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\$290K for Saint-Michel Legal Clinic under funding plan

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Marjorie Michel and guests following the April 24 announcement in Montreal. Courtesy Marjorie Michel media relations office.

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Health Minister Marjorie Michel speaks at the Saint-Michel Legal Clinic on April 24. (Photo: Matthew Daldalian, Nouvelles Parc-Extension News)

MATTHEW DALDALIAN
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Federal funding announced in Saint-Michel

The Saint-Michel Legal Clinic will receive more than \$290,000 over two years under a new federal funding package aimed at reducing barriers faced by Black Canadians in the justice system.

The announcement was made the morning of April 24 at the clinic in Montreal's Saint-Michel district by Marjorie Michel, who said Ottawa

Saint-Michel Legal Clinic to receive \$290K under federal Black justice funding plan

April 24 announcement brings mobile legal services to Montreal and Laval

is investing \$8.6 million over two years in 24 projects across Canada through its Black Justice Strategy.

Among the 24 funded projects, the Saint-Michel Legal Clinic was the only Quebec organization selected.

"Justice can only be fully just when it is representative of society," Michel said in French.

She said the Saint-Michel clinic would use the funding to offer legal guidance to Black adults dealing with the criminal justice system, along with culturally appropriate court preparation, psychological support and training sessions.

"It will also set up mobile legal clinics across Montreal and Laval in order to reach more people," Michel said.

Local clinic says need is clear

Fernando Belton, executive director of the Saint-Michel Legal Clinic and lawyer at Belton Lawyers, said the federal initiative follows several years of consultation on the overrepresentation of Black Canadians in the justice system.

"One of the first step of that strategy was to actually try to understand the reason why there's a disproportionate amount of black people inside of the justice system," Belton said.

He said part of the answer is already known. "There's information that we already know that is linked to [systemic racism] inside of the system," Belton said.

Statistics Canada figures show Black people represented 6.2 per cent of accused persons in criminal courts between 2016 and 2023, despite accounting for 3.7 per cent of Canada's

population.

Mobile clinics planned

Belton said the clinic intends to measure success through direct outreach and the number of people assisted.

"We have an amount of people that we want to accompany this year," he said. "We have mobile clinic that we'll be doing across Quebec."

He said the model is meant to bring services directly into communities rather than waiting for people to seek help on their own.

"It means that we will be going to places where black people are," Belton said.

The clinic plans to work with Black-led and community organizations already active in the province.

Belton named groups including Hoodstock, l'Association québécoise des avocats et avocates de la défense and Association des avocats de la défense de Montréal, along with other partners supporting the rollout.

Justice and health linked

Speakers at the event also noted that justice issues often come with lasting mental health consequences.

Clinic representatives said racial profiling and discrimination can produce anxiety, isolation, loss of trust in institutions and chronic stress long after a legal matter ends.

The new funding will support group psychological services and spaces where participants can share experiences without judgment, organizers said.

Michel said representation also matters within the legal profession itself.

"The presence of Black lawyers in law firms, the courts, universities and all decision-making bodies is a democratic necessity," she said.

Looking ahead

The federal Black Justice Strategy was first introduced in 2024. Organizers at Friday's event described the funding as a first step rather than a final solution.

Belton said the goal now is to move beyond consultation and toward concrete services.

For Saint-Michel, that will come as expanding local legal support while reaching Black communities across Quebec.



Fernando Belton speaks at the Saint-Michel Legal Clinic on April 24. (Photo: Matthew Daldalian, Nouvelles Parc-Extension News)



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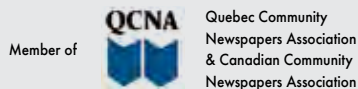
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OPINION & Editorial



The family that reads together, thrives together

Two out of five Canadian adults – nearly nine million people – can't read well enough to perform everyday tasks. Reading difficulties start early. Children who aren't reading well by the end of Grade 1 are never likely to read well. Reduced literacy puts these children at a disadvantage for the rest of their schooling – and the rest of their life.

So, what can be done? Research from a cross-section of disciplines – including education, medicine, nursing and psychology – suggests that parents are children's first and most influential teachers. From temperament and personality, physical and mental health, to school achievement, literacy and more, the influence of parents and the environments in which children are raised is tremendous. As anyone with children can attest, the apple often doesn't fall far from the tree.

But are we harnessing parental influence in a meaningful and positive way where literacy is concerned? Are we empowering Canadian parents with the information and tools they need to ensure their enduring influence on literacy is the best it can be?

In the early 1990s, the concept of family-centred care was introduced as a new healthcare paradigm for children by the Association for the Care of Children's Health. The approach integrates patients and their families into treatment processes, recognizing that while family is constant, healthcare providers and systems change and fluctuate regularly. Fundamentally, the need to collaborate with families to ensure that they understand and support their child's care plan, for the overall health of the child, is recognized and valued with this new approach.

According to many observers, the family-centred approach has revolutionized how children are cared for in the health system, improved outcomes and reduced costs.

A family-centred paradigm should be replicated in other social areas, including throughout Canadian education systems – specifically in literacy.

Parent involvement in early literacy has been linked to children's eventual reading success, as well as their overall academic achievement. Literacy programs that involve the family, often called family literacy initiatives, seek to empower parents by positioning them at the centre of children's literacy education.

A key feature of family literacy initiatives is teaching parents about how children learn, and suggesting specific methods or activities that parents can engage their children with at home to support their development. While many Canadian parents have low literacy, most have the skills required to meaningfully support their preschooler or early elementary reader by reading simple story books together every day, pointing out letters in books and in the environment, and singing nursery rhymes.

A particularly innovative family literacy program from Stanford University researchers called Ready4K is an eight-month-long text messaging intervention for parents of preschoolers. It provides parents with research-based information and highly specific activities for parents to do with their children to foster literacy development. It does this by sending instructional text messages to parents three times a week. The results so far are positive, translating into statistically significant learning

gains among parents and children.

And it's scalable. This can't be said for all family literacy programs, the majority of which are developed by schools or community organizations that then struggle to fund and sustain them.

We need a cultural shift among educators and schools that recognizes that a family-centred approach is key to successful literacy. To support an integrated, ongoing involvement of families in children's literacy education, three actions are required:

- Before children enter school, parents be taught about the key language and literacy concepts their children should be acquiring in the early years.
- Parents learn to provide specific activities to promote children's literacy. For example, pointing out letter names and sounds on food items in the grocery store.
- When children begin formal schooling, parents must continue to receive an overview of the skills being targeted and specifically what they can do to help at home.

Across all these actions, educators must be specific and ensure all activity suggestions are rooted in the evidence.

Centring education on the child, but in the context of the family, is an idea whose time has come in literacy education. The family-centred approach dramatically changed pediatric healthcare and improved outcomes for children. Education and literacy outcomes would be similarly improved with more genuine valuing of the role of family in children's lives.

Erin Schryer, PhD

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Parc-Extension residents invited to help clean up Jarry Park during spring community effort

DIMITRIS ILIAS
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With warmer weather settling into Montreal, residents of Parc-Extension are once again being invited to take part in a community clean-up effort at one of the neighbourhood's most heavily used green spaces.

On Saturday, May 2, volunteers are expected to gather for a spring clean-up at **Jarry Park**, an event organized with the support of local community groups and borough partners. The clean-up is scheduled to begin at 9:30 a.m., with participants meeting near the chalet area along Boulevard Saint-Laurent.

The activity, known as a *corvée printanière*, is part of an ongoing tradition that encourages residents to help maintain public spaces after the winter season. Organizers say the initiative aims to bring neighbours together while improving the condition of shared outdoor areas used by families, walkers, and sports enthusiasts.

A community tradition with local impact

The spring clean-up is being coordinated by the **Coalition des amis du parc Jarry**, in collaboration with local partners in the borough **Villeray-Saint-Michel-Parc-Extension**. The initiative also draws support from residents of nearby neighbourhoods, including **Parc-Extension**, where Jarry Park serves as an important recreational hub.

Each year, volunteers help collect litter left behind during the colder months, contributing to the overall cleanliness and safety of the park as it enters its busiest season. The effort also reflects a broader push to promote civic participation and encourage residents to take an active role in maintaining public spaces.

Organizers describe the clean-up as an opportunity not only to improve the environment but also to strengthen community

ties. Residents of all ages are typically encouraged to participate, helping transform what might otherwise be routine maintenance into a shared neighbourhood activity.

Preparing the park for spring and summer

Jarry Park plays a central role in daily life for many Parc-Extension residents. Its open fields, walking paths, sports facilities, and playgrounds attract visitors throughout the year, but usage increases significantly as temperatures rise.

Spring clean-up events are designed to prepare the park for this seasonal surge in activity. Removing debris left behind after snowmelt helps reduce hazards and improve conditions for visitors returning to outdoor recreation.

Organizers say the clean-up typically lasts several hours, depending on participation levels and the amount of work required. Volunteers are usually asked to focus on collecting waste in designated areas around the park.

The initiative reflects a broader awareness of the importance of maintaining public green spaces, particularly in densely populated neighbourhoods where parks serve as essential gathering places.

Encouraging civic participation

Beyond the practical goal of improving park conditions, organizers emphasize the importance of resident involvement. Community-led activities such as this one are seen as key to fostering a sense of ownership over shared spaces.

In neighbourhoods like Parc-Extension, where access to outdoor areas is especially valued, events that encourage participation in local upkeep help reinforce connections between residents and their surroundings.

As the May 2 clean-up approaches, organizers are encouraging residents to set aside time to participate, noting that even small contributions can make a visible difference.



For many in Parc-Extension, the annual spring clean-up represents more than just maintenance work — it is a reminder that community spaces remain strongest when residents work together to care for them.

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Safer alleys planned in Parc-Extension as borough expands traffic-calming strategy

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Back alleys are a familiar part of daily life in Parc-Extension, serving as access routes to homes and shared outdoor spaces for residents. Now, borough officials are continuing efforts to make those spaces safer through a strategy aimed at reducing vehicle traffic and improving safety in residential areas.

The initiative is part of a broader traffic-calming plan underway across the borough of **Villeray-Saint-Michel-Parc-Extension**, which includes consultation work in several sectors, including **Parc-Extension**.

According to borough information, the alley safety strategy focuses on reducing through traffic and slowing vehicles in residential areas. Officials say the goal is to better balance the different uses of alleyways, which often function as access routes for residents while also being used by pedestrians and cyclists.

The strategy is tied to broader traffic-calming objectives across the borough. These include improving pedestrian and cyclist safety, reducing the volume of transit traffic on residential streets, lowering vehicle speeds, and supporting the overall quality of life in neighbourhoods.

How alleys are selected

Not every alley is modified at once. Borough officials select locations based on a set of criteria designed to identify areas where safety improvements are most needed.

Among the most important factors is proximity to places where children are commonly present, including schools, daycares, and parks. Citizen requests also play a role in identifying locations



for intervention.

In addition, residents took part in consultations linked to traffic-calming plans affecting several sectors, including Parc-Extension. Those consultations helped identify areas where safety concerns were raised by community members.

Other selection criteria include the presence of nearby cycling routes, heavy vehicular movement, and the physical characteristics of the alley itself, such as wider roadways that may allow faster vehicle travel.

Measures designed to limit through traffic

To improve safety, the borough typically intro-

duces measures intended to discourage drivers from using alleys as shortcuts.

One common method involves closing one end of an alley to reduce through traffic while still allowing access for residents. Several types of physical installations can be used to achieve this.

These include large planting containers, flexible bollards, or concrete barriers placed at selected access points. The installations are intended to limit vehicle circulation and reduce speeds in residential areas.

Officials note that these measures form part of the borough's wider strategy to calm traffic across neighbourhood streets and shared spaces.

A focus on residential safety

For residents of Parc-Extension, where alleyways remain an important part of the urban landscape, the initiative reflects a broader effort to address traffic concerns raised through community consultations.

By focusing on specific criteria and responding to citizen input, borough officials aim to introduce targeted safety improvements in locations where they are most needed.

As the strategy continues to be implemented across the borough, selected alleys in Parc-Extension and surrounding sectors may see physical changes designed to reduce transit traffic and improve safety for residents.

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Canadians want federal government to halt theft of news content by AI companies

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According to a new survey conducted for News Media Canada, 71 per cent of Canadians agree that the Government of Canada should take action to prevent artificial intelligence companies from taking and repackaging news content without permission or providing compensation.

"Canadians want the federal government to halt the theft of news content by AI companies, and there are immediate concrete steps the government can take," said Paul Deegan, president and chief executive officer of News Media Canada.

"First, the Minister of Industry should direct the Competition Bureau to conduct a market study into the state of competition with respect to search and AI, with a view

to separating Google's crawler into separate crawlers – one for AI and one for search.

Second, the Government should clearly indicate that the Copyright Act will not be amended to include a text and data mining exception.

Third, Public Services and Procurement Canada and Treasury Board should work together to ensure those on the Government of Canada's list of interested artificial intelligence suppliers (<https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/responsible-use-ai/list-interested-artificial-intelligence-ai-suppliers.html>) commit to the principles of transparency, consent, and attribution with respect to all copyright-protected news content.

"Real news, created by real journalists, involves fact-gathering, fact-checking, as well as editorial and legal review, and that costs publishers like me real money," said Dave Adsett, chair of News Media Canada and owner of The Wellington Advertiser.

"We fully support building safe, trusted, and fair AI systems so long as they are not built and maintained at the expense of those who create the underlying intellectual property that feeds them."

The online survey of 2,404 adult Canadians was conducted by Totum Research between December 2025 and January 2026. The maximum margin of error is ±2.0% at the 95% confidence level.



In Parc-Extension, volunteers take centre stage at borough recognition night

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In a neighbourhood where community life often depends on people quietly giving their time behind the scenes, volunteers from Parc-Extension were among those honoured this month during a borough-wide recognition evening celebrating citizen involvement across Villeray–Saint-Michel–Parc-Extension.

The event, held on April 17, brought together more than 400 volunteers at **Le Madison**, where community members from across the borough gathered for what has become an annual tradition: a festive evening recognizing the individuals whose unpaid work supports local organizations, cultural initiatives, and neighbourhood life.

For Parc-Extension, the spotlight this year fell on **Mary McCutcheon**, who was named Volunteer of the Year for the Parc-Extension district. McCutcheon was honoured for her work with the **Société d'histoire de Parc-Extension**, an organization dedicated to preserving and sharing the neighbourhood's heritage.

A neighbourhood built on participation

While the recognition evening celebrated volunteers from across the borough, the honour awarded to a Parc-Extension volunteer reflects the deep tradition of grassroots engagement in the neighbourhood. From local cultural organizations to historical initiatives, many projects in Parc-Extension rely on residents willing to give time and energy to strengthen the community.

The annual awards program, now in its 14th year, recognizes volunteers nominated by non-profit organizations operating across the borough of **Villeray–Saint-Michel–Parc-Extension**. This year, 32 nominations were submitted, demonstrating the continued strength of volunteer involvement across the district.



Five major awards were presented during the ceremony. Four recognized Volunteers of the Year, one for each electoral district within the borough, while a fifth award honoured a youth volunteer between the ages of 13 and 17. Recipients received trophies marking their contributions and dedication.

In addition to McCutcheon's recognition for Parc-Extension, other award winners included volunteers serving organizations in Villeray, François-Perrault, and Saint-Michel districts, as well as a youth honouree working with a community centre.

Preserving Parc-Extension's story

For residents of Parc-Extension, recognition of work tied to the neighbourhood's history carries special significance. The **Société d'histoire de Parc-Extension** has played an important role in documenting the evolution of the area, gathering archives, photographs, and stories that reflect decades of change.

Volunteers in historical societies often work quietly, cataloguing records, organizing exhibits, and helping residents connect with the past. In neighbourhoods like Parc-Extension, where waves of newcomers have shaped local identity over generations, preserving memory is often seen as a way of strengthening belonging.

By honouring McCutcheon's work with the historical society, the borough highlighted not

only individual service, but also the broader role of heritage organizations in maintaining community continuity.

More than awards, a community gathering

The evening itself was designed as a celebration rather than a formal ceremony. Guests shared a meal and took part in a dance following the presentation of awards, creating an atmosphere that emphasized gratitude and collective recognition.

Beyond the main award winners, organizers



also presented honour certificates to finalists and recognized eight long-serving volunteers — individuals who have devoted between 25 and 40 years to volunteer work in their communities. These recognitions acknowledged sustained contributions that often span generations.

Members of the borough council attended the event, offering thanks to volunteers and emphasizing the essential role community participation plays in maintaining neighbourhood programs and services.

Quiet work that shapes daily life

In neighbourhoods like Parc-Extension, volunteer contributions often go unnoticed outside local circles. From supporting cultural programming to maintaining archives and assisting community groups, the work carried out by volunteers forms the backbone of many initiatives residents rely on.

Recognition events serve as a reminder that neighbourhood life is sustained not only by public institutions, but by individuals willing to offer time, skills, and care without expectation of compensation.

As the borough continues its annual tradition of volunteer recognition, the presence of Parc-Extension volunteers among the honourees underscores a continuing message: community strength depends on those who step forward, often quietly, to help shape the neighbourhood's shared future.



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"Big bang" tax reform

Unleashing growth in the Canadian economy

continued from previous edition

NICHOLAS DAHIR, ALEXANDRE LAURIN, JACK M. MINTZ
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The Irish approach would involve reducing the federal corporate income tax rate to 10 percent. At the same time, accelerated depreciation, investment tax credits, the Scientific Research and Experimental Development (SR&ED) credit, and the small business deduction would be eliminated. This would raise the small business rate from 9 percent to 10 percent. Eliminated incentives would also include the Atlantic Investment Tax Credit, clean economy tax credits, film and video credits, and flow-through shares. Together, these measures total \$14.7 billion in 2026/27.

Lowering the corporate income tax rate (while raising the small business rate by one point) would also reduce the dividend tax credit that is provided to offset the corporate tax on profits before they are distributed. Similarly, since corporate taxes reduce the capital gains earned by shareholders, the exclusion rate for capital gains could be reduced as well. We do not include these revenue effects without further analysis.

The retained earning exemption (distributed profits) corporate tax

We now explore a different approach: a corporate tax that exempts retained profits invested in business activities and, in other words, applies only when profits are distributed.¹⁸ This system defers corporate income tax until the income is paid out to shareholders. It would eliminate the need for preferential corporate income tax rates on manufacturing, clean energy investments, and small businesses. All types of investment – in land, structures, inventories, machinery, exploration, development, and research and development, and net financial assets – would qualify, since retained profits used to finance investment would not be taxed. Accelerated depreciation that also defers tax is redundant. To discourage corporations from accumulating cash so as to avoid personal income tax, the system would tax investment income and corporate capital gains, with a refund when profits are distributed as dividends or share buybacks.

Under a distributed profits tax, book profits from investment activities would be taxed only when they are distributed. Shareholders would then pay personal tax on net-of-corporate-tax dividends, share buybacks, or deemed corporate distributions such as non-business expenses and, if desired, certain tax haven payments.

Why exempt retained earnings?

Exempting retained earnings is a departure from a comprehensive shareholder tax on corporate income. One argument to do so is based on informational market imperfections. Outside investors have less information about firms than insiders. As a result, investors put a premium on companies that have more retained profits to fund investment (Myers and Majluf 1984). Strong firms signal quality through their ability to accumulate earnings. Corporate taxation reduces retained earnings and thereby hurts investor confidence in strong companies. Further, financial constraints can have a powerful effect in discouraging investment (Fazzari, Hubbard and Petersen 1998). A recent Canadian study finds that financial constraints have a more powerful effect on investment than the user cost of capital (Bilicka 2020).

This proposed model is not perfect, but it is better than the current system. A distributed profits regime would make corporate income taxation fairer and simpler, reducing administrative and compliance costs substantially without significantly eroding corporate tax revenues. Some distortions remain, including profit-based mining taxes and oil and gas royalties. Governments might still introduce refundable investment tax or grants to support business, but the

exemption of taxes on reinvested profits reduces the political pressure for other incentives.

With retained earnings as a marginal source of finance, corporate taxation is not relevant since the tax saved by reinvesting rather than paying out dividends is equivalent to the discounted future tax payments on dividends earned from the investment. Retained earnings finance is also better than debt finance since the latter imposes bankruptcy costs on the business without reducing corporate tax payments associated with reinvested profits. On the other hand, the distributed profits tax favours retained earnings finance over new equity financing. While this puts startup companies at some disadvantage initially, companies will be able to accumulate faster cash flow to finance future investment.

Evidence from Estonia, which introduced its system in 2000, is informative for estimating revenue impacts below (Masso, Meriküll and Vahter 2013). With the elimination of the corporate tax on reinvested profits, debt as a share of assets fell from 49.4 percent to 42 percent, and the profit base expanded by 18 percent between 1999 and 2008. Retained earnings as a share of assets rose from 24 percent to 35 percent due to the elimination of tax, but also a shift from paying dividends. Investment growth increased by 0.378 percentage points annually, cumulating to roughly one-third over eight years. Corporate tax revenues initially fell from €105 million in 1999 to €55 million in 2000 (partly reflecting a recession) but recovered to €138 million in 2003 and averaged €205 million from 2004 to 2010.

Impact of a retained earnings exemption

Our analysis includes several other provisions:

- Intercorporate dividends between resident companies would be tax-free.
- The current 2 percent tax on share buybacks would no longer be applied.
- Profit distributions from affiliates in treaty countries, with at least 10 percent ownership (votes and value), would be exempt.²²
- Canadian shareholders would receive a dividend tax credit for distributions subject to corporate income tax.²³ Ignoring provincial taxes, if a corporation earns \$100 in distributable profits, it would pay \$13 in corporate tax and distribute \$87. The \$87 would be grossed up to \$100, with a \$13 credit applied against personal tax.
- If a corporation is reorganized, existing rules would apply, enabling deferral of distributions if they are retained in the new entity.
- An ordering rule would apply to dividend distributions if first exhaust current profits, followed by past undistributed profits. Retained earnings prior to the start-up of the system would be exempt upon distribution after the exhaustion of post-retained

earnings paid out in dividends.

- Similar to European corporate tax systems, book profits would be a starting point with some adjustments needed for contingencies, reserves, and non-deductible items (e.g., club fees, stock options, and life insurance payments). For small firms, an alternative presumption approach (such as a presumed margin on revenues) could be optional for simplification.
- Under the global corporate minimum tax that is levied at a tax rate of 15 percent, Canada would apply a qualifying minimum top-up tax on book profits earned by large multinationals that would be paid if the distributed profits tax were less than the minimum tax (with appropriate carry-forward amounts).

Additional issues would need sorting out, especially with respect to taxation of foreign income, financial companies, and trusts.

Table 8 provides an estimate of distributed profits tax if it is in place for five years. With no behavioural impacts, federal taxes paid would be equivalent to the existing system. While less corporate tax is paid with exempt retained earnings, the 13 percent tax on distributed book profits exceeds the current effective rate of roughly 9 percent. Taxes on deemed dividends, investment income, and capital gains would add to revenues.

Once incorporating behavioural impacts, we estimate that the distributed profits tax at 13 percent would result in a loss of \$15 billion in revenue (although in Estonia, the corporate tax on profits and capital gains returned to previous levels due to the growth in the tax base). Book profits would expand by 20 percent due to an increase in equity financing to replace debt. We assume that profits grow due to a growth in investment by 3 percent annually over five years, resulting in a total expansion in profits by 40 percent. The dividend payout ratio would drop from 57 to 3 percent. Overall, the corporate tax base would fall from \$776 billion to \$631 billion after accounting for share buybacks as deemed distributions and including investment income and capital gains. If the distributed profits tax were levied at 15 percent instead of 13 percent, the revenue loss would only be \$3 billion.

A distributed profits tax that exempts retained earnings at 13 percent would improve the incentive to invest in Canada by 2034 (Table 9) if both federal and provincial governments adopt the same base with a federal-provincial combined rate of 26 percent. Compared to the corporate tax as of 2025, the METR on capital would decline by about a quarter from 12.6 percent to 9.4 percent if the distributed profits tax were adopted (Table 9).

Variation across non-resource sectors would be minimal because targeted incentives, including investment tax credits, would no longer apply. For mining and oil and gas, we assume the mining profit taxes and oil and gas royalties remain in place, which results in low marginal effective tax rates on mining and higher ones on oil and gas compared to other industries. Most industries would benefit from the exemption of retained earnings from tax, unlike the existing confluence of tax preferences. Forestry and manufacturing would be exceptions, as they currently receive special manufacturing and processing incentives.

As with the Irish-style reform, shifting to a retained earnings exemption under the corporate tax would require provincial agreement under existing Tax Collection Agreements. Some issues are simpler: the small business deduction would no longer be needed. Provinces keeping their existing general rates (averaging 11 percent for large firms) do not lose much revenue if rates do not change. The small business deduction would also become redundant. Even if dividends are subject to a higher corporate tax, the tax credit at the personal level will fully offset the increase.

Between the two options, the Irish reform is consistent with Canada's existing approach to taxing corporate income. It simplifies the system by broadening the tax base and lowering rates sufficiently to eliminate the small business deduction at the federal level (provincial action would still be required). The distributed profits tax is a much more significant change. It enables companies to defer corporate income taxes if they reinvest earnings in business activities. This is not consistent with the income approach,

Table 8: Revenue Estimate from Exempting Retained Earnings from Corporate Profit Tax at 13 Percent, Billions

	Static Estimate*	With Behavioural Effects
Federal Corporate Tax - current	97	97
Book Profits Before Tax	1,063	1,099
Distributed Profits as Dividends	+696	+695
Deemed Distributions	+125	+72
Investment Income and Capital Gains	+45	+64
Total Tax Base	779	631
Corporate Tax on Distributed Profits at 13 Percent	101	82
Change in Tax Revenue	+4	-15

Notes:
*Tax base and federal corporate tax payments averaged for 2021-2022 based on Statistics Canada, Table 53-10-0499-01 with adjustments to book profits by adding back interest and deferred income tax expense. The average dividend payout ratio from book profits is estimated to be 57 percent. Deemed distributions exclude share buybacks based on the FTD estimate of revenue from that share buyback tax (FTR) 2022.

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but it is a simpler, more efficient, and fair approach for deferring capital expenditures compared to expensing them. It also improves corporate liquidity and enhances investor confidence by overcoming adverse selection in capital markets.

Table 9: METR by Sector for Current Corporate Income Tax as of 2024

Sector	Existing Corporate Tax (With Accelerated Depreciation)	Distributed Profits Tax (Exempting Retained Earnings)
Agriculture	11.9	8.2
Finance	-4.7	0.2
Mining - Non-critical (Broad)	12.9	-4.5
Mining - Critical (Target)	4.0	-4.7
Oil and Gas	28.0	24.3
Manufacturing	-4.4	3.0
Utilities	12.0	0.2
Construction	19.0	8.3
Transportation	11.8	0.0
Communications	11.3	6.2
Wholesale Trade	19.6	8.1
Retail Trade	20.4	8.2
Other Services	11.8	8.1
Aggregates	12.6	0.4

Note: *With the assumption of retained earnings, it is assumed that investment tax credits are not being applicable.
Source: Calculations by J. Bédard based on the 2024 Federal Budget. Estimates include corporate income tax, income payroll tax, and other taxes on and off the balance sheet.

Making the reform revenue neutral

Our big bang reform is designed to make the tax system more efficient and less complex by minimizing the economic and compliance costs of raising each dollar of revenue. The objective is to improve tax design, not to reduce the overall size of government. That said, we expect the long-run economic gains from the reform to help boost revenues and, in turn, reduce the deficit.

On the PIT side, after factoring in taxpayers' responses to lower rates and a simplified credit structure, the reform would cost about \$24.5 billion (Table 6). On the CIT side, shifting to an Irish reform would reduce revenues by about \$11 billion. A shift to a 13 percent distributed profits tax would reduce revenues by roughly \$15 billion. Combined PIT and CIT reforms would therefore cost between \$35 billion and \$39 billion, depending on the corporate tax reform adopted.

To make up the shortfall, we propose either increasing the GST or introducing a new employer payroll tax dedicated to healthcare.

Raising the GST rate

Consumption taxes are generally shown to have a less harmful impact on the economy, particularly when they make up a smaller share of revenues than income taxes, as in Canada.²⁴ As noted earlier, the costs of raising an additional dollar of revenue vary by tax bases once economic distortions are taken into account. The efficiency cost of value-added consumption taxes, such as the GST, is much lower than that of income taxes. Shifting toward greater reliance on the GST would therefore support economic growth. Increasing the GST rate by 2.8 percentage points – from 5 percent to 7.8 percent – would raise approximately \$35.5 billion in 2026 after accounting for small behavioural responses.

A new employer-paid payroll tax

Employer-paid payroll taxes typically have flatter rate structures and, when combined with direct benefit linkages in the case of social security contributions, are generally less distortionary than progressive income taxes. Deslauriers et al. (2021) find that payroll taxes in Canada have no measurable impact on employment or sales but reduce wages. This implies that payroll taxes are passed almost entirely from employers to workers through reduced wages. Although workers ultimately absorb the cost, payroll taxes have smaller effects on economic activity and GDP than do higher income taxes.

We propose a new employer payroll tax of 3.2 percent of pay, dedicated to a fund for healthcare costs. This would improve political acceptability and limit distortionary impacts. Similar taxes exist in countries such as the United States, France, and

Germany (MacKinnon, Mintz and Khanal 2024). The tax would be applied to payroll and self-employed earnings above \$15,000 for each individual and would raise about \$35.5 billion annually, earmarked for healthcare. Provinces could participate through an arrangement similar to the Canada Pension Plan.

Reducing business subsidies

Reducing business subsidies could also help finance reform. John Lester (2025) notes that business subsidies in Canada have risen sharply from about \$17 billion in 2015 to \$37.4 billion today and are projected to climb another 20 percent by 2028/29. While our suggested corporate tax reforms eliminate many investment tax preferences, business subsidies as grants could be moderated to help grease tax reform's wheels including regional development grants, supply management, clean energy grants, and export subsidies.

Distributional impacts of reforms

The personal income tax rate reductions, combined with the simplified tax credit, would lower taxes across all household income quartiles, though the percentage reduction grows with income (Table 10). One reason is that low-income seniors benefit less than low-income workers because the gain from the simplified credit is largely offset by the reduction in the age credit. Another is that higher earners benefit more because they pay more tax and gain more from a cut in the top rate.

When revenue-neutral measures are incorporated, the overall package is distributionally neutral. We assume that the new payroll tax, although remitted by employers, is ultimately passed on to employees over time through lower wages. Because this adjustment takes time, however, the personal income tax reforms would initially feel like a tax cut for employees. Since the payroll tax applies only to workers – and workers, on average, gain more than retirees from the PIT package – and has a basic exemption, this option is closer to being distributionally neutral than a GST increase.

Corporate income tax reform would have some impact on income distribution. The lower METR will increase both income paid to labour and, in the case of small Canadian-controlled private corporations, income accruing to investors. Under either the 10 percent Irish corporate tax rate or the 13 percent distributed profits tax, and assuming a 50 percent pass-through, the loss in corporate tax revenues could boost wages by over 1.2 percent. As discussed below, potential economic impacts are expected to generate roughly \$26 billion in additional annual tax revenue over the long run due to investment and efficiency gains. We expect these gains to be relatively distributionally neutral, with about half of the benefit accruing to lower-income workers.

Potential economic impacts

The tax reform would have positive effects on employment, investment, and overall economic growth. Over time, these benefits would raise incomes and government revenues, providing relief for deficit-challenged governments.

On the PIT side, Dahlby and Ferede (2022) estimate that raising an extra dollar of federal tax revenue imposes an economic cost of \$1.86 in the long run, reflecting changes in how people adjust their economic activity. Adjusting for the efficiency cost of the GST and payroll taxes, which is much lower (see Table 4), the PIT reform could increase GDP by up to \$23 billion annually over time.

On the corporate income tax side, the reform modifies the tax base, not just the tax rate. So, we cannot directly use the efficiency costs computed by Dahlby and Ferede. Focusing on the distributed profits tax, the reform would have two major impacts: reducing the impact of taxation on the incentive to invest and making the corporate income tax more neutral across assets and industries.

The investment effect is significant. A 13 percent distributed profits tax would reduce the effective tax rate on capital by nearly one-quarter compared to the 2025 system (Table 9). The cost of capital would fall by 4.6 percent. Total non-residential capital stock in Canada is \$3.66 trillion. The long-run increase in capital stock (investment flow) would reach \$140 billion. This increase would raise GDP by \$56 billion (1.8 percent of 2025 GDP) and federal revenues by \$9 billion. Provincial and municipal revenues would also rise

by about \$9.5 billion, assuming no changes in their tax policies.

GDP also improves with a more neutral corporate income tax (assuming the aggregate effective tax rate is the same). The reduction in the dispersion of the METR across business activities under the distributed profits tax would yield potential increases in GDP as well.

In total, the PIT and CIT reforms could add roughly \$79 billion to the GDP in 2025 dollars, or about 2.5 percent of GDP in the long run. Since total tax revenue represents approximately one-third of GDP (Table 2), this growth effect from our big bang reforms could increase federal, provincial, and municipal tax revenue by about 0.8 percent of GDP annually – more than \$26 billion in 2025 dollars in new-found tax revenues.

Table 10: Household Federal Taxes as a Share of Total Income, by Household Total Income Quartiles, 2026, Percent

Total Household Income Quartile*	Existing	PIT Reform	PIT Reform with a 7.8 Percent GST Rate	PIT Reform with a 3.2 Percent Employer-paid Payroll Tax
Q1	11	11	14	15
Q2	14	13	15	14
Q3	16	15	17	17
Q4	19	17	18	19
Total	17	16	17	17

*Note: *Total household income includes market and transfer income. Federal taxes include federal income, payroll, and provincial taxes as well as social security payments. PIT reform includes any reduction in the optional simplified credit. The 10% assumes the pass-through rate, although assumed by workers, is ultimately passed on to employees.
Source: Authors' calculations using SPPD'26 v. 10.1.

Conclusion

Canada's economic performance over the past decade has been disappointing. Per capita income growth, business investment, and productivity have all lagged peer economies, while the tax system has grown more inefficient, complex, and uncompetitive.

At the same time, Canada has achieved strong income redistribution. After taxes and transfers, it has the lowest income inequality among G7 countries. This strong redistributive outcome, however, has come at a cost: an overreliance on personal income taxes that discourage work, saving, entrepreneurship, and the retention of talent and capital.

On the business side, empirical evidence consistently shows that high corporate tax rates constrain economic activity, while lower and more neutral tax structures encourage investment, innovation, and job creation. Canada's business tax system is riddled with distortions that misallocate capital across sectors and erode competitiveness. Given Canada's climate and dispersed population, the country has lost the crucial corporate tax advantage it held in 2012 over the United States and other peers.

Simply trimming tax rates by a few points here and there will not reverse these trends. Canada needs a more fundamental, growth-oriented reform: one that simplifies the system, broadens the base, and lowers the marginal tax burden where it most constrains productivity.

The "big bang" reform proposed in this study would meet these objectives. On the personal side, lower rates combined with a simplified, broad-based basic allowance would reduce reliance on income taxes while preserving progressivity. On the business side, either an Irish-style reform or a distributed profits tax (exempting retained earnings) would encourage reinvestment and substantially lower the effective tax rate on capital. Together, these changes would make Canada's tax system more efficient and easier to administer, without reducing revenues once growth effects and offsetting measures such as a modest GST or payroll levy are considered.

In total, the reforms could lift GDP by roughly 2.5 percent over time, strengthening the country's fiscal position and laying the foundation for a more dynamic, competitive, and prosperous Canadian economy.

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EMMANUEL ALIATAS, MA, PSYCHOLOGIST
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The toxic workplace is something I encounter in my practice all the time yet, so little is discussed about this topic. You would believe that someone is silencing the victims. The toxic workplace leads to burnout, depression and anxiety. I have people in my office who cannot walk in front of the building they work at without experiencing a panic attack.

Today I am discussing the culture and behaviors of toxic people in the workplace. Make no mistake about it, this article is about toxic "people" asking too much of their employees. Usually, the owners of the business or high up their supervisors are good at hiding exactly who they are by putting numerous layers of people in

front of themselves making it difficult to see who is in real power. This will make someone give up trying. It is all a ploy of the manipulator (the toxic individual) to hide behind his layers of "flunkies". I could not find a more suitable word for those people who cloak those individuals.

There is constant negativity in the company keeping the levels of dissonance high as well as gossip and blame. One of the main sources of the trouble that is happening in the workplace is to install a supervisor to micromanage good employees who know the job better than the supervisor knows it. It is a common ploy these days according to what my clients are saying in my office.

They come to me in tears and believe that they are literally being bullied and have no recourse. This confusion that these employees are experiencing is sometimes warped by the company as stirring up trouble and imagination. It is a clever way of making someone's reality appear to be a hallucination. This is a destructive way to treat employees who must get that

paycheck and pay their bills.

This is where we may touch on a little bit of alleged bullying. I wrote in previous articles about this phenomenon. I had clients tell me to write an honest article about my practice and the people I have encountered over the years who have been in that place. We need a little bit of truth, is how they put it, in this society. I will attempt to tell it like it is in this article however I know it is just not possible to cover all the bases. The abuse going on in these companies and they know who they are is so vast that no one article can cover it but a few books on the topic are needed for a real exposé to weed out these abusers and more importantly to name them. I believe that would put the brakes on them and maybe come back to the time when the employer valued their good employees.

Here are just a few suggestions for these abusers that ignore bad behavior and reward it instead. Perhaps they should prioritize people over results. If the work is done, they have done their job. There is no reason to micromanage people if they

are getting the necessary results. If the night before was bad due to their child being in an accident do not bring it to work. If their spouse is cheating on them do not bring it to work. See a therapist and perhaps if they can alleviate a touch of their out-of-control lives and release it in the office of a good psychologist they may get the help they need and once again join humanity. Unfortunately, it is often the victims of these abusers that end up in my office and not the abusers.

This may sound like I live in a land of rainbows and unicorns. However, I believe that unrealistic workloads, micromanagement, gossip and blame are just too much pressure for the average worker. Seek out workers who collaborate and do not compete to create a harmonious workplace. Encourage your employees to speak up and do not intimidate them into silence. There is a lot of that going on in our society and that is for another article all together. Seek help if you are experiencing anything discussed in this article. Help is available. You do not have to suffer because you choose to be employed.

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FULL CIRCLE

Q I started dating Philip, a man nine years my senior. We dated three months, and he kept our relationship a secret from everyone. Later I dated one of his friends, and we fell in love and married.

It was not until I dated my husband that I learned while I dated Philip he was living with one woman and dating another. Yes, three women at one time. But since I was happy, in love, and married to the man of my dreams, it was of no consequence.

Three years later Philip has no job and no place to live. My husband says he can live with us until he gets on his feet. He lives with us a year and a half, free of charge, with no job until the last two months. When we asked him to pay a modest rent, he agreed.

He makes the first payment, then moves out...and in with my mother! My mother has a history of bad relationships. Her typical man moves in, takes everything she has, and moves on. Needless to say, I am floored. Philip contributes next to nothing to her financially.

He's cheated on my mother twice that I know of. On Monday my mom tells me they are getting married. I tried talking to her and I tried begging, but she thinks he is perfect. I know she is about to make the biggest mistake of her life, but she thinks I am trying to hurt her. We are not even allowed to know when or where the wedding will occur.

Brenda

A Brenda, your mother's lack of good judgment shaped your life. She raised you as a woman who would consider dating a man in secret, and she made you a woman who would share her home with a scoundrel and mooch.

When you kept Philip in your circle of friends and sphere of influence, you in effect vouched for him as a good person and trustworthy man. Now this cad is about to be your stepfather. That's regrettable, but it's poetic justice for your mother.

The lesson here is that bad things not squelched in the beginning come back to haunt us. You saved a snake from the cold, and when he warmed up, he bit both you and your mother.

Tamara

BULLSEYE

Q I've been dating a man almost a year. The only problem is I am extremely affectionate, but he is the opposite. He says he has always been like this. He is generous and kind to me, but the lack of affection leaves me feeling unloved.

I have tried to let this go because everything else works so well, but it always comes back around in my mind. After our first date, when my best friend asked me how it went, my answer was, "He is emotionally unavailable."

I feel he stays with me because we get along so well, but he is still in love with the ex-wife who left him. Their relationship was miserable, but everyone seems to know how much he loved her, including me. I don't think he loves me like he loved her.

A Kathryn, many women see a wedding as not just a goal but a magical gate. They think when they enter the gate, everything will be splendid. You have the wisdom to look over the gate and see what a future with this man holds.

There is a story from India about an archery teacher who put a target in a tree. When he asked each of his pupils to say what they saw as they aimed, most said they saw the tree, the target, and the other archers. That answer angered the teacher.

One archer, however, won the teacher's praise. He said when he aimed he saw only the target. That is what you must do. Adjust your aim and shoot for love.

Wayne

Kathryn

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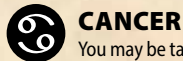
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A major dilemma will slightly interfere with your plans. Avoid making impulsive decisions. Step back and carefully weigh your options. A rushed decision could cause you to backtrack unnecessarily. Choose caution and balance above all else.



CANCER

You may be tasked with new responsibilities this week, including a project that could generate significant financial benefits. You may also start your own business, leading to independence, recognition and unexpected personal growth.



LEO

A surprise whirlwind romance may brighten your everyday life. You'll feel an intense and immediate attraction. However, you may need to resolve certain family issues before you can fully commit to this promising relationship.



VIRGO

Choose your words carefully this week to avoid tension or misunderstandings. On another note, a move is on the horizon, bringing with it the joy of creating and personalizing a new living space.



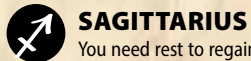
LIBRA

Someone will trust you with a secret that will weigh on your conscience. Should you reveal it or keep it to yourself? You may need to rethink some of your friendships, especially around issues of money or loyalty. This will put the trust of some people to the test.



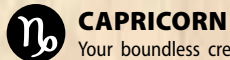
SCORPIO

An unexpected job promotion could finally improve your financial situation. An earnest conversation with a superior will support this advancement. In your love life, prioritize sincere communication to deepen your harmony and connection.



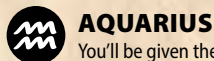
SAGITTARIUS

You need rest to regain your energy. You'll have a powerful spiritual awakening that will guide you toward a more meaningful, fulfilling and sustainable way of life.



CAPRICORN

Your boundless creativity will be your driving force this week. Launching a promising artistic project could lead to real success. To avoid spreading yourself too thin, seek the right balance between spending time strengthening your friendships and focusing on work.



AQUARIUS

You'll be given the task of organizing an important event or meeting. Although it's stressful, this responsibility will highlight your interpersonal skills. As soon as you dare to step outside your comfort zone, you'll truly shine.



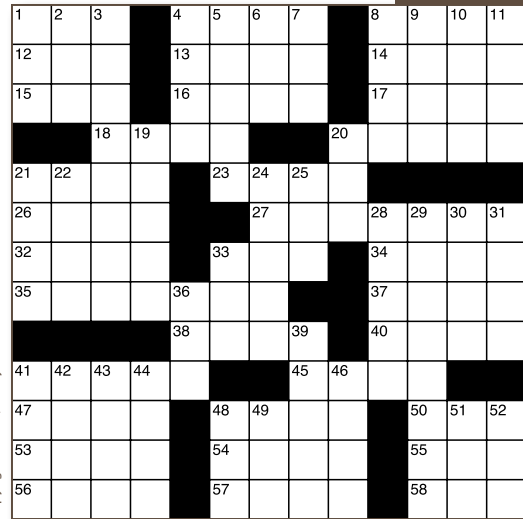
PISCES

New professional responsibilities and enriching challenges are on the horizon, offering you the chance to reveal hidden talents. Financial recognition is coming soon, along with renewed confidence in your abilities.

Coffee Break

CROSSWORD

PUZZLE N° 303



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ACROSS

- 1. Unmatched
- 4. Angel's headwear
- 8. Slosh through water
- 12. Pelt
- 13. Surrounded by
- 14. Very dry
- 15. Toll
- 16. Roomy
- 17. Bell sound
- 18. Boats like Noah's
- 20. Picture
- 21. Gold-threaded fabric
- 23. Reach
- 26. Outlet
- 27. Pleasing
- 32. Dog's woe
- 33. Spoiled
- 34. Pottery material
- 35. Land
- 37. Carry along
- 38. Mislaidd
- 40. Was in the red

DOWN

- 41. Hollywood's Clark _____
- 45. Plucked instrument
- 47. Realty unit
- 48. Sailor's hail
- 50. Annoy
- 53. Debtor's burden
- 54. Only
- 55. Pumpkin dessert
- 56. Does sums
- 57. Limbs
- 58. Coop product
- 1. Switch position
- 2. Now payable
- 3. More visionary
- 4. Falcon's cousin
- 5. Wrong
- 6. Container top
- 7. Lyric poem
- 8. Somewhat hot
- 9. Concert solo
- 10. Dent
- 11. On _____ (tense)
- 19. Patch the roof, again
- 20. Squid squirt
- 21. Departed
- 22. Spindle
- 24. Designs
- 25. Assistance
- 28. Performer
- 29. Glassmaker's tool
- 30. Delayed
- 31. Gazed upon
- 33. Life story, for short
- 36. Brewery beverage
- 39. Sandal
- 41. Colorful
- 42. Biting
- 43. Brought up
- 44. Telescope glass
- 46. Yes votes
- 48. 100 percent
- 49. Gardening tool
- 51. Oil derrick
- 52. Small cask

Sudoku

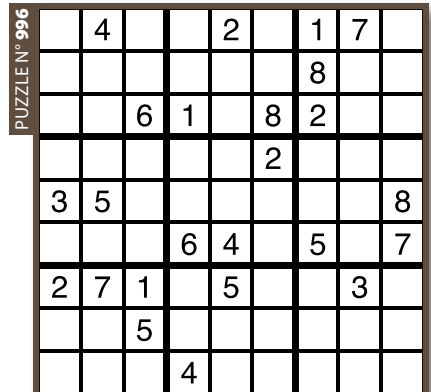
HOW TO PLAY

Fill in the grid so that every row, every column, and every 3x3 box contains the numbers 1 through 9 only once.

Each 3x3 box is outlined with a darker line.

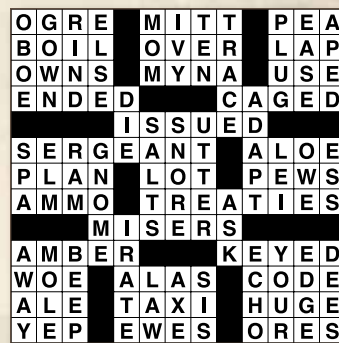
You already have a few numbers to get you started.

Remember: You must not repeat the numbers 1 through 9 in the same line, column, or 3x3 box.

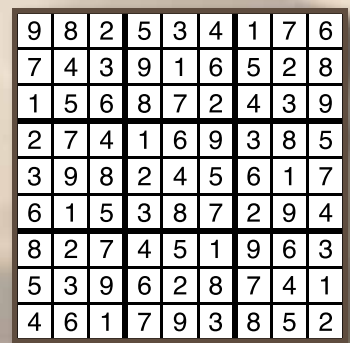


LAST ISSUE'S ANSWERS

CROSSWORD



Sudoku



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SPRING

calls for an upgrade

\$**0**
DOWN



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