



CAROLYN CALWELL
CHIEF EXECUTIVE OFFICER | DIRECTRICE GÉNÉRALE

July 14, 2026

BY EMAIL

To: Canadian Council for Indigenous Business

**Re: Ontario Energy Board Leadership Statement
Partnership Accreditation in Indigenous Relations**

The Ontario Energy Board (OEB) affirms our commitment to building respectful and lasting relationships with First Nations and Métis communities and Nations across Ontario. We recognize Indigenous communities and Nations as rights-holders, and that Aboriginal and treaty rights are constitutionally protected under Section 35 of the *Constitution Act, 1982*. We also acknowledge the crucial role of Indigenous participation in shaping Ontario's energy future.

The OEB is taking deliberate steps to embed Indigenous perspectives into our organizational practices. Our Indigenous Relations Policy establishes a clear foundation for this work. It is guided by principles of meaningful engagement, respect for culture and ceremony, the use of Indigenous knowledge, informed decision-making and continuous learning.

Guided by these principles, we are working to reduce barriers to participation in our processes and exploring new ways to strengthen engagement.

Direct engagement with communities and Nations is essential to building strong relationships, and we are increasing our efforts in this area. This includes participating in Indigenous-led forums and conferences, as well as engaging directly with communities through one-on-one dialogue. We have also prioritized support for future generations through initiatives such as the OEB's Innovation Sandbox Challenge, which supports Indigenous-owned and led energy innovation, and the OEB Indigenous Scholarship, which aims to support future leaders.

Internally, we are building capacity through dedicated resources, ongoing education and increased cultural awareness. This work is led by the OEB's Indigenous Relations



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Group, with guidance from our Elder-in-Residence and external advisors, including a former Chief of an Ontario First Nation. The OEB will continue to explore opportunities to hire individuals from First Nation, Metis and Inuit communities.

Our participation in the Canadian Council for Indigenous Business's Partnership Accreditation in Indigenous Relations (PAIR) program reflects our commitment to continuous improvement and accountability. We view PAIR as an important framework to support our organization-wide initiatives aimed at strengthening reconciliation.

We recognize that reconciliation is an ongoing journey that requires intentional and meaningful leadership actions. The OEB is committed to listening, learning and working in partnership with Indigenous communities and Nations to build relationships that are enduring, respectful and contribute to better energy outcomes for Indigenous communities.

Sincerely,



Carolyn Calwell
Chief Executive Officer
Ontario Energy Board

