainability, governance, customer expectations, and investor attractiveness to ensure low, stable rates and a competitive, reliable utility. Three independent leads (Leads) were appointed to analyze operations, engage stakeholders, and develop recommendations, with final recommendations expected by March 2026.

The engagement process ran from June to mid-December, using a multi-method approach to gather input.

Through in-person and virtual sessions, one-on-one meetings, a public survey, and written submissions, participants shared diverse perspectives, raised concerns, and offered ideas for New Brunswick's energy future.

This report captures the feedback collected during the engagement period and while the frequency and depth of discussion varied across topics and the ways in which feedback was collected, the insights consistently fell into six key themes outlined below. Each theme is explored in detail in the full report.

- 1. Concern Over Rising Rates and Affordability**
- 2. Better and Clearer Communications from NB Power**
- 3. Focus on Better Performance and Cost Control**
- 4. Need for an Integrated and Long-Term Provincial Energy Strategy**
- 5. Better Governance – Both Within the Company and From Politicians**
- 6. Importance of Transitioning to a Cleaner Future**

Through this engagement process, the Leads also met with and received submissions from First Nations leaders and organizations. The themes listed above were echoed by First Nations representatives however, it's important to acknowledge that Indigenous voices had unique concerns and priorities.

First Nations leaders have called for:

- 1. Early engagement and building trust**
  - 2. Opportunities for involvement in future energy initiatives, including equity in energy projects**
  - 3. Partnership in the development and implementation of a long term-integrated future energy strategy**
  - 4. Responsible placement of energy infrastructure and,**
  - 5. Opportunities for community-led development**
-

# Introduction

In April 2025, the Government of New Brunswick announced a comprehensive review of New Brunswick Power (NB Power). The review was designed to focus on four key areas: financial sustainability, governance and utility structure, customer expectations, and investor attractiveness.

The goal of the review is to ensure everything possible is being done to ensure low and stable electricity rates, safe and reliable service, and a sustainable, competitive utility.

Three independent leads (Leads) were appointed to analyze NB Power's internal operations, engage with stakeholders, and develop recommendations. A final report is expected by March 2026.

To learn more about the Leads, Anne Bertrand, Duncan Hawthorne, and Michael Bernstein, please visit the review website: **[GNB.CA/NBPowerReview](https://GNB.CA/NBPowerReview)**

A part of the review process was to capture perspectives of the utility, identify challenges, concerns, priorities, and ideas for solutions for New Brunswick's energy future.



# Approach to Engagement and Listening

The engagement process launched in June and concluded in mid-December, spanning six months of conversation and thoughtful input from various groups, organizations, and individuals. The review process also established an Advisory Committee to provide stakeholder perspective to the Leads throughout the review process.

Engagement opportunities included:

- › **Nine in-person sessions** held across New Brunswick offering participants multiple ways to share feedback through discussion, sticky notes, or print and online questionnaires.
- › A **dedicated email address** for submission of questions, comments, and documents.
- › **Four virtual live webcast engagement sessions** held to answer participant questions from prior emails and respond live from participants.
- › A **public survey** launched for 5 weeks to gather priorities and perspectives through open-ended and ranking-based questions.
- › **One-on-one meetings** held between the Leads, Rightsholders and stakeholders.

At the end of six months of engagement, the following feedback and comments were captured to be reflected in this report:



To guide discussions for the in-person engagement sessions, a preliminary summary of *What We Heard... So Far* was developed and released in September. This summary document served as a starting point from which additional feedback was built. A copy of this initial summary can be found in **Appendix A**.

Throughout this process, differing opinions, perspectives and experiences were captured. This report will reflect those differences while identifying where the majority of participants align.

For a more detailed breakdown on the engagement process, including survey results, please see **Appendix B**.



# What We Heard | Key Themes from Engagement

The following section provides a more detailed look at the six themes that emerged from the engagement process. Each theme reflects the comments, concerns, and questions that were raised across engagement opportunities and offers a representation of the priorities and perspectives shared by participants.

## Concerns Over Rising Rates and Affordability

Concerns about affordability and rate increases were the most frequently raised issues, appearing repeatedly throughout all forms of feedback.

When asked what was most important to the future of NB Power, 74% of the 3,199 survey respondents indicated maintaining affordable rates was their primary concern. Many participants expressed deep worry over the possibility of rising electricity costs, noting that recent increases far outpace inflation and wage growth and risk making heat inaccessible.

Questions such as “When will the increases end?” and “Where are power rates going in the next three to five years?” were common, underscoring widespread anxiety about long-term affordability.

Businesses also highlighted the need for more stability and a longer term understanding of rate changes so that they can plan accordingly. Comparisons to other provinces were also mentioned, though less frequently. Some pointed out that, while New Brunswick rates are comparable to Ontario or BC, household incomes here are significantly lower, making the impact more severe.

Energy poverty and protections for vulnerable groups, such as low-income households, seniors, and people with disabilities was another recurring theme. Feedback emphasized that electricity is viewed as an essential service, akin to food and shelter. Many of those engaged called for stronger protections and income-based billing options.

Related to this, efficiency programs and retrofits were discussed often, with participants acknowledging their benefits but noting that they do not fully offset rising costs and that access to these programs can be limited by long wait times.

Several topics generated mixed views. Equalized billing, for example, drew both support and frustration: some saw it as a helpful way to manage monthly costs, while others criticized the process for lacking clarity.

Similarly, smart meters prompted opposing opinions and were a topic raised at almost all in-person and virtual sessions. Some questioned their reliability and accuracy, while others raised concerns about installation errors and the perceived lack of savings.

Pricing structures such as time of day or tiered rates were mentioned only a few times, with some advocating for these options to improve fairness and others noting the disadvantage of time-of-day pricing that those with little flexibility in their schedules and medical devices requiring charging throughout the day.

There was also some feedback that recognized smart meters as a tool to help customers manage their electricity usage but that also accompanied frustration around a coordinated roll-out and consistent policies to make them effective.

## Better and Clearer Communications from NB Power

Feedback revealed strong concerns about communication practices. Many participants across all engagement methods expressed skepticism about NB Power's independence and governance, calling for clearer disclosure of roles, mandates, and oversight responsibilities. Calls for transparency during the engagement process, such as detailed financial decisions, were frequent, reflecting a reoccurring desire for more openness from the utility.

The need for more information was also overwhelmingly common during this engagement period. Participants shared experiences of receiving contradictory or confusing information, such as letters claiming higher energy use despite efficiency upgrades without the ability to get answers to their questions on the discrepancies.

Poor communication around rate increases and major projects was highlighted repeatedly, with some noting that decisions like investments in Lepreau or Mactaquac and the proposed gas plant lacked meaningful public input.

When held, the quality of public engagement was questioned, with concerns about pre-screened questions and limited access to information about consultation sessions.

Customer service responsiveness was another recurring issue. The review received emails of personal accounts of frustration with this aspect of their utility. Feedback pointed to long wait times, scripted responses, and difficulty receiving answers to questions. Those engaged expressed feeling ignored and frustrated when interacting with their utility.

Energy literacy and program awareness were mentioned often, with calls for clearer, more proactive communication about efficiency programs, rates, and practical steps households can take.

In short, the expectations of those who engaged are that the utility needs to provide better information, in a more usable format, and do so on a more proactive basis.

## Focus on Better Performance and Cost Control

A repeated concern through all levels of engagement centered on NB Power's financial position and cost management. Many participants repeatedly questioned whether the utility can realistically recover from its significant indebtedness (approaching \$6 billion) and still meet future goals, including the need for significant future investments like the Mactaquac Life Achievement Project.

However, it's worth noting that when asked to rank the most important factor facing NB Power only 0.05% of survey respondents indicated improving financial health of the utility was their primary concern. Suggestions to rein in costs were common, including reducing consultants that come with high fees, stopping the practice of bringing retired staff back at higher rates, and the need for benchmarking labor costs and general productivity metrics against other utilities. Executive pay was a topic that came up in all

engagement methods and often. Frustration around high salaries was apparent and was often coupled with strong calls for salary reviews, eliminating bonuses, suggesting bonuses should be tied to lower rates and introducing stricter accountability measures.

**Note from Leads:** NB Power does not pay bonuses to any level of staff, including executives. It is the only utility that we are aware of in North America with this policy.

There were some views that compensation for the executives was too low and that the challenges and complexity of the problems NB Power faces require top notch expertise, and we should therefore be willing to pay for it. However, this perspective was often linked to strong measures to track accountability and results.



The cost and performance of Point Lepreau was also raised frequently. People pointed to continuous outages and cost overruns as a key driver of financial strain. Some questioned whether refurbishment plans are worthwhile while others criticized past project missteps leading to higher costs of the current upgrades needed. Reliability and outage management came up repeatedly as well, with suggestions for better preventive maintenance and faster restoration, especially for vulnerable customers during blackouts.

Smart meters, a theme heard many times throughout this process, were raised in relationship to finances as some questioned the decision to invest millions in new meters when financial challenges remain unresolved.

Alternative technology choices, such as energy storage

and biomass, were mentioned only occasionally, with some in favor of integrating these technologies and others opposing the adoption with concern for the potential to raise cost as a result.

**Note from Leads:** The introduction of smart meters in many other jurisdictions has proven to be a useful tool for monitoring and managing electricity use. However, they need to be paired with other policy changes, such as time-of-use pricing, to be fully effective.

An underlying piece of feedback shared was the idea that NB Power should seek external expertise to ensure informed decisions on upcoming plans that require a large financial commitment.

## Need for an Integrated and Long-Term Provincial Energy Strategy

The need for more regional collaboration was a commonly discussed topic, with many participants emphasizing the importance of working more closely with neighboring provinces and New England to strengthen interconnections and share resources. The Atlantic Loop and partnerships with Hydro-Québec were mentioned repeatedly, sometimes as critical to achieving reliability and affordability goals. In other conversations, specifically at the in-person sessions, people wondered why past plans to sell to Hydro-Quebec failed. While some saw regional partnership as an opportunity for cost savings and modernization, others questioned what heavy reliance on external suppliers might mean for New Brunswick's energy sovereignty.

Better policy alignment and market design was also mentioned, though less often than regional collaboration. Feedback included calls to revisit NB Power's monopoly structure, explore privatization or restructuring, and consider models used in other jurisdictions that allow for more flexibility and participants in the electricity market.

There was also some questioning the push towards electrification and the potential role of natural gas. Several groups highlighted how an integrated approach to both electricity and natural gas could lead

to better affordability, better reliability and economic development if the role of natural gas was expanded. However, there was also strong views that we had to ween ourselves from all fossil fuels to meet our net-zero commitments and the new natural gas plant was a step backwards.

Participants stressed the need for a clear, integrated energy strategy that aligns provincial policy with NB Power's operational plans and communicates priorities transparently. Several comments pointed to misalignment between current policies and the ability of the utility to make more business-like decisions.

Emerging technologies and future planning generated mixed reactions. Some participants expressed enthusiasm for innovations like small modular reactors (SMRs), battery storage, and vehicle-to-grid systems, urging supportive policies to unlock their potential. Others voiced caution, citing reliability risks and the complexity of managing multiple large projects at once. Similarly, opinions differed on imports versus local generation: while many favored buying cheaper electricity from Hydro-Québec or other provinces, others opposed selling NB Power or reducing local control, arguing that sovereignty comes at a cost worth paying.

The focus and position taken in this respect varied widely from region to region. For example, many in-person engagement participants in Moncton were vocal supporters of wind and solar generation, while being adamantly opposed to nuclear technology. In the south and near St. Andrews, there was strong support for nuclear based on its significant role in the local economy.

In some conversations, decentralization and microgrids were raised as ways to improve resilience

and democratize energy decisions. Concerns about demand growth, driven by data centers, cryptocurrency mining, and electric vehicles, surfaced several times, with suggestions for stronger load management policies.

Planning transparency, public engagement, and benchmarking were mentioned throughout the engagement period, reflecting a desire for more openness in NB Power's decision-making and clearer comparisons of energy solutions.

## Better Governance – Within the Company and from Politicians

Calls for better governance were heard often throughout the engagement period. Political interference and the need for clearer role separation was mentioned often, with participants urging a reduction in government involvement in NB Power's operational decisions. Many felt that policy, regulation, and ownership should be structurally separated to avoid conflicts and improve accountability.

**Note from Leads:** It's worth noting that the vast majority of the engagements highlighted the negative impacts of short-term and highly politicized decisions of the government by interfering with NB Power and micromanagement. However, there were also views that the government needed to periodically intervene with specific issues. This inconsistency is hard to reconcile in application.

Regulatory and legislative reform was also a recurring topic, with calls to modernize the *Electricity Act*, strengthen the Energy and Utilities Board's mandate and role, and introduce more transparent processes for procurement and planning.

Corporate governance and accountability also featured prominently. People expressed frustration over perceived inefficiencies and a lack of transparency and good oversight in decision-making.

Suggestions included forensic audits, stronger oversight mechanisms, and clearer performance expectations for leadership. Comments about NB Power's board effectiveness and HR practices appeared less frequently from the public but were often highlighted by businesses, though there was a consistent desire for improved leadership structures and openness to new ideas. It was noted many times the NB Power Board has vacant board seats and that it is incumbent upon the government to make sure that there is a complete board with the right mix of experiences and backgrounds.

Privatization sparked divided opinions. Some participants argued that selling NB Power, or partially divesting some assets, could address financial challenges, bring better performance, and enable modernization. Others, and the majority of those engaging on this topic, strongly opposed privatization, emphasizing the importance of keeping the utility public.

Procurement concerns, foreign partnerships, and calls for expert input to supplement the internal governance when needed appeared periodically through the engagement process. Overarching were calls for decisions to be grounded in evidence rather than politics.

## Importance of Transitioning to a Cleaner Future

Although not raised by all participants, the transition to cleaner energy was spoken about strongly by many. Solar, wind, and battery storage were repeatedly cited as priorities when thinking about future generation opportunities. There were multiple calls for distributed generation models that empower communities, individuals and businesses while decentralizing New Brunswick's energy landscape. Ideas ranged from microgrids for northern regions to innovative solutions like solar canopies over parking lots. There were multiple expressions of enthusiasm for technologies such as vehicle-to-grid systems and battery energy storage, but they also stressed the need for fair compensation for excess generation and better incentives to make these options accessible.

To better understand where New Brunswick lies in the transition that may include a lot of these technologies, a call for transparent and consistent updates on progress toward sustainability goals was repeated throughout. This includes a better understanding of what types of energy is considered "clean" and more information on the path to net-zero.

Nuclear energy and small modular reactors (SMRs) sparked intense debate. Supporters argued that nuclear is essential for reliability and cost stability, pointing to Point Lepreau's role in the current system. Opponents countered with concerns about the true environmental impact, safety, radioactive waste, and financial risk and warned against repeating past mistakes.

**Note from Leads:** Nuclear energy has been designated by the Canadian government and many international organizations as a clean energy source. While opinions may vary, we feel it is important to recognize this designation as it is a non-emitting resource.

Similarly, fossil fuel projects—particularly the proposed Tantramar gas plant—drew criticism from

those who see them as outdated and incompatible with climate goals. A few participants defended natural gas as a transitional option, but this view was far less common.

Secondary to the conversation around renewable energy, participants repeatedly emphasized the need to keep climate change and social equity at the heart of decision-making. Many noted that energy poverty and affordability are inseparable from environmental goals, urging decision-makers to ensure that net-zero commitments do not come at the expense of vulnerable communities.

**Note from Leads:** There were a number of comments and submissions which mentioned how other regions are adopting wind and solar technologies at massive scale. There was also the view that since there are no fuel costs associated with these green technologies, this would be the cheapest option for New Brunswick. Although the Leads acknowledge the many system and environmental benefits of these technologies, we do need to highlight that there are significant capital costs to build new generation. It is also the case the New Brunswick has very high electrical demand in the cold winter months and therefore wind and solar technologies, without some form of long duration storage or other back-up power, would not provide the reliability New Brunswickers require.

Building standards and energy efficiency were also key topics in this theme. People called for prioritizing insulation and airtight construction before installing heat pumps, stressing that efficiency measures should come first. At the same time, concerns were raised about unintended consequences, such as increased radon exposure, underscoring the importance of holistic approaches to building upgrades.

Programs and incentives, such as rebates for solar panels and heat pumps, were discussed frequently. While these initiatives were welcomed, frustration emerged over eligibility barriers that exclude middle-income households and the long wait times to access these programs. Participants expressed a strong desire for more inclusive program design to ensure that sustainability benefits are accessible to all.

Finally, public confidence and communication surfaced as recurring themes. People want clearer, more transparent updates on progress toward sustainability goals and its impacts on rates and reliability, believing that accessible information is essential for building trust and maintaining momentum in the transition to a low-carbon future.





# What We Heard | Indigenous Engagement

First Nations play an important and significant role in the future of energy development, especially considering the impact that energy projects have on First Nations' lands. The Leads were fortunate to meet with some First Nations leaders and organizations through this engagement period and received some formal submissions from leadership that provided valuable insights. While many of the overarching themes identified above were echoed by First Nations representatives, there were calls for the following:

## **Early Engagement and building trust**

There was an overwhelming call from First Nations for early engagement on all energy matters. Without early and authentic engagement, there will continue to be a lack of trust. Rightsholders maintain their right to have a say in what happens in the development of energy resources. In all matters related to energy, Rightsholders expect consultation, engagement and collaboration. They have also expressed a need to recognize the impact history has on the ability to build trust.

## **Opportunities for involvement in future energy initiatives, including equity in energy projects.**

New Brunswick First Nations are active contributors to green energy projects. There are many examples of equity partnerships in this space and First Nations have expressed a strong desire to lead, own and see real equity opportunities as this sector continues to develop.

There was also concern expressed over the limited presence of wind energy developers in New Brunswick which ultimately results in profits from wind energy projects leaving the Province and highlighted that money invested in First Nations communities stays in New Brunswick.

## **Partnership in the development and implementation of long term-integrated future energy strategy.**

Through this engagement process, some Rightsholders flagged instability caused by frequent government changes which disrupts long-term energy planning. There was a call for First Nations to co-develop a long-term vision (10+ years) with an independent body to ensure a stable, collective strategy. In addition to meeting with First Nations leadership, feedback that

mentioned Indigenous inclusion was also noted during other public engagement channels. In some written submissions, survey responses, and in-person and virtual sessions, there were public calls for Indigenous partners to have meaningful roles in ownership, planning, and development of future energy projects. Participants emphasized the need for early and respectful consultation and inclusion of Indigenous voices in decision-making, including board representation. Suggestions included making community led energy projects more approachable and creating frameworks for landowner compensation.

## **Responsible placement of energy infrastructure**

Rightsholders have expressed concern with NB Power's placement of energy infrastructure. Some have cited previous instances where energy infrastructure has been placed on First Nations lands. Others indicated they were not consulted on imminent developments that impact their traditional hunting and fishing territory. There was a specific call to make sure this does not happen in the future.

One Chief indicated they're accountable to the next generation, not traditional decision makers.

At the same time, some Rightsholders indicated positive interactions with a number of proponents who engaged their communities early, before projects impacting their lands progressed. While proponents may not be ready to action on energy projects, this was seen as a positive first step in relationship building.

**Opportunities for community-led development**

While First Nations have had success in working with NB Power on several energy projects, there is also a desire for flexibility in how First Nations generate and supply their own energy.

There is support for the development of energy projects that fall outside of NB Power's umbrella. Indeed, some Rightsholders engaged indicated a desire for their communities to lead and develop innovative energy solutions such as micro grids and distributed energy sources that may fall outside of the current energy system and regulation.





# What We Said (response from the Leads)

Our public engagement wasn't one-sided. It resulted in much debate, good conversation and provided us with an opportunity to share key information and facts with participants. In publishing this report, we felt it would do the reader a disservice if we did not also include our own key facts and statements we have repeated most frequently through the engagement process.

- › New Brunswick cannot rely on other jurisdictions to solve their energy needs. For instance, New Brunswick has historically been able to rely on accessible and affordable electricity from Hydro Quebec. This is something we cannot depend on in the future as Hydro Quebec is no longer in a surplus situation and is embarking on a \$135 to \$160 billion program to meet its own needs and requirements.
- › Energy solutions are not one size fits all. New Brunswick's energy future must work for the realities faced in New Brunswick, which includes its winter peak and the mix of its customers.
- › There is a difference between a rate payer and a taxpayer, and this difference is an important distinction when looking at plans to solve energy security or deal with energy poverty.
- › New Brunswick also has an unusually high percentage of households who rely solely or primarily on electricity to heat their homes.
- › Typically, over 80% of New Brunswick's electricity comes from a non-emitting source.
- › NB Power has been asked to manage a very diverse and wide-ranging list of priorities: from managing the electricity system, to looking at social and conservation programs, to often playing a leading role in economic development.
- › NB Power has forecasted a deficiency of supply of electricity in the near future, and given its aging fleet of assets, growing demand, and large projects on the horizon, action is needed now to prepare for tomorrow.

## Next Steps

This is the public's input into the review process, a review that is mandated to ensure that everything possible is being done to provide low and stable rates, ensure reliability of service and ultimately position the utility to manage growth and the clean energy transition in an affordable, competitive, and financially sustainable way.

The next step is to fulfill that mandate, and to provide specific, action-oriented recommendations to government to help shape decisions for the future of NB Power. Those recommendations will be formulated in the coming months and a final report will be released by the end of March 2026.

# Appendix A: What We Heard... So Far

Published September 2025

## Rates, Debt, and Financial Stability

**Concerns About Electricity Rates:** People are worried about electricity costs—some are unhappy with the current rates, while others are more concerned about the potential for significant increases over time.

**Debt Restructuring:** How NB Power debt is managed should be reviewed. A variety of options should be explored to address the debt in the short, medium, and long term.

**Underperformance of Point Lepreau:** The Point Lepreau Nuclear Power Station isn't performing as well as it should. This is a big concern because it's such an important asset to NB Power, and its struggles are affecting the company's finances and electricity rates.

**Industrial Competitiveness:** Large businesses in New Brunswick are worried about staying competitive due to high power costs. More effort needed to support economic development in the province and competitive electricity prices.

## Public Programming, Education and Support

**Public Awareness of the Energy and Utilities Board:** clarity is needed regarding its oversight role in policy and rate setting – including the review of large projects.

**Support for Renewable Energy Transition:** People generally support switching to renewables. NB Power's achievement of 85% clean generation is great, but reaching net zero emissions doesn't always align with the need for reliable, affordable and secure service.

**Help for Energy-Poor Households:** The provincial government needs better policies to protect those struggling with energy costs. It should increase promotion of home insulation, energy efficiency, and awareness programs to help reduce electricity consumption.

## What We Heard... So Far

## Strategy, Partnerships and Collaboration

**Need for a Clear Energy Strategy:** New Brunswick would benefit from an updated and well -communicated energy plan from the provincial government, one that everyone— including NB Power— can agree on and follow.

**Too Many Projects for NB Power:** There are a number of large, complex projects required in the same timeframe (e.g. Mactaquac, Belledune, SMRs, Lepreau, etc.), raising concerns about the risks, the support required, and its ability to successfully manage and consult on them.

**Regional Collaboration:** Atlantic provinces should work more closely to maximize the benefits of regional integration for residents.

**Exploring Partnerships and Restructuring:** Some people are open to exploring partnerships, selling assets, or restructuring NB Power, while others prefer to keep things as they are.

## Governance, Oversight, and Management

**Less Political Involvement:** NB Power could work better if the provincial government interfered less in its operations, including setting power rates.

**Simpler Mandate for NB Power:** The Utility is being asked to do too much. With a simpler focus, NB Power could operate more efficiently, be more innovative, and function more like a business.

**Board Improvements:** There is an opportunity to enhance the effectiveness of the board of directors, such as increasing the number of board members and enhancing the collaboration between the board and the management team.

**Management Review:** The management team structure should be reviewed, including an examination of salaries and performance to ensure NB Power is aligned with top performing utilities.

**Succession Planning:** There are concerns about planning for future leadership, especially at the Nuclear Station, and ensuring their workforce has the skills needed for the future.

# Appendix B: Engagement Process Details

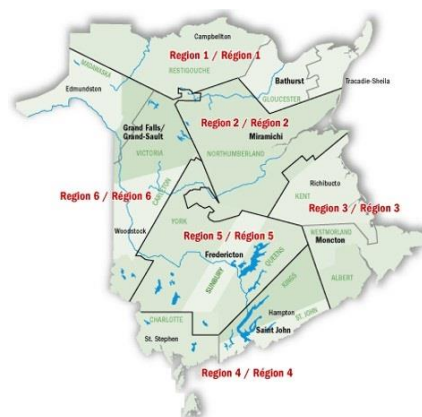
## Survey Highlights

### General Statistics

- The survey was completed 3,199 times
  - › 79% of respondents were engaging with the review for the first time
  - › 95% of respondents are NB power customers
- Of those 3,199 respondents:
  - › 67% live in a dwelling that was built before 2000
  - › 30% live in a dwelling that was built after 2000
  - › 80% of respondents live in a single-detached house
- When asked to rank factors from most important to least important:
  - › 74% of respondents ranked “Maintaining affordable rates” as their most important factor
  - › The most common second choice for the most important factor was, “Reliability of electricity” with “Energy security” coming in as the most common third choice, “Improve the financial health of the utility” as fourth and “Transition to use more clean energy” as fifth
- Respondents were asked if they had read the *What We Heard...So Far* document that summarized feedback up to August 2025.
  - › Of those who had read the document, nearly half (47%) felt their questions and concerns were captured
  - › Of those who had not read the document, 60% of those respondents provided written feedback in the open text response questions

### Geographic Statistics

- When asked what type of area respondents live in:
  - › 53% live in an urban area (town or city)
  - › 44% live in a rural area
  - › 3% live in a First Nation’s community or prefer not to respond
- The regional distribution of responses



Region	% of Respondents
1	9%
2	7%
3	29%
4	18%
5	24%
6	11%

2% Prefer not to say or chose “Other province or territory”

Figure 1. Regional distribution of survey responses.

## Survey Results

### Section 1 Questions

#### Q1. Which of the following best describes your household?

- › **3,039** respondents are customers of NB power
- › **149** respondents are customers of their municipal distribution utility
- › **6** respondents are “Off grid”
- › **5** respondents chose “Don't know / Not sure”

#### Q2. Where do you live? Please choose the one that fits you best.

- › **2,590** respondents live in a single-detached house
- › **128** respondents live in a semi-detached house
- › **62** respondents live in row houses
- › **281** respondents live in an apartment
- › **99** respondents live in movable dwellings (e.g., mobile homes)
- › **34** responded “Other”
- › **5** responded “Don't know / Not sure”

#### Q3. Do you know when the place you live in was built?

- › **67%** of respondents live in a dwelling built before the year 2000
- › **30%** of respondents live in a dwelling built in or after the year 2000
- › **3%** responded “Don't know / Not sure”

#### Q4. Have you taken part in any of the following engagement opportunities? Please select all that apply.

- › **216** respondents attended a virtual information session
- › **135** respondents attended an in-person engagement session
- › **337** respondents sent in a submission or question by email
- › **2,633** respondents had not previously engaged with the review

#### Q5. We want your input on planning the future of NB Power. Please drag and drop the factors below to rank them from most important to least important. 1 being the most important and 5 being the least important. See Figure below.

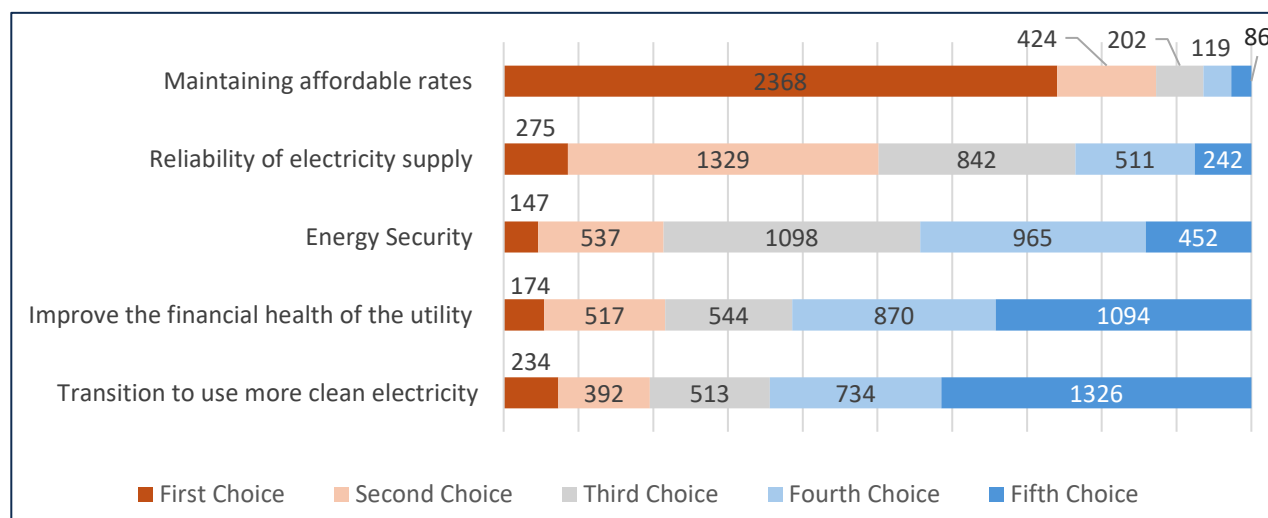


Figure 2. Survey responses to Question 5.

## Section 2: *What we Heard... So Far*

As a part of this review, the independent leads have been looking into customer experience and have engaged with New Brunswickers through email, meetings, in person sessions, and virtual sessions. From those opportunities, they wrote a *What We Heard...So Far* document that summarizes feedback to date. This document will be reviewed, added to, and updated by the leads as we hear from more New Brunswicker's this fall.

**Q6. Have you reviewed the *What we Heard... So Far* document? This is a document that summarizes what we've heard from New Brunswickers through emails, meetings, in person sessions, and virtual sessions so far.**

- › 27% had seen the report before the survey
- › 73% had not seen the report before the survey

**Q7. Do you think your questions and concerns are represented in *What we Heard... So Far*? (only appears if "Yes" was chosen in Q6)**

- › Of the 27% who had seen the report, 47% felt their questions and concerns were captured
- › Of the 27% who had seen the report, 28% felt their questions and concerns were not captured
- › Of the 27% who had seen the report, 25% felt their questions and concerns were somewhat captured, but felt they had more to share

**Q8. The *What we Heard... So Far* can be found on the review website: [GNB.CA/NBPowerReview](http://GNB.CA/NBPowerReview). If you would like to share any questions, comments, or concerns with the leads at this time, please share them here. (only appears if "No" was chosen in Q6)**

- › Open text responses

**Q9. Please share any other questions, comments, or concerns for the leads to review. (only appears if "No" or "Somewhat, but I have more to share" was chosen in Q7)**

- › Open text response

## Section 3: Final Comments (Optional)

**Q10. Is there anything else you wish to share with the NB Power Review Leads?**

- › Open text response

**98%**

of those who said their questions and concerns were not captured in the *What We Heard... So Far* report provided written feedback in the open text response questions.

**97%**

of those who said their questions and concerns were somewhat captured in the *What We Heard... So Far* report provided written feedback in the open text response questions.

**60%**

of the respondents who had not seen the *What We Heard... So Far* report before the survey provided written feedback in the following open text response questions.

#### Section 4: Demographic Questions (Optional)

*The following questions are optional and will help us understand who we are hearing from. Your answers are confidential.*

##### Q11. What is your age group?

- › **722** respondents were between the ages 18-34, and **1** respondent was under 18
- › **1,466** respondents were between the ages 35-54
- › **942** respondents were age 55+
- › **68** respondents prefer not to say

##### Q12. What is your gender?

- › **38** respondents are non-binary
- › **6** are Two-Spirit
- › **1,640** are women (Cis or Trans)
- › **982** are men (Cis or Trans)
- › **533** respondents prefer not to say or chose "Other"

##### Q13. Where do you live?

- › **53%** live in an urban area (town or city)
- › **44%** live in a rural area
- › **3%** live in a First Nation's community or prefer not to respond

##### Q14. What region of New Brunswick do you live in?

See the Department of Environment and Local Government regional map below.

- › **9%** live in Region 1 (includes most of Restigouche and Gloucester counties)
- › **7%** live in Region 2 (includes most of Northumberland County)
- › **29%** live in Region 3 (includes Kent, Westmorland and Albert counties)
- › **18%** live in Region 4 (includes King, Saint John and Charlotte counties)
- › **24%** live in Region 5 (includes Queens, Sunbury and most of York counties)
- › **11%** live in Region 6 (includes Madawaska, Victoria, Carleton and parts of York counties)
- › **2%** chose "Prefer not to say" or "Other province or territory"



## Engagement Details



### In-Person Sessions

Nine in-person sessions were completed in Moncton, Saint John, Saint Andrews, Fredericton, Miramichi, Caraquet, Bathurst, Edmundston, and Woodstock during September and October. Attendees could ask questions and offer comments verbally, write feedback on sticky notes for collection, or complete a questionnaire available in both print and virtual formats.



### Virtual Sessions

Four virtual public live engagement sessions were held between June and November providing a chance for the leads to answer questions from the review email address and those shared directly from the participants during the session.



### Email Address

A dedicated email address was created and opened to the public in June to allow a form of communication that was easy and accessible. 227 emails were received containing an array of questions and comments.



### Written Submissions

99 written submissions of varying length and format were presented for review. 84 were received from citizens and 15 were received from entities (businesses, NGOs, alliances, and municipalities).



### Public Survey

A public survey was launched in October. Its purpose was to reach New Brunswickers who could not attend other engagement activities and ensure their voices were heard. Demographic, open-ended, and ranking-based questions were used to allow respondents to share their views freely and prioritize key issues without being limited to preset choices.



### One-on-One Meetings

From May to December 2025, the review team held 44 one-on-one meetings. The leads contacted Rightsholders, associations, industry experts, customers, and special interest groups; mostly those connected to the energy sector and NB Power to meet with them while other interested parties requested meetings. Attendees were asked for input on key topics such as rate pressures and mitigation, energy consumption practices, carbon tax implications, climate change, and the transition to renewables. The conversations were informal and gave stakeholders time to share their views, while aiming to gather as many insights as possible in the time available.

## One-on-One Meetings Breakdown

Forty-four one-on-one meetings were conducted with various entities. These meetings focused on engagement and do not include meetings held with NB Power exclusively. In addition to these entities listed below, the Leads met with a few independent experts with experience in regulation and New Brunswick's economy.

### Rightsholders

- › Passamaquoddy Recognition Group Inc. (PRGI)
- › Mi'gmawe'l Tplu'taqnn
- › Assembly of First Nations with representation from:
  - › New Brunswick Regional Chief
  - › Wotstak (Woodstock First Nation)
  - › Welamukotuk (Oromocto First Nation)
  - › Esgenoôpetitj First Nation
  - › Oinpegitjoig (Pabineau First Nation)
  - › Amlomgog (Fort Folly First Nation)
  - › Natoaganeg (Eel Ground First Nation)
  - › Ugpi'ganjig (Eel River Bar First Nation)

### NGO's and Unions

- › Atlantica Centre for Energy
- › Association of Community Organizations for Reform Now
- › Conservation Council of New Brunswick
- › Human Development Council
- › International Brotherhood of Electrical Workers
- › New Brunswick Coalition for Persons with Disabilities
- › Nova Scotia Independent Energy System Operator
- › Unifor
- › Smart Grid Innovation Network

### Consulting & Advisory Firms

- › Boston Consulting Group
- › Elenchus
- › Jupia Consultants
- › Laurent Maxime Consultancy
- › Porter O'Brien
- › Barrett Corporation

### Government

- (includes Crown corporations, regulators, municipalities & political offices)
- › New Brunswick Energy & Utilities Board
- › Official Office of the Third Party
- › Official Office of the Opposition Party Caucus
- › Belledune Port Authority
- › Representatives from local governments including:
  - › Over 20 local governments and regional service commissions
  - › Association des municipalités francophones du Nouveau-Brunswick,
  - › Association of Municipal Administrators of New Brunswick / Association des Administrateurs Municipaux du Nouveau-Brunswick
  - › Union of Municipalities of New Brunswick

### Business and Industry

- › Emera
- › HIVE Digital Technologies LTD
- › Hydro-Québec
- › ISO New England Inc.
- › Irving Oil
- › J.D. Irving, Limited
- › Liberty Utilities
- › Maritime Electric
- › Moltex Clean Energy
- › NRStor
- › Nova Scotia Power
- › Copenhagen Infrastructure Partners
- › New Brunswick Business Council
- › Edmundston Energy
- › Saint John Energy

# Appendix C: Survey Questions

## Section 1 Questions

**Q1. Which of the following best describes your household?**

- › Customer of NB power
- › Customer of my municipal distribution utility
- › Off grid
- › Don't know / Not sure

**Q2. Where do you live?** Please choose the one that fits you best.

- › Single-detached house
- › Semi-detached house
- › Row houses
- › Apartment in a building with fewer than 5 storeys
- › Apartment in a building with 5 or more storeys
- › Apartments in a duplex (often used to describe units in private homes)
- › Other single-attached houses
- › Movable dwellings (e.g., mobile homes)
- › Other
- › Don't know / Not sure

**Q3. Do you know when the place you live in was built?**

- › Built before the year 2000
- › Built in or after the year 2000
- › Don't know / Not sure

**Q4. Have you taken part in any of the following engagement opportunities?** Please select all that apply.

- › Virtual information session
- › In-person engagement session
- › Sent in a submission or question by email
- › None of the above

**Q5. We want your input on planning the future of NB Power.** Please drag and drop the factors below to rank them from most important to least important. 1 being the most important and 5 being the least important.

1. Transition to use more clean electricity (Meaning more electricity from wind, solar, hydro, biomass and nuclear)
2. Reliability of electricity supply (Meaning making sure the power supply can withstand weather events, making sure power outages are restored within a reasonable time frame)
3. Maintaining affordable rates (Meaning keeping future rate increases low and stable)
4. Energy Security (Meaning making plans to carry out a long-term reliable supply of electricity to meet New Brunswickers growing need for electricity)
5. Improve the financial health of the utility (Meaning optimizing the performance of its power generation assets, improving its financial performance, making progress on paying down debt)

## Section 2: *What We Heard... So Far*

As a part of this review, the independent leads have been looking into customer experience and have engaged with New Brunswickers through email, meetings, in person sessions, and virtual sessions. From those opportunities, they wrote a 'What We Heard... So Far' document that summarizes feedback to date. This document will be reviewed, added to, and updated by the leads as we hear from more New Brunswicker's this fall.

**Q6. Have you reviewed the *What We Heard... So Far* document?** This is a document that summarizes what we've heard from New Brunswickers through emails, meetings, in person sessions, and virtual sessions so far.

- › Yes
- › No

**Q7. Do you think your questions and concerns are represented in *What We Heard... So Far*? (only appears if “No” was chosen in Q7)**

- › Yes
- › No
- › Somewhat, but I have more to share

**Q8. The *What We Heard... So Far* can be found on the review website: [GNB.CA/NBPowerReview](http://GNB.CA/NBPowerReview). If you would like to share any questions, comments, or concerns with the leads at this time, please share them here. (only appears if “No” was chosen in Q7)**

- › Open text response

**Q9. Please share any other questions, comments, or concerns for the leads to review. (only appears if “Somewhat, but I have more to share” in Q7)**

- › Open text response

### **Section 3: Final Comments (Optional)**

**Q10. Is there anything else you wish to share with the NB Power Review Leads?**

- › Open text response

### **Section 4: Demographic Questions (Optional)**

**Q11. What is your age group?**

- › Under 18
- › 18-24
- › 25-34
- › 35-44
- › 45-54
- › 55-64
- › 65 or older
- › Prefer not to say

**Q12. What is your gender?**

- › Non-binary
- › Two-Spirit
- › Woman (Cis or Trans)
- › Man (Cis or Trans)
- › Prefer not to say
- › Other

**Q13. Where do you live?**

- › Urban area (town or city)
- › Rural area
- › First Nations community
- › Prefer not to say

**Q14. What region of New Brunswick do you live in?**

See the Department of Environment and Local Government regional map below.

- › Region 1 (includes most of Restigouche and Gloucester counties)
  - › Region 2 (includes most of Northumberland County)
  - › Region 3 (includes Kent, Westmorland and Albert counties)
  - › Region 4 (includes King, Saint John and Charlotte counties)
  - › Region 5 (includes Queens, Sunbury and most of York counties)
  - › Region 6 (includes Madawaska, Victoria, Carleton and parts of York counties)
  - › Other province or territory
  - › Outside Canada
  - › Prefer not to say
-



New Brunswick Power  
Comprehensive Review  
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