



Notice of Meeting
Meeting of the Membership #5-2026

Date: May 20, 2026
Time: 7:00 p.m. – 8:30 p.m.
Location: Administrative Centre, Wroxeter

Agenda

1. Call to Order
2. Declaration of Pecuniary Interest
3. Approval of Minutes: Membership Meeting #4-2026 held on April 15, 2026.
4. Presentations:
 - a) Coastal Resilience Strategy Update: Patrick Huber Kidby, Planning & Regulations Supervisor
5. Business Requiring Direction and or Decision:
 - a) Appointment of Representatives to the Lake Huron Regional Conservation Authority Transition Committee: Report #28-2026
 - b) Discussion re: Structure of the Lake Huron Regional Conservation Authority & Guiding Principles for Transition Plan: Report #29-2026
 - c) Minister's Directive to Conservation Authorities: Report #30-2026
 - d) Appointment of Provincial Offences Officers: Report #31-2026
6. Consent Agenda:
 - a. Revenue/Expenditure Report for April: Report #32-2026
7. Chair and Members Reports
8. Closed Session: Property Matter
9. Adjournment – Next Meeting Date, Wednesday, June 17th, 2026, at 7:00pm at the Administration Centre in Wroxeter.

Membership Meeting #4-2026

April 15, 2026

Members Present: Ed McGugan, Alvin McLellan, Megan Gibson, Matt Duncan, Anita Van Hittersum, Evan Hickey, Ed Podniewicz, Vanessa McMillan, Alison Lobb, Sharen Zinn

Members Absent: Andrew Fournier

Staff Present: Phil Beard, General Manager-Secretary-Treasurer
Jayne Thompson, Communications Coordinator
Stewart Lockie, Conservation Areas Services Coordinator
Donna Clarkson, Source Water Protection Specialist
Jeff Winzenried, Flood Forecasting Supervisor
Michelle Quipp, Executive Assistant

Others Present: Cory Bilyea, Midwestern News Media
Janet Stavinga, Watershed Conservation Coalition

1. Call to Order

Chair Ed McGugan, welcome everyone and called the meeting to order at 7:00pm.

2. Declaration of Pecuniary Interest

There were no pecuniary interests at this time.

3. Minutes

Motion FA #41-26

Moved by: Alvin McLellan

Seconded by: Alison Lobb

THAT the minutes from the General Membership Meeting #3-2026 held on March 18, 2026, be approved.
(carried)

4. Presentations

- a) Janet Stavinga, Watershed Conservation Coalition

Janet Stavinga shared key issues identified by the Watershed Conservation Coalition related to the proposed consolidation of Ontario's conservation authorities.

- b) Jeff Winzenreid, Flood Forecasting Supervisor: March Flood Event

Jeff Winzenreid made a presentation about a flood event that effected the Lucknow.

5. Business Out of the Minutes

- a) Draft Response to Consolidation of Conservation Authorities: Report #21-2026

Report #21-2026 was presented and the following motion was made:

Motion FA #42-26

Moved by: Megan Gibson

Seconded by: Evan Hickley

THAT Report #21-2026 be accepted, as presented, with the additions identified by the members relating to need to consider future generations and concerns with representation by population.
(carried)

6. Business Requiring Direction and/or Decision:

- a) Proposed Legislative Changes: Conservation Authorities Act: Report #22-2026

Report #22-2026 was presented and the following motion was made:

Motion FA #43-26

Moved by: Alison Lobb

Seconded by: Evan Hickey

THAT Report #22-2026 be accepted.
(carried)

- b) Government Relations Strategy for 2026: Report #23-2026

Report #23-2026 was presented and the following motion was made:

Motion FA #44-26

Moved by: Alison Lobb

Seconded by: Anita van Hittersum

THAT staff prepare a newsletter outlining 2026 activities and a separate newsletter regarding the amalgamation of conservation authorities, following the release of the regulations, for distribution to member municipalities and counties.
(carried)

c) Information/Education Topics for 2026: Report #24-2026

Report #24-2026 was presented and the following motion was made:

Motion FA #45-26

Moved by: Matt Duncan

Seconded by: Megan Gibson

THAT the education topics recommended within Report #24-2026 be approved.
(carried)

d) Planning for Last Members Meeting in October: Report #25-2026

Report #25-2026 was presented and the following motion was made:

Motion FA #46-26

Moved by: Evan Hickey

Seconded by: Alvin McLellan

THAT a daytime social with members, past members and staff will begin at 4pm on October 21, 2026 at Wroxeter Hall;
AND THAT following a short break, members will reconvene to MVCA Administration Centre at 7pm.
(carried)

e) Review of Proposals: Outdoor Pavilion-Wawanosh Valley: Report #26-2026

Report #26-2026 was presented and the following motion was made:

Motion FA #47-26

Moved by: Anita van Hittersum

Seconded by: Matt Duncan

THAT the Members award RFP MC#26-01-CA to Domm Construction Ltd. for the price of \$155,606.00 plus HST.
(carried)

7. Consent Agenda

The following items were circulated to the Members for their information:

- a) Revenue/Expenditure Report for March: Report #27-2026
- b) Correspondence: Letter from Grey Sauble Conservation Authority

Motion FA #48-26

Moved by: Megan Gibson

Seconded by: Alison Lobb

THAT Report #27-2026 along with the respective motions as outlined in those reports be approved.
(carried)

8. Chair and Member Reports

The Chair and Members did not have any reports .

9. Closed Session: Property Matter

Motion FA #49-26

Moved by: Anita van Hittersum

Seconded by: Alvin McLellan

THAT the meeting be moved into a closed session at 8:58pm.

(carried)

Motion FA #50-26

Moved by: Anita van Hittersum

Seconded by: Alison Lobb

THAT the meeting be moved into an open session at 9:32pm.

(carried)

10. Adjournment

Next Meeting Date, Wednesday, May 20, 2026, at 7:00pm at the Administration Centre in Wroxeter.

Motion FA 51#-26

Moved by: Alison Lobb

Seconded by: Megan Gibson

THAT the Members Meeting be adjourned at 9:32 pm.

(carried)

Ed McGugan
Chair

Phil Beard
General Manager / Secretary-Treasurer

Members Report #28-2026

TO: Members, Maitland Valley Conservation Authority
FROM: Phil Beard, General Manager Secretary Treasurer
DATE: May 13, 2026

SUBJECT: Appointments to Transition Team:
Lake Huron Regional Conservation Authority

Purpose:

To appoint two representatives to the Transition Team for the Lake Huron Regional Conservation Authority.

Background:

On May 12, 2026, MVCA received an email from the Chief Executive Conservation Officer requesting all conservation authorities to make their appointments to their respective Transition Team.

Appointments:

The CECO is recommending that each conservation authority appoint the current CAO or General Manager, and one board member.

The deadline to make appointments is June 30, 2026.

A board resolution is required to make these appointments

Transition Committees will start meeting in July and complete the Transition Plan by February 1, 2027.

The Ontario Provincial Conservation Agency has retained Ernst & Young to develop the playbook that the Transition Committees will use to develop their transition plan. Staff from Ernst and Young have provided a list of information that they need from each conservation authority by June 12th. See attached outline.

Staff from Ernst and Young are planning to meet with each conservation authority to obtain additional information prior to June 12th. These meetings will take place virtually and are

scheduled for one hour. We can request that a longer meeting be held if we think it is necessary.

The information gathered from all of the conservation authorities will be used to develop an outline for the playbook that the transition committees will use to develop the transition plan for each Regional Conservation Authority.

Staff from Ernst and Young said that each transition committee can customize their transition plan to meet the needs of the regional conservation authority.

The reality is that these interviews will be used to develop the playbook, so it is in each conservation authority's interest to ensure that their ideas are included in these interviews. Staff would recommend that Chair participate in the interview with senior staff.

Recommendations:

That MVCA appoint Phil Beard, General Manager Secretary Treasurer and Ed McGugan, Chair, Maitland Conservation to the transition committee for the Lake Huron Regional Conservation Authority.

That MVCA's Chair attend the interview session with Ernst & Young.



Ontario Provincial Conservation Agency (OPCA) Data Collection Template

Conservation Authority	<i>Insert Conservation Authority Name</i>
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Please follow the guidance below when completing the templates:

- 1) **Share any additional sub-category context.** Where available, please provide additional details to help clarify the sub-category for your Conservation Authority.
- 2) **No new materials are required. The intent is not to create new documentation, but to share existing documents.** If certain information is not available or unknown, leave the field blank.
- 3) **Update the document names.** Apply correct naming convention by updating existing documents with the correct file names.
- 4) **Provide the most up-to-date information available.** Please share most recent version of the document (where applicable).
- 5) **Use stakeholder interviews to ask clarifying questions and offer additional context.** The information collected will be reviewed alongside the interview insights.

Each leader will receive their individual CA's current state overview once this exercise is completed.

Governance and Organizational Structure: Understanding your governance and organizational structure shows who makes decisions, who is responsible, and how your Conservation Authority (CA) manages governance risk.

Sub-category	Purpose of understanding this Sub-category	Do you have any materials that can help us understand the purpose of the sub-categories? (Uploaded to SharePoint or link provided)	Do you have any further context or explanation you would like to provide?
Core Governance	To understand how decisions are made within the CA, including: <ul style="list-style-type: none"> The responsibilities and structure of the CA, including the Board, Leadership team, and Departments (if relevant). The rules for decision-making activities for procurement, financial, asset management, and human resources. 	<i>Example materials may include but are not limited to: Governance chart, Corporate policies (i.e., codes of conduct, procurement policy/rules, financial policies).</i>	
Governance Controls	To understand controls and risk management of the CA operations, including: <ul style="list-style-type: none"> How your Board meetings are conducted and managed. How risk is managed and responded to. 	<i>Example materials may include but are not limited to: Board and CAO roles, mandates, meeting minutes, Enterprise Risk Management (ERM) charts, risk reports.</i>	
Organizational Design	To understand the CA's structure and roles, including: <ul style="list-style-type: none"> The CA's organizational structure. Key roles and responsibilities for CA leaders. 	<i>Example materials may include but are not limited to: Organizational chart showing Departments, leadership roles and descriptions.</i>	

Financial Performance and Procedures: Understanding your financial performance and procedures shows the Conservation Authority's (CA) financial sustainability and monitoring processes.			
Sub-category	Purpose of understanding this Sub-category	Do you have any materials that can help us understand the purpose of the sub-categories? (Uploaded to SharePoint or link provided)	Do you have any further context or explanation you would like to provide?
Core Financials	To understand the Conservation Authority's current state finances and performance, including: <ul style="list-style-type: none"> • The changes in finances year-over-year. • Where funds come from, what the costs are, and liabilities. 	<i>Example materials may include but are not limited to: Multi-year audited financial statements (2023-2025), financial planning documents (2023-2025), list of liabilities and descriptions, financial planning documents.</i>	
Financial Controls and Risk	To understand the rules for handling funds and how risk is managed within the CA, including: <ul style="list-style-type: none"> • Key financial risks, including relevant ongoing litigations. • How you control funds and how audit findings are managed and addressed. 	<i>Example materials may include but are not limited to: Financial controls/rules, list and summary of active litigations, internal audit reports.</i>	

Workforce and Human Resources: Understanding your workforce and human resources shows your Conservation Authority's (CA) staffing makeup and employee policies.			
Sub-category	Purpose of understanding this Sub-category	Do you have any materials that can help us understand the purpose of the sub-categories? (Uploaded to SharePoint or link provided)	Do you have any further context or explanation you would like to provide?
Workforce Profile & Planning	To understand the Conservation Authority's workforce and future staffing needs, including: <ul style="list-style-type: none"> Staffing makeup within the CA, including hiring and departures. How the CA approaches workforce planning. 	<i>Example materials may include but are not limited to: Number of Full-time and Part-time FTEs including departures/hiring (2023-2025), plans for future hiring and future skills needed.</i>	
HR Policies and Programs	To understand the people-management practices within the CA, including: <ul style="list-style-type: none"> Guidelines and programs around how employees are hired and managed. How employee performance is reviewed and documented. The CA's culture and how employee concerns are managed. 	<i>Example materials may include but are not limited to: HR policies (e.g., hiring, learning, DE&I), employee performance review templates, training materials, Collective Bargaining Agreements, staff surveys results.</i>	

Operational Processes: Understanding your operational processes shows how your Conservation Authority (CA) functions day-to-day and how the range of performance measurement and processes.

Sub-category	Purpose of understanding this Sub-category	Do you have any materials that can help us understand the purpose of the sub-categories? (Uploaded to SharePoint or link provided)	Do you have any further context or explanation you would like to provide?
Operational Processes and Policies	To understand the CA's day-to-day service activities and rules, including: <ul style="list-style-type: none"> • The CA's programs and partnerships. • How services and operations are developed and documented. • The rules around the delivery of services. 	<i>Example materials may include but are not limited to: instructions or rules on how to deliver core CA services, list and summary of conservation programs and partnerships (2023 – 2025).</i>	
Performance and Effectiveness	To understand how the CA evaluates the performance of service delivery, including: <ul style="list-style-type: none"> • How services delivered within the CA's scope are reviewed and assessed. • Service delivery standards between CAs and key stakeholders. 	<i>Example materials may include but are not limited to: Conservation service Key Performance Indicators (KPIs) and performance guidelines, Service Level Agreements (SLAs) between CAs and municipalities, the Province and other stakeholders (2023-2025).</i>	

Systems and Supporting Technology: Understanding your systems and supporting shows how technology helps your Conservation Authority (CA) deliver key services.

Sub-category	Purpose of understanding this Sub-category	Do you have any materials that can help us understand the purpose of the sub-categories? (Uploaded to SharePoint or link provided)	Do you have any further context or explanation you would like to provide?
IT Application Landscape	To understand the systems and technology used within the Conservation Authority, including: <ul style="list-style-type: none"> • Which applications, exist within the CA. • How the systems and technology support CA operations. • Existing plans to invest in new systems and/or improve technology to support operations. 	<i>Example materials may include but are not limited to: Overview of existing systems and supporting technology (i.e., GIS), contracts/Service Level Agreements (SLAs) with IT vendors, plans for technology investment/improvements.</i>	
Technology Controls	To understand how the Conservation Authority maintains the security of their systems and technology, including: <ul style="list-style-type: none"> • How system access is controlled. • How IT security is overseen/managed. 	<i>Example materials may include but are not limited to: IT access and security documents.</i>	

Asset and Infrastructure Inventory: Understanding your systems and supporting shows how technology helps your Conservation Authority (CA) deliver key services.

Sub-category	Purpose of understanding this Sub-category	Do you have any materials that can help us understand the purpose of the sub-categories? (Uploaded to SharePoint or link provided)	Do you have any further context or explanation you would like to provide?
Capital Asset Registry	To understand the CA's physical assets, including: <ul style="list-style-type: none"> The types of physical assets owned by the CA. The state of good repair/condition of the assets. 	<i>Example materials may include but are not limited to: Inventory and maintenance log of the CA's assets (e.g., facilities, fleet and equipment) and maintenance (2023 – 2025).</i>	
Risk, Compliance & Safety	To understand how the CA manages risks, including: <ul style="list-style-type: none"> How the CA identifies and manages infrastructure-related risks. The CA's infrastructure-related compliance requirements. 	<i>Example materials may include but are not limited to: Health, Safety, and Environmental (HSE) processes and reports (2023 – 2025), infrastructure-related compliance documents (2023 – 2025), asset management plan.</i>	

Members Report #29-2026

TO: Members, Maitland Conservation
FROM: Phil Beard, General Manager Secretary Treasurer
DATE: May 13, 2026

SUBJECT: Development of Guiding Principles and Possible Framework for the Lake Huron Regional Conservation Authority

Purpose:

To identify some guiding principles to discuss with the Transition Committee for the Lake Huron Regional Conservation Authority
To identify a possible framework for the Lake Huron Regional Conservation Authority to discuss with the Transition Committee

Background:

The Province is proceeding with the amalgamation of conservation authorities. Transition Committees are being established for each Regional Conservation Authority.

Each Transition Committee will be provided with a playbook to use to develop a transition plan for designing the new Regional Conservation Authority.

It would be beneficial for the Transition Committee to develop some guiding principles that each conservation authority can agree upon.

There is also a need to agree upon a framework for the design of the Region based upon the outcomes that each conservation authorities thinks are important.

Guiding Principles for Discussion:

Staff have identified some ideas for guiding principles for the Members to consider. Please identify any additional principles that you think need to be added.

1. Any Increased costs associated with amalgamation are to be covered by the Province not conservation authorities or municipalities. This amalgamation is being legislated by the Province not conservation authorities.
2. Focus on putting any savings towards resources for front line services in each former conservation authority. The Province has stated that there will be savings from amalgamation and

that no jobs will be lost. They have stated that savings will be put into improving staffing for conservation authority services and programs.

3. The funding contributed by municipalities, community groups, Foundations etc. within the area of jurisdiction of the former conservation authorities is to stay in the watersheds to pay for programs, services and projects.

The conservation authorities who are part of the Eastern Lake Erie Regional Conservation Authority are also in the process of developing guiding principles. Here are the principles that they have identified to date:

High level Principles Developed by the GRCA, KCCA, CCCA, LPRCA.

1. Commitment to Workforce Stability and Talent Retention
2. Service Excellence
3. Accountable and Transparent Governance
4. Fiscal Responsibility
5. Risk Management and Business Continuity

Possible Model for the Lake Huron Regional Conservation Authority:

Experience and research in watershed management over the past 75 years has revealed that in order for watershed programs to be effective they need to be:

1. Designed and implemented in the watershed
2. They need to be developed and implemented by the people in the watershed
3. They need to have knowledgeable, experienced staff who understand the people, communities and the health of the watersheds in which they work.

The most effective framework for the Region would be to design it as follows:

1. Centralize Administration, Finance and Governance only
2. Each former conservation authority would have its own watershed strategy
3. Watershed Advisory Committee to provide input on the services and programs needed
4. Watershed staff team led by a watershed manager
5. Watershed programs and services delivered by an interdisciplinary team of people
6. Watershed Budget for each former conservation authority
7. Retain each conservation authority office.

Attached is a summary of the factors that need to be considered when organizations are amalgamating. The ideal time and way to do this is before an amalgamation occurs, so that you can ensure that it will deliver the outcomes all parties are striving for.

Recommendations: To be developed at the meeting.

Factors to Consider in Amalgamations of Non-Profit Organizations:

Published by: Open Eye – September 11th 2025

The Ultimate Guide to Nonprofit Mergers: From Initial Inquiry to Integration

1. Mission alignment

- Do our missions, visions, and core values genuinely complement and strengthen each other, or would combining them require compromising what makes each organization unique?
- Will this merger amplify our shared impact and help us better serve our common purpose, or are we merging for other reasons that might dilute our effectiveness?
- Can we envision a unified path forward where both organizations' stakeholders would recognize and support the combined mission, without confusion about our joint objectives?

2. Complementary strengths

- What unique strengths, resources, or expertise does each organization bring that the other currently lacks?
- How can combining these different capabilities create a stronger, more comprehensive organization that neither could

3. Financial health

- Is each organization financially stable enough that the merger strengthens rather than burdens the combined entity?

4. Leadership & culture

- Are our leadership styles, management practices, and organizational cultures compatible enough to create a cohesive work environment?
- How compatible are our Boards/Trustees? Management/staff leadership?
- How receptive are we to giving up some degree of autonomy?

5. Risk assessment

- What are the key financial, operational, legal, and reputational risks of this merger, and how can we mitigate them?

6. Long-term strategy

- Do we share a unified vision for the merged organization's future goals, success metrics, and growth strategy?

7. Stakeholder support

- Do our key stakeholders, including board members, staff, donors, and beneficiaries, understand and support this merger?
- How have we made sharing feedback about the merger inviting and accessible to all stakeholder groups?
- What reservations have we heard (if any), and how does our plan address them?

Step 3: Due Diligence

- Once the governing bodies of both organizations have indicated their interest in a formal merger proposal, the due diligence period commences. This is an intense and expensive phase of the merger process, so engaging in this level of inquiry is delayed until it is apparent that it is more likely than not that a merger will be pursued.

- In the due diligence phase, attorneys and accountants conduct a legal and financial risk assessment. In legal due diligence, the parties examine each other's legal status and risk; in financial due diligence, the parties examine each other's financial position and risks, typically based on past audited financial reports.

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- The purpose of this phase is to identify any issues that could complicate the merger. The two entities offer a complete disclosure of assets, liabilities, and any potential

- legal concerns, reviewing all of the following for both organizations:

- a) Organizational bylaws and governance structures agreements

- b) List of all officers of the company and board members

- c) Copies of all board minutes (past five years)

- d) Tax documents, tax exemption letter, and unrelated business income

- e) Insurance documents

- f) Personnel documents - human resources policies, contractor agreements, vendor agreements, policies, list of consultants, compensation plan, etc.

- g) IT systems and data management
- h) Audited financial statement and management letters from past three years, all assets, all liabilities, all grant agreements
 - i) Capital real estate - leases, deeds, zoning permits
- j) Licenses, accreditations, and provider agreements
- k) statement of threatened or pending litigation, description of same, and outcomes for the last three years

Banking information

List of all regulatory bodies the organization may be subject to

Legal considerations that merging nonprofits must address include:

- Board approval: Nonprofits must obtain board of directors approval before proceeding with a merger to ensure alignment with organizational mission and stakeholder interests.
- Asset Transfer and Restrictions: Charitable assets must be transferred in compliance with donor restrictions and state laws, ensuring donated funds continue to serve their intended purposes after the merger.
- *Tax-Exempt Status: *The merged entity must maintain tax-exempt status by continuing to meet federal and state requirements, including IRS operational and organizational standards.

Importantly, the timeliness of and messaging to all stakeholder groups must be handled with great care. Staff, volunteers, donors, and funders need time to process what the merger could mean for their roles and futures. Organizational leadership should consult with service recipients, beneficiaries, community partners, and collaborators. All stakeholders have a desire for transparency and a need to be trusted players in the merger process. Initially, it is unlikely that all parties will have a willingness to embrace change on behalf of the mission; however, organizational leadership plays a vital role in overcoming resistance.

Members Report #30-2026

TO: Members, Maitland Conservation
FROM: Phil Beard, General Manager Secretary Treasurer
DATE: May 13, 2026

SUBJECT: Minister's Direction – Temporary Restrictions to Conservation Authority
Decisions and Actions

Purpose:

To review the restrictions on conservation authority decisions and actions.

Background:

On May 1, 2026 the Minister of Environment, Conservation and Parks sent a letter to all conservation authorities outlining the temporary restrictions on Conservation Authority decision making that have been put in place. These restrictions will remain in place until the Regional Conservation Authority is established.

The General Manager sent a copy of this letter to all Members and staff with supervisory and financial responsibilities.

Summary of Restrictions:

Commencing as of May 1st all conservation authorities are prohibited from making a decision to do any of the following unless the authority receives authorization from the chief executive officer of the Ontario Provincial Conservation Agency.

1. Administrative Bylaws: amendments to the bylaw, unless administrative in nature
2. Staffing:
 - a) terminating any employee in a senior leadership position
 - b) filling a vacancy in a senior leadership position
 - c) terminating the employee in a mandatory service
 - d) increasing the number of employees beyond what is included in the approved 2026 budget.

3. Organizational Structure: changing the organizational structure of the authority
4. Land Acquisition: acquiring or disposing of any lands
5. Acquiring or Providing a Service:
 - a) If the service exceeds two years
 - b) Or if the service exceeds the lesser of \$500,000 and 5% of the authorities operating expenses.

This does not include a decision to renew or extend an agreement that the authority has been providing prior to the Effective Date. This provision allows MVCA to sign an extension to its programs and services agreement.
6. Incurring a Capital Cost in connection with a Capital Project or purchasing, leasing or acquiring property where in the case of the lease the duration exceeds 2 years or the total amount would exceed the lesser of \$500,000 or 5% of the authority's operating budget.

The directive doesn't apply if the cost was included in the authority's approved 2026 budget and the amount is within the budgeted amount.
7. Selling, leasing or disposing of personal property where:
 - a) The lease exceeds 2 years or
 - b) The total amount would exceed \$500,000 and 5% of the authorities tangible capital assets.

Exceptions:

The restrictions do not apply to a decision of an authority that is made to alleviate an immediate danger to human life, health of any persons or to property. The authority is still required to notify the OPCA within three days of making the decision.

Authorization from the OPCA:

The letter outlines the information that is required to be submitted to the OPCA when the authority is applying for permission to undertake an activity prohibited by the Minister's Direction.

Ministry of the Environment,
Conservation and Parks

Ministère de l'Environnement,
de la Protection de la nature et des
Parcs



Office of the Minister

Bureau du ministre

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357-2026-1281

May 1, 2026

TO: Conservation Authorities Chairs, GMs/CAOs, and municipalities

SUBJECT: Minister's direction under section 1.14 of the *Conservation Authorities Act*
(re: temporary restrictions)

I am writing with regards to the transition of Ontario's conservation authority system to a consolidated regional model. The *Plan to Protect Ontario Act* (Budget Measures), 2026 received Royal Assent on April 24, 2026 and pursuant to my authority under section 1.14 of the *Conservation Authorities Act* (CAA), I am issuing a direction to conservation authorities – please see attached to this letter as Attachment A (the "Direction").

The intention of this Direction, which is effective from May 1, 2026 to the transition date under the CAA (i.e., February 1, 2027 or such later date as may be prescribed by the regulations), is to apply temporary restrictions on significant financial, asset or employment decisions to mitigate risk and ensure a stable transition to the new regional structure.

This Direction applies to certain conservation authority decisions related to: governance, organizational or staffing changes; the acquisition and disposition of lands; significant capital transactions; and the provision or acquisition of goods or services. For the decisions specified in this Direction, conservation authorities will be required to seek authorization from the chief executive officer of the Ontario Provincial Conservation Agency (or the Chief Conservation Executive of the Ministry of the Environment, Conservation and Parks if the chief executive officer has not yet been appointed), before the authority can make the decision. This Direction applies to all current conservation authorities, as listed in Appendix A to the attachment. Further guidance on the process to obtain authorization is set out in Appendix B to the attachment. The CAA provides that if an authority makes a decision in contravention of a direction issued under clause 1.14 (1) (a), the authority's decision has no effect and any agreement that the authority enters into that is in contravention of the direction is void.

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These measures are not intended to interfere with the regular day-to-day business and operations of conservation authorities. If you are contemplating whether or not this Direction applies to a conservation authority decision under consideration, if you have any questions regarding this Direction, or if you are looking to request authorization for a conservation authority decision that may be covered under this Direction, please contact the Chief Conservation Executive at CCEO@ontario.ca and copy the Conservation Authorities Section at the Ministry of the Environment, Conservation and Parks at ca.office@ontario.ca.

Continuity for communities is a core principle of this transition. These time-limited measures are intended to ensure there aren't any service disruptions during transition and to ensure that the transition to consolidation is smooth and successful with minimal disruptions to conservation authorities' governance, programs and services. Thank you for your continued leadership and collaboration as we work to improve the conservation authority system in Ontario.

Sincerely,

A handwritten signature in blue ink, appearing to read "Todd McCarthy", with a long, sweeping underline.

Todd McCarthy
Minister of the Environment, Conservation and Parks

Enclosures

c: The Honorable Rob Flack, Minister of Municipal Affairs and Housing

Attachment A

Minister's Direction Issued Pursuant to Section 1.14 of the *Conservation Authorities Act* (this "Direction")

Section 1.14 of the Conservation Authorities Act provides the Minister of the Environment, Conservation and Parks with the authority to issue a direction to a conservation authority in relation to various matters for the purpose of facilitating the transition to a regional watershed-based framework for conservation authorities. The types of directions that can be issued by the Minister are set out in clauses 1.14 (1) (a) to (d):

- (a) prohibiting the authority from making a decision in relation to its exercise of any of its powers under this Act or any other Act in the circumstances specified in the direction and subject to any specified conditions;
- (b) requiring the authority to give notice, in accordance with the direction, of a decision that it has made;
- (c) requiring the authority to send notices under subsection 25 (2), 27 (3) or 27.2 (3) by the date specified in the direction;
- (d) governing budgetary and apportionment matters relating to the authority that are otherwise addressed in a regulation made under clause 40 (1) (c), (e) or (f) or clause 40 (3) (k).

Section 1.14 further provides that an authority that receives such a direction shall comply with the direction within the time specified in the direction.

If an authority makes decision in contravention of a direction issued under clause 1.14 (1) (a), the authority's decision has no effect and any agreement that the authority enters into that is in contravention of the direction is void.

Pursuant to the authority of the Minister of the Environment, Conservation and Parks under clauses 1.14 (1) (a) and (b), the conservation authorities set out under Appendix "A" to this Direction (the "**authorities**" or each, an "**authority**") are hereby directed as follows:

Decisions prohibited unless authorization obtained (direction issued under clause 1.14 (1) (a))

1. Commencing on the Effective Date and until the transition date, an authority is prohibited from making a decision to do any of the following unless the authority obtains written authorization from the chief executive officer of the Ontario Provincial Conservation Agency ("OPCA CEO") in accordance with the conditions set out in paragraph 4:

- i. Amending an authority's by-laws made under section 19.1 of the CAA, unless the amendment is administrative in nature and does not affect the substance or legal effect of the by-law (e.g. updating references, dates, and terminology; name or title changes; and making obvious corrections where the intended meaning is clear).
- ii. Any of the following related to employment:
 - a. Terminating the employment of a permanent or temporary employee who serves in a senior leadership position, including the authority's chief administrative officer or general manager, its secretary treasurer, and any departmental directors if applicable.
 - b. Filling a vacancy for (i.e. temporarily or permanently) or making any changes to the terms and conditions of employment for any senior leadership position as referred to in sub-subparagraph a.
 - c. Terminating the employment of any employee who serves in a leadership position related to or who are essential to the provision of the following mandatory programs and services described in the following provisions of O. Reg. 686/21 made under the CAA: flood forecasting and warning (section 2), ice management (section 4), infrastructure (section 5), plan reviews (sections 6 and 7) and the administration and enforcement of Parts VI and VII of the CAA (section 8).
 - d. Increasing the total number of employees of the authority unless the increase was already included in the authority's approved final budget for the 2026 calendar year.
- iii. Changing the organizational structure of the employees of the authority, including creating, merging, or eliminating departments.
- iv. Acquiring, by purchase, lease or otherwise, any land or to sell, lease or otherwise dispose of any land owned by the authority.
- v. Acquiring services from a person or body where:
 - a. the duration of the provision of the service exceeds 2 years in length,
or
 - b. the total cost of the service exceeds the lesser of \$500,000 and 5% of the authority's operating expenses, as reported in the authority's most recent audited financial statement.

This does not include a decision to renew or extend an agreement for a service that a person or body was providing to the authority prior to the Effective Date.

- vi. Providing a service to a person or body where:
 - a. the duration of the provision of the service exceeds 2 years in length,
or
 - b. the total amount to be charged for the service exceeds the lesser of \$500,000 and 5% of the authority's revenues, as reported in the authority's most recent audited financial statement.

This does not include a decision to, renew or extend an agreement for a service that the authority was providing to the person or body prior to the Effective Date.

- vii. Incurring a capital cost in connection with a project or purchasing, leasing or otherwise acquiring personal property, including materials, equipment and vehicles, where:
 - a. in the case of a lease, the duration of the term of the lease exceeds 2 years in length,
or
 - b. the total amount of the capital cost or purchase, lease or other acquisition would exceed the lesser of \$500,000 and 5% of the authority's tangible capital assets, as reported in the authority's most recent audited financial statement.

This direction does not apply if the capital cost or acquisition is contemplated for a particular program or service identified in the authority's approved final budget for the 2026 calendar year and the total capital cost or acquisition amount is within the budgeted amount for the program or service.

- viii. Selling, leasing, or otherwise disposing of or dealing with personal property, including materials, equipment and vehicles, where:
 - a. in the case of the lease, the duration of the term of the lease exceeds 2 years in length,
or
 - b. the total amount of the lease or other disposition or dealing would exceed the lesser of \$500,000 and 5% of the authority's tangible capital assets, as reported in the authority's most recent audited financial statement.

- 2. Despite paragraph 1, sub-paragraphs 1. v to viii do not apply to a decision of an authority that is made for the purpose of alleviating an immediate danger to human life, the health of any persons, or to property.

3. For greater certainty, paragraph 1 does not apply to a decision of an authority to execute an agreement that has the effect of implementing a decision made by the authority before the Effective Date.
4. The following conditions must be satisfied before an authority is authorized to make a decision that is subject to paragraph 1:
 - i. The authority must request authorization from the OPCA CEO to make the decision, in accordance with paragraph 5 of this Direction.
 - ii. The authority must receive written authorization from the OPCA CEO to make the decision. If authorization for the request is granted only in part, the authority must ensure that its decision does not exceed the scope of the authorization.
5. For the purposes of paragraph 4, the authority must request authorization to make a decision that is subject to paragraph 1 by submitting the following information to the OPCA CEO:
 - i. A description of the decision that the authority is seeking authorization to make, including details of the proposed decision and why the proposed decision is a decision that is subject to paragraph 1.
 - ii. A resolution of the authority supporting the proposed decision.
 - iii. An explanation for why authorization should be granted, including any risks associated with deferring the proposed decision until after the transition date.
 - iv. Any information about relevant dates for the proposed decision, including any considerations around urgency or the time-sensitive nature of the proposed decision.
6. The authority must provide any additional information about the request to the OPCA CEO at the OPCA CEO's request.

**Notice of a decision that an authority has made to address an emergency
(direction issued under clause 1.14 (1) (b))**

7. Commencing on the Effective Date and until the transition date, where the authority makes a decision that is not subject to paragraph 1 by reason that the decision is made for the purpose of alleviating an immediate danger to human life, health, or property, the authority must give notice to OPCA CEO within 3 business days after making the decision.
8. The notice mentioned in paragraph 7 must describe the decision that was made and explain how the decision that was made for the purpose of alleviating an immediate danger to human life, the health of any persons, or to property.

General

9. In this Direction, a reference to the OPCA CEO means the Chief Conservation Executive of the Ministry of the Environment, Conservation and Parks, if a chief executive officer of OPCA has not yet been appointed.
10. In this Direction, a reference to an authority's approved final budget for the 2026 calendar year means the authority's final budget for the 2026 calendar year that was approved prior to the Effective Date. For greater certainty, if an authority has not yet approved its final budget for the 2026 calendar year prior to the Effective Date, the authority does not have an approved final budget for the 2026 calendar year for the purposes of this Direction.
11. The authority must ensure that any employee of the authority who is responsible for or involved in making a decision that is subject to this Direction is made aware of this Direction, and the authority must require these employees to take all steps necessary to ensure the authority complies with this Direction.
12. This Direction applies to the conservation authorities listed in Appendix "A" to this Direction.
13. For greater certainty, this Direction also applies to the conservation authorities listed in Appendix "A" to this Direction when such conservation authorities are meeting as a source protection authority under the *Clean Water Act, 2006*.
14. This Direction is effective from May 1, 2026 (the "**Effective Date**") to the transition date, within the meaning of the *Conservation Authorities Act* (i.e., February 1, 2027 or such later date as may be prescribed by the regulations).
15. This Direction may be amended in writing from time to time at the sole discretion of the Minister.



Todd McCarthy
Minister of the Environment, Conservation and Parks
May 1, 2026

Appendix A

LIST OF CONSERVATION AUTHORITIES TO WHICH THE DIRECTION APPLIES

Ausable Bayfield CA	Lower Trent Region CA
Cataraqui Region CA	Maitland Valley CA
Catfish Creek CA	Mattagami Region CA
Central Lake Ontario CA	Mississippi Valley CA
Credit Valley CA	Niagara Peninsula CA
Crowe Valley CA	Nickel District CA
Essex Region CA	North Bay-Mattawa CA
Ganaraska Region CA	Nottawasaga Valley CA
Grand River CA	Otonabee Region CA
Grey Sauble CA	Quinte Region CA
Halton Region CA	Raisin Region CA
Hamilton Region CA	Rideau Valley CA
Kawartha Region CA	Saugeen Valley CA
Kettle Creek CA	Sault Ste. Marie Region CA
Lake Simcoe Region CA	South Nation River CA
Lakehead Region CA	St. Clair Region CA
Long Point Region CA	Toronto and Region CA
Lower Thames Valley CA	Upper Thames River CA

Appendix B

GUIDANCE DOCUMENT FOR THE MINISTER'S DIRECTION ISSUED UNDER SECTION 1.14 OF THE CAA

The following sets out additional information and guidance for authorities in relation to the Minister's Direction issued May 1, 2026 under s. 1.14 of the CAA.

The ministry strongly encourages conservation authorities to contact the Ontario Provincial Conservation Agency (OPCA) at CCEO@ontario.ca if an authority is uncertain about the scope, application or requirements of this direction. OPCA can help clarify whether a proposed decision is subject to this Direction and how the authority can ensure it complies with this Direction.

As paragraph 11 of the Direction provides, if any decisions covered by the Direction are made by employees of the authority, the authority has the obligation to ensure that their employees are aware of this Direction and that the authority seeks prior authorization in accordance with the Direction before the decision is made.

The CAA provides that, if an authority makes a decision in contravention of a direction issued under clause 1.14 (1) (a), the authority's decision has no effect and any agreement that the authority enters into that is in contravention of the direction is void.

Request and OPCA CEO Decision Process

Making a Request

After a conservation authority determines that a proposed decision requires authorization from the OPCA CEO, the authority may make a request for authorization via email to CCEO@ontario.ca containing the following required information:

- A description of the decision that the authority is seeking authorization to make, including details of the proposed decision and why the proposed decision is a decision that is subject to paragraph 1 of the Direction.
- A resolution of the authority supporting the proposed decision.
- An explanation for why authorization should be granted, including any risks associated with deferring the proposed decision until after the transition date.
- Any information about relevant dates for the proposed decision, including any considerations around urgency or the time-sensitive nature of the proposed decision.

Any notices of decisions required to be given to OPCA CEO under paragraph 7 of the Direction should also be sent via email to CCEO@ontario.ca.

Confirmation of Receipt

Once the OPCA (or Office of the Chief Conservation Executive (OCCE) if the OPCA CEO has not yet been appointed), receives a request from the authority that includes the required information, the authority will be notified by OPCA that the request has been received and the timeline for a decision. The OPCA will also inform the Ministry's Conservation Authorities Section (CAS) (via ca.office@ontario.ca) that a request for written authorization has been received. In addition, if the authority provides notice under paragraph 7 of the Direction of a decision made for the purpose of alleviating an immediate danger to human life, health, or property, the OPCA will inform the CAS.

If, upon review by the OPCA CEO, it is determined that a decision is not subject to the requirement for prior written authorization, the authority will be notified as soon as possible that the decision is not subject to this Direction.

Consideration of Request

The OPCA CEO will endeavour to make a decision on the request in a timely manner and not more than 30 calendar days from the day of receiving the request that is accompanied with the required information. Where the complexity of the request or the need for additional information necessitates, written notice will be provided to the authority by the OPCA of any additional time needed to issue a decision.

The OPCA CEO may consult on an authority's request with the relevant transition committee and project executive that has been appointed by OPCA for that authority. . The OPCA CEO may also require the authority to provide additional information if needed to support their consideration of the request.

Decision

The OPCA CEO may make the following types of decisions on a request for written authorization:

- Grant authorization to the authority to proceed with making the decision that was the subject of the request, in whole or in part (i.e., authorize the authority to proceed in a more limited manner than what was requested).
- Deny authorization, including in circumstances where, in the opinion of the OPCA CEO, the decision would not be in the best interest of the future regional conservation authority, or it would be more appropriate to defer the decision to the future regional conservation authority.

The decision of the OPCA CEO on the request will be given in writing to the authority and will include a rationale for the decision if the decision is to deny authorization or only grant authorization in part. The Ministry's CAS will also be notified of the OPCA CEO's decision.

Where an authority's proposed decision is authorized by the OPCA CEO, or where the proposed decision has been authorized but only in part, this in no way compels the authority to proceed with the decision. In all cases, the authority retains the sole power to determine whether to proceed with any decision that has been authorized by the OPCA CEO.

Reconsideration

There is no process for reconsideration of an OPCA CEO decision on a request for authorization under the Direction.

An authority whose request for authorization is denied or granted only in part may request authorization again in accordance with the Direction at a later date if the circumstances have changed and the authority believes that these changes in circumstances would support the granting of authorization.

Members Report #31-26

TO: Members, Maitland Valley Conservation Authority
FROM:J Jason Moir, Park Superintendent; Patrick Huber-Kidby, Supervisor of
Planning & Regulations
DATE: May 6, 2026
SUBJECT: Appointment of Provincial Offences Officers and Park Patrol Officers

PURPOSE:

The purpose of this report is to appoint staff under Section 30.1 of *Conservation Authorities Act*. Staff appointed under Section 30.1 are designated as provincial officers as a class designation by the Minister of Natural Resources. And to appoint staff members that will carry out regulation compliance monitoring pursuant to Section 29 (1) of the *Conservation Authority Act*.

BACKGROUND:

For the purpose of enforcing the Conservation Area Regulations with respect to land and other property owned by authorities pursuant to Section 29 (1) and Regulation of areas over which the Authority has jurisdiction pursuant to Section 28 (1) of the *Conservation Authority Act*, staff must be appointed under Section 30.1 of *Conservation Authorities Act*.

For Conservation Areas and particularly to Falls Reserve Conservation Area, this appointment pertains to Ontario Regulation 688/21 - Rules of Conduct in Conservation Areas made under the *Conservation Authorities Act* and to section 29 of the *Conservation Authorities Act* – as well as the *Trespass to Property Act* – Regulations of areas with respect to land and other property owned by the Authority (MVCA).

Those staff members with Conservation Ontario Level 1 Compliance Training and Certificate and will be responsible for carrying out the duties of enforcement activities that pertain to Ontario Regulation 688/21 - Rules of Conduct in Conservation Areas made under the *Conservation Authorities Act* and to section 29 of the *Conservation Authorities Act* – as well as the *Trespass to Property Act*.

Include: Drew Goff – Park Maintenance Technician/ Patrol

Those Staff Members that have received prior Provincial Offences Officers designation by the MVCA Members under section 30.1 of *Conservation Authorities Act* and that currently remain as Provincial Offences Officers responsible for carrying out duties of enforcement

activities under Section 29 of the *Conservation Authorities Act* – as well as the *Trespass to Property Act*.

Include: Jason Moir – Park Superintendent/ Provincial Offences Officer
Barry Skinn – Assistant Superintendent/ Provincial Offences Officer

Those staff members who have received onsite training of the Conservation Area Regulations and particularly to Falls Reserve Conservation Area and will be responsible for carrying out the duties of monitoring compliance activities that pertain to Ontario Regulation 688/21 - Rules of Conduct in Conservation Areas made under the *Conservation Authorities Act* and to section 29 of the *Conservation Authorities Act* – as well as the *Trespass to Property Act*.

Include: Olivia Decker – Park Attendant Maintenance/ Patrol
Anneka Decker – Maintenance Worker/ Patrol

For Planning & Regulations this appointment pertains to Ontario Regulation 41/24 made under the *Conservation Authorities Act* and to Section 28 of the *Conservation Authorities Act* – Regulation of areas over which the Authority has jurisdiction (i.e. wetlands, shorelines, floodplains, watercourses, and other areas of natural hazard).

Those staff members with Conservation Ontario Level 1 Compliance Training and Certificate will be responsible for carrying out the duties of enforcement activities that pertain to Ontario Regulation 41/24 made under the *Conservation Authorities Act* and to Section 28 of the *Conservation Authorities Act*.

Include: Manuela De Medieros – Environmental Planner / Regulations Officer

RECOMMENDATION:

THAT the following staff members be appointed as Provincial Offences Officers for the purposes of carrying out the enforcement activities pursuant to Ontario Regulation 688/21 - Rules of Conduct in Conservation Areas made under the *Conservation Authorities Act* and to Section 29 of the *Conservation Authorities Act* as well as the *Trespass to Property Act*.

Jason Moir – Park Superintendent/ Provincial Offences Officer
Barry Skinn – Assistant Superintendent/ Provincial Offences Officer
Drew Goff – Park Maintenance Technician/ Provincial Offences Officer

AND THAT the following staff member be appointed as Provincial Offences Officer for the purposes of carrying out the enforcement activities pursuant to Ontario Regulation 41/24 made under the *Conservation Authorities Act* and to Section 28 of the *Conservation Authorities Act*

Manuela De Medieros – Environmental Planner / Provincial Offences Officer

AND THAT the following staff members be appointed as Park Patrol Officers for the purposes of carrying out monitoring compliance activities pursuant to Ontario Regulation 688/21 - Rules of Conduct in Conservation Areas made under the *Conservation Authorities Act* and to Section 29 of the *Conservation Authorities Act* as well as the *Trespass to Property Act*.

Olivia Decker – Park Attendant Maintenance/ Patrol

Anneka Decker – Maintenance Worker/ Patrol

Member's Report #32/26

To: Member's, Maitland Valley Conservation Authority
From: Danielle Livingston, Administrative and Financial Services Coordinator
Date: May 13, 2026

Subject: Corporate Services - Accounts Paid and Received for:
April 2026

Recommendation

That the financial report be accepted as presented for the month of April 2026 ;
and that accounts outlined in the appendix to this report be approved.

Financial Summary Report Ending	April 2026
Revenue Invoiced	\$283,372.17
Accounts Paid	\$486,919.30

Financial Status at Month Ending	April 2026
Bank Loans Outstanding	\$0.00
Bank Balance at Month End	\$3,407,124.87
Total	\$3,407,124.87

**Maitland Valley Conservation Authority
Accounts Receivable as of April 30, 2026**

Operating Budget Revenue

Corporate

Corporate Services sale office support/rent office equipment	\$ 958.15
Drinking Water Source Protection rent/overhead	\$ 240.00
bank interest	\$ 2,409.37
Huron Clean Water Project administration	\$ 497.41
	\$ 4,104.93

Source Water Protection ABCA funding	\$ 1,646.27
	\$ 1,646.27

Communications sales and donations	\$ 962.05
	\$ 962.05

Total Corporate Services \$ 6,713.25

Flood Safety

Planning/Regulations planning application fees	\$ 4,415.00
property advisory fees	\$ 270.00
solictor inquiries	\$ 1,240.00
CWMS/watercourse regulations	\$ 820.00
regulation applications	\$ 4,840.00
	\$ 11,585.00

Total Flood Safety Services \$ 11,585.00

Watershed Stewardship

Forestry site plan funding	\$ 8,530.00
	\$ 8,530.00

Total Watershed Stewardship Services \$ 8,530.00

Conservation Areas

FRCA camping and park admission	\$ 171,648.84
	\$ 171,648.84

MDO property revenue	\$ 500.00
	\$ 500.00

Motor Pool revenue	\$ 4,948.43
	\$ 4,948.43

Total Conservation Areas Operations \$ 177,097.27

Total Operating Budget Revenue \$ 203,925.52

Projects Budget Revenue

Watershed Stewardship

Middle Maitland donations

\$ 10,000.00
\$ 10,000.00

Huron County Clean Water funding

\$ 69,446.65
\$ 69,446.65

Total Watershed Stewardship Projects \$ 79,446.65

Total Project Budget Revenue \$ 79,446.65

Total Operating and Project Revenues \$ 283,372.17

**Maitland Valley Conservation Authority
Expense Reports
As of April 30, 2026**

Date	Num	Name	Amount
04-08-2026	25801	Sun Life Financial	-7,840.92
04-10-2026	25802	Angie Koersen	-75.00
04-10-2026	25803	Bell Mobility Inc. 500181172	-947.09
04-10-2026	25804	D & M Auto Service	-824.34
04-10-2026	25805	Dashwood Lock & Key	-349.17
04-10-2026	25806	Theresa Finkbeiner	-1,250.00
04-10-2026	25807	Seebach & Company	0.00
04-10-2026	25808	Sweets N' Treats	-113.00
04-10-2026	25809	Midwest Co-op	-352.00
04-10-2026	25810	Folmer Landscaping	-1,401.20
04-10-2026	25811	Eli G. Bauman	-384.20
04-10-2026	25812	Cedar Crest Trout Farm LTD.	-1,895.95
04-10-2026	25813	Receiver General	-897.71
04-10-2026	25814	Fordwich Tire (Ontario) Ltd.	-519.80
04-10-2026	25815	Wightman Telecom Ltd.	-1,360.78
04-10-2026	01738	AGO Industries Inc.	-629.79
04-10-2026	01739	Avenir Energy Ltd.	-112.94
04-10-2026	01740	Blackburn Media Inc.	-339.00
04-10-2026	01741	Brandt Security	-22.60
04-10-2026	01742	Conservation Ontario	-16,401.40
04-10-2026	01743	ContinuIT Corp.	-3,788.46
04-10-2026	01744	Durand Webs and Design	-500.00
04-10-2026	01745	Eric Cox Sanitation Ltd.	-4,687.16
04-10-2026	01746	F.S. Partners	-95.65
04-10-2026	01747	Foxtan Fuels Limited	-207.82
04-10-2026	01748	Hodgins BC Wingham	-49.95
04-10-2026	01749	Ideal Supply Inc.	-248.59
04-10-2026	01750	Jayne Thompson	-40.55
04-10-2026	01751	Key West Gates Inc.	-1,162.77
04-10-2026	01752	Marisa Roefs	-227.30
04-10-2026	01753	MicroAge BASICS	-141.26
04-10-2026	01754	Municipality of Morris-Turnberry	-3,047.10
04-10-2026	01755	North Huron Publishing Company Inc.	-560.94
04-10-2026	01756	Shannon Millar	-186.18
04-10-2026	01757	Speare Seeds Limited	-118.68
04-10-2026	01758	Watson's Home Hardware	-384.47
04-10-2026	01759	Xerox Canada Ltd.	-81.69

04-10-2026	01760	Yellow Pages	-262.16
04-15-2026		Payroll	-58,290.71
04-24-2026	25816	Buddsteel Architectural Products	-2,653.24
04-24-2026	25817	Charles C. Culbert	-259.90
04-24-2026	25818	Centra Door North Co. Ltd.	-11,414.13
04-24-2026	25819	Listowel District Secondary School	-675.00
04-24-2026	25820	RCL Branch 309	-774.05
04-24-2026	25821	Chris Spaleta	-1,755.00
04-24-2026	25822	Kevin Whyte	-2,175.00
04-24-2026	25823	Bill Whyte	-1,125.00
04-24-2026	25824	Carlo Maccabei	-1,050.00
04-24-2026	25825	Terry Radford	-1,050.00
04-24-2026	25826	Gerald Logtenberg	-1,800.00
04-24-2026	25827	Larry McNichol	-1,485.00
04-24-2026	25828	Farmacdiceson & Reid Ltd	-1,500.00
04-24-2026	25829	John Thompson	-1,185.00
04-24-2026	25830	Paul Buttar	-1,860.00
04-24-2026	25831	Walter Mcllwain	-1,395.00
04-24-2026	25832	Todd Bunker	-2,250.00
04-24-2026	25833	Simon Logtenberg	-615.00
04-24-2026	25834	David & Crystal Schyff	-900.00
04-24-2026	25835	Andire Farms Ltd.	-2,250.00
04-24-2026	25836	1000736482 Ont Ltd.	-1,125.00
04-24-2026	25837	Amberley Bacon Company	-1,575.00
04-24-2026	25838	Greg Higgins	-1,650.00
04-24-2026	25839	Geene Farms	-1,710.00
04-24-2026	25840	Bill Murray Farms Ltd.	-2,160.00
04-24-2026	25841	Vanderniet Inc.	-510.00
04-24-2026	25842	Woodbine Pork Inc	-2,250.00
04-24-2026	25843	Squeals N' Wheels Ltd.	-1,605.00
04-24-2026	25844	Udo Kraft	-2,250.00
04-24-2026	25845	James Hugill	-1,290.00
04-24-2026	25846	Frieshaven Farms	-2,250.00
04-24-2026	25847	BriCon Ag Inc	-1,395.00
04-24-2026	25848	Van Oenen Farms Inc. c/o David Van Oei	-2,250.00
04-24-2026	25849	Lukas Bolinger	-810.00
04-24-2026	25850	Marlene Glanville	-1,650.00
04-24-2026	25851	Piet Van Den Boogaard	-2,250.00
04-24-2026	25852	Greenvale Farms Ltd.	-825.00
04-24-2026	25853	Art Simpson	-2,025.00
04-24-2026	25854	Jackie Simpson	-1,635.00
04-24-2026	25855	Herman Ramaker	-330.00

04-24-2026	25856	Pat Melady	-840.00
04-24-2026	25857	Dean Glanville	-2,175.00
04-24-2026	25858	Marsh Canada Limited	-71,124.00
04-24-2026	25859	CIBC Visa Centre	-10,134.01
04-24-2026	01761	Avenir Energy Ltd.	-112.94
04-24-2026	01762	Bill Roy	-1,890.00
04-24-2026	01763	Bohnert Fire & Safety Supplies	-508.50
04-24-2026	01764	Bureau Veritas Canada Inc.	-202.95
04-24-2026	01765	ContinuIT Corp.	-277.42
04-24-2026	01766	Edward Fuels	-5,097.05
04-24-2026	01767	Eric Cox Sanitation Ltd.	-35.40
04-24-2026	01768	Erin Gouthro	-79.59
04-24-2026	01769	Manuela De Medeiros	-40.00
04-24-2026	01770	Mathew Shetler	-892.47
04-24-2026	01771	Mid Western Newspapers	-452.00
04-24-2026	01772	Pagonis Live Bait	-271.20
04-24-2026	01773	Yellow Pages	-19.62
04-24-2026	01774	Zuzek Inc.	-53,578.78
04-30-2026		Payroll	-60,543.51
04-30-2026	25860	Receiver General	-60,892.27
04-30-2026	EFTApr2026	OMERS	-28,806.84
04-30-2026	EFTApr2026	Minister of Finance	-3,605.97
04-30-2026	EFTApr2026	Workplace Safety & Insurance Board	-5,825.13
		Total	-486,919.30