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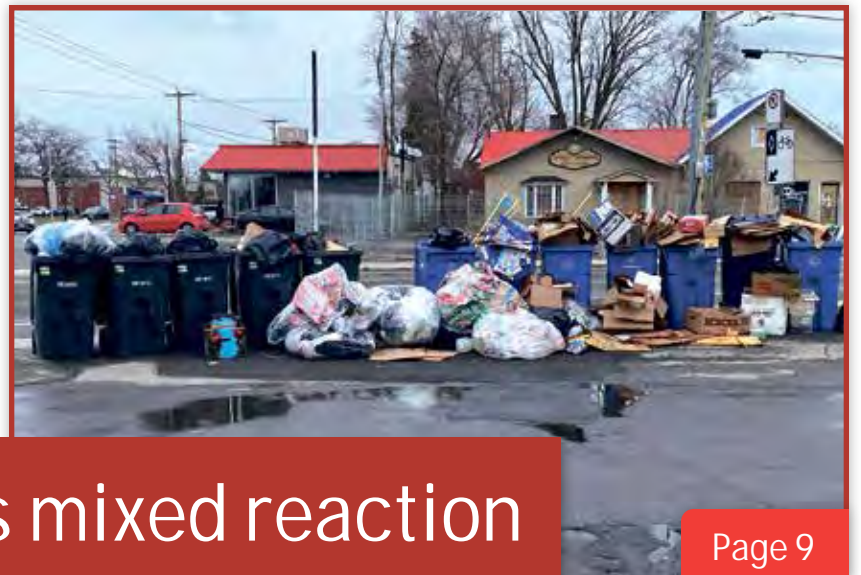
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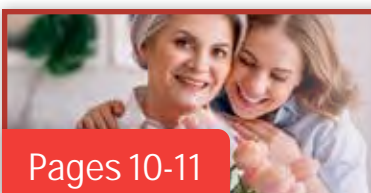
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Alto high-speed rail's impact on Laval stirs concerns at April city council meeting

Boyer contends developer wants to minimize expropriations by following autoroutes

MARTIN C. BARRY

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Mayor Stéphane Boyer revealed during the April city council meeting that Alto, the Via Rail subsidiary with a mandate to build Canada's first high-speed rail network between Toronto and Quebec City with a stop in Laval, is leaning towards using autoroute rights-of-way in the greater Montreal region when mapping out the route – rather than having to expropriate.

After first raising the issue in March, an outspoken critic of Alto was back at Laval city council earlier this month, challenging Boyer to reveal whether the city was recently asked by Alto to approve a proposed route through Laval as well the location of a future Alto station.

Resident seeks more info

"As the TGV (high-speed-train) is a very big project which stands to greatly change the territory, why has the city not consulted the citizens of Laval directly regarding the TGV specifically for planning on the territory?" said Pascale Durocher.

"Even if the TGV is a federal project, will be city be putting into place a means to gather information on the concerned Laval residents – a type of register – who are at risk of being expropriated while furnishing them with some kind of assistance?" she continued, specifying that she wasn't referring to financial assistance.

Replying, Mayor Boyer acknowledged that the

City of Laval met some time back with representatives of Alto to lobby for an Alto station in Laval. "I believed that if the railway were to be passing over our territory, that we should at least have a station the residents of Laval would be able to use," he said.

'We appear to have been heard,' said Boyer

Boyer suggested he was probably not the only person who was surprised that the federal government (which owns Via Rail) decided to seriously consider Laval for an Alto station, since it was assumed at one time that only the City of Montreal would be getting a station.

"So, I am happy to see that at least we appear to have been heard on this," he continued. "I think there are a lot of other people who were surprised to see that the government decided to make a station in Laval."

Following up on a claim Durocher made at the March council meeting, the mayor acknowledged that the City of Laval's mobility office had conducted numerous surveys and studies over the years on Laval's transportation and mobility systems – although none were done specifically on the Alto project, he added.

"But all to say that I would like to reassure the citizens that Alto, when I met with them, made it very clear to me that what they want to do in Laval is mostly to use autoroute rights-of-way in order to minimize as much as possible even-

tual expropriations, so that the eventual impact should be considerably limited," said the mayor.

Alto's potential impact in Laval east

Action Laval opposition city councillor for Saint-François Isabelle Piché said she would be tabling a notice of motion for council to make a declaration on the impact the Alto rail line may end up having on the permanent agricultural zone established by the city in the east end of Île Jésus. The declaration stated in part "our desire to keep this zone intact."

While Parti Laval opposition councillor for Marc-Aurèle-Fortin Louise Lortie said the Alto project "represents an important issue for our city," she added that "it's completely normal that a project of this size generates preoccupations."

She said she had been receiving calls lately from residents who were curious and seeking additional information on the project. According to Lortie, "there are people with the city who are working on this project along with people from Alto."

Armenian Genocide Remembrance

During a period of the meeting for councillors' statements, two city councillors drew attention to the fact that Armenians throughout the world would be marking Armenian Genocide Remembrance Day on April 24.

"Starting in 1915, the Armenians were forced to leave their homes and endured long forced marches," said Chomedey city councillor Aglaia



Revelakis. "Let us put an end to all the wars in the world and give peace a chance," she added.

Renaud-Coursol city councillor Seta Topouzian (who is of Armenian heritage) also noted the anniversary. "This recollection is a part of my history and that of numerous Armenian families from Laval," she said. "We take this moment to reflect and honor the memory of the victims of this tragedy that profoundly marked the history of the Armenian people."

Future of Richard Trottier Arena

After a series of inquiries during question period from several Fabreville residents regarding the impending demolition of the Richard Trottier Arena, which has been closed since 2018, Pont-Viau councillor Christine Poirier (who is responsible for economic development on the executive-committee) responded.

"Unfortunately, it won't be possible to renovate it to make a new arena," she said. While noting that a planned demolition has been postponed until the city is able to evaluate the full extent of reaction from residents, Poirier said city officials will be taking their time before making a final decision on the arena's fate.

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.



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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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CITYWATCH

By Martin C. Barry



All in for burn victims on May 31 at Laval's annual 'Firefighters' Run'

The City of Laval is inviting runners of all ages and abilities to register for the 14th annual Laval Firefighters' Run, taking place on Sunday May 31.

Building on the success of last year's event, where nearly 12,000 people ran and raised \$100,000 in donations, the city is placing even greater emphasis on the purpose of this year's race: to promote physical activity and healthy lifestyles, while supporting burn victims in Quebec through the Quebec Firefighters Foundation.

Activity and health

Since 2012, the Laval Firefighters' Run has brought together young and old in a festive and inclusive atmosphere. Organized by firefighters from the Laval Fire Department, the City of Laval and the Quebec Firefighters' Foundation, it aims to promote physical activity and healthy lifestyles through a fun event.

"The Firefighters' Run, the third largest race in Quebec, is much more than a sporting event: it's a collective commitment to health, prevention and solidarity," said Patrick Taillefer, director of the Laval Fire Department. "Every stride contributes to building a stronger, more resilient and more caring community," he continued. "By supporting burn survivors and promoting healthy lifestyles, we demonstrate that the strength of the Laval Fire Department lies not only in its emergency response capabilities, but also in its commitment to inspire, protect and give back."

'Spirit of solidarity'

"The Firefighters' Run embodies the spirit of solidarity, dedication and commitment that drives Laval firefighters and our

entire community," said Laval city councillor for Sainte-Rose Flavia Alexandra Novac who is responsible for public safety dossiers.

"Beyond the sport itself, it carries an essential mission: to provide concrete support to survivors of severe burns," she said. "The generosity and massive participation of Laval residents testify to the strength of this solidarity and the profound impact this cause has on our community."

A variety of courses adapted to runners and walkers of all levels will be offered during the run, including 1 km, 2.5 km, 5 km, 10 km, 21.1 km and 42.2 km (marathon). A virtual race option will also be available from May 17 to 31.

Young people welcome

Young people aged 17 and under who live in Laval can participate in distances up to 21.1 km for the token admission price of \$10, in order to promote physical activity from a young age. In addition, organizations are invited to participate in the run's Corporate Challenge by forming an internal running team and taking advantage of this unique opportunity to rally around a meaningful cause.

Registration fees for races of 5 km and longer will increase starting April 30. It should be noted that as of last week, more than 8,300 runners had already confirmed their participation and spots were already limited.

On race day, the finish line will be located on the outdoor grounds of Collège Montmorency. Active and public transportation to reach starting points is strongly encouraged. As such, STL bus rides will be free upon presentation of a Laval



Firefighters' Race bib, and shuttles will be available for runners to the various starting points.

Fire safety remembered

The organizers aren't forgetting about fire safety and awareness. To that end, booths and vehicles dedicated to these themes will be set up near the finish line. They will offer runners, as well as those who come to cheer, the opportunity to better understand the practices of the Laval Fire Department, learn how to prevent fires and know how to react effectively in an emergency.

All proceeds from the Laval Firefighters' Run are donated to the Quebec Firefighters Foundation, the only organization dedicated to raising funds for burn victims in Quebec.

Proceeds will directly contribute to financing specialized medical equipment, clinical research, a direct aid fund for victims and their families, and a summer camp adapted for children with severe burns. The event will take place rain or shine. To learn more and to register, go to coursedespompiers.org on the web.

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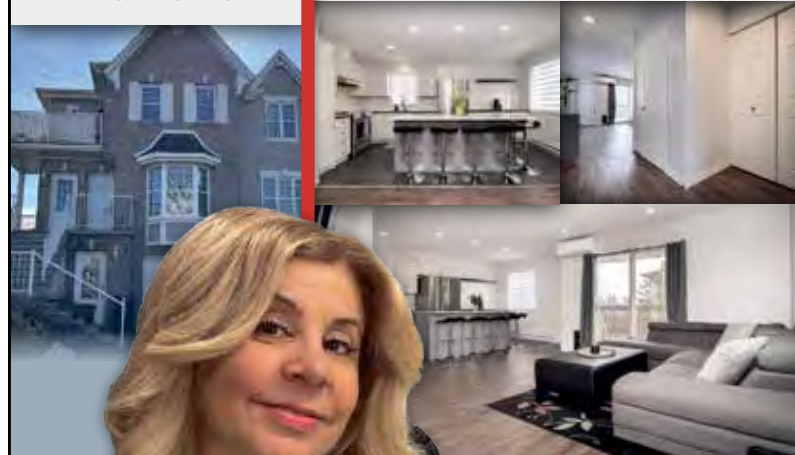
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Laval doubles up on targets, fast-tracking construction of affordable housing

City taking 'concrete action' to address housing crisis, says Mayor Stéphane Boyer

MARTIN C. BARRY
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The City of Laval says it has set a new target of 2,000 social, affordable and non-profit housing units by 2028 – twice the objective established in its first housing action plan for 2020-2024.

Despite a challenging economic context, Laval says the latest acceleration is part of the city's 2025-2028 Housing Action Plan.

The city says it has reached a clear turning point and is now positioned to play the role of facilitator, catalyst and strategic player in the creation of housing, while improving affordability and supporting more inclusive and sustainable urban development.

Setting a new housing target

The city says the new strategy will contribute to achieving a 10 per cent off-market housing target in Laval by 2031, as outlined in the Metropolitan Land Use and Development Plan of the Montreal Metropolitan Community, while also promoting a better balance in overall housing supply.

"Faced with the scale of the needs and the realities of the market, Laval is choosing to act with efficiency and innovation," Mayor Stéphane Boyer said in a statement.

"We are doubling up on our efforts to accelerate the construction of affordable housing for every Laval resident, according to their needs and means," he continued.

"Building on its experience, Laval intends to continue taking concrete action to address the

housing crisis and sustainably improve the quality of life for its residents."

Four projects now ready

Since 2025, according to the city, four funded projects in affordable housing have been completed in Laval, resulting in 153 new non-profit housing units. Furthermore, four other projects totaling 268 units are currently under construction, and seven projects are being funded so as to soon provide 1,450 new non-profit housing units.

"These developments enrich the existing housing supply and contribute to creating living environments adapted to the diverse needs of the population, thus helping to combat the housing crisis," the administration says in a statement.

The City of Laval's 2025-2028 Social Housing Action Plan, adopted by city council on April 14, "relies on concrete levers and renewed approaches to address current housing challenges," says the city.

Regarding accelerated processes, the city says it is reducing permit issuance times and facilitating project implementation. In April 2025, nearly 80 per cent of permits were issued twice as fast as in 2021, with processing times reduced by 22 per cent to 70 per cent, says the city.

Stimulating residential construction

According to Laval, the city continues to innovate in its financial assistance methods to stimulate residential construction and support social inclusion. A tax credit program, created in 2025, encourages the creation of affordable housing in new construction and will soon support its first projects in high-growth areas – particularly in

the city centre.

Furthermore, a program to support the start-up of non-profit housing projects, with an annual budget of \$300,000 that was fully committed in the first year, accelerates the development phase of these projects. Laval also makes municipal land available for new housing creation projects and simplifies several regulatory procedures.

Encouraging favorable projects

To this end, the city says it leverages the potential of key sites to encourage favorable projects, one key example being the recently-announced redevelopment of the property of the Missionary Sisters of the Immaculate Conception in Pont-Viau.

The city also provided key support for the launch of the first phase of non-profit housing at Carré Laval near the downtown sector, "thus contributing to the creation of sustainable, inclusive and exemplary living environments," according to the city.

Completed and pending projects

The completed projects (and their hosts/co-sponsors) include:

- Archipel de L'îlot – 9 units and community spaces for suicide prevention (L'îlot)
- Shield of Athena – 17 units for women victims of violence (Shield of Athena)
- Habitation Bousquet – 26 units for people at risk of homelessness (Corporation d'habitation Laval)
- Racine – 101 family and small household units (Société de Gestion Querbes)

The projects under construction (and their host/

co-sponsors):

- Maison Marie-Marguerite – 20 units for women victims of violence (Maison Marie-Marguerite)
- Curé-Labelle – 117 units for families and small households (Société de Gestion Querbes)
- Habitation Palerme – 31 units for people at risk of homelessness (Corporation d'habitation Laval)
- Mission Unitainés – 100 units for seniors (Office municipal d'habitation de Laval)

Financing secured for more housing

The City of Laval has also obtained funding for seven additional projects to generate another 1,450 units of affordable and social housing.

- Place Joie de Vivre – 28 units for people living with intellectual disabilities and autism (Place Joie de Vivre)
- Habitation Horizon Ouest – 40 units for people at risk of homelessness (Corporation d'habitation Laval)
- Habitation Havre du Renouveau – 36 units for families and small households (Corporation d'habitation Laval)
- Val-Martin – South Block – 140 units for seniors, families, and small households (Office municipal d'habitation de Laval)
- Christ-Roi – 143 units for families and small households (Société de Gestion Querbes)
- Carré Laval – 1,013 units for families and small households (Angus Development Corporation)
- Habitation Coalition Est – 50 units for families and small households (Office municipal d'habitation de Laval)

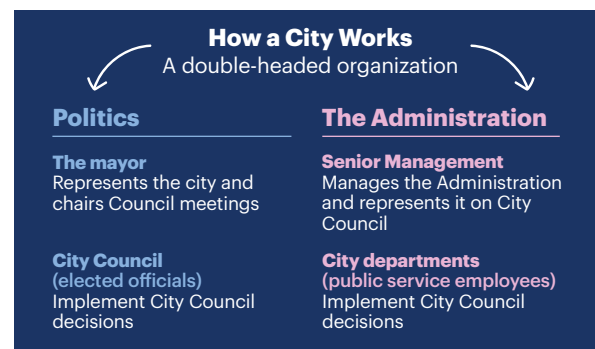
Laval Unveils The keys to community involvement

Let's talk about democracy at the library

Since February, a training session on community involvement has been offered at Laval's libraries. Many people come with the idea of meeting others from their neighbourhood, while some want to learn how to contribute to their city's development. One thing is for sure: everyone discovers how their input actually influences city decisions. Let's learn more about this overview of community involvement...

One of the three levels of government

We rarely think about it, but our territory and our living environment are governed by three different levels: municipal, provincial and federal. Each of these levels has its own responsibilities as well as the powers and scope of action that go with them.



In a city, where responsibilities focus on local issues (such as parks, water and urban planning), city councillors are elected to form the city council. However, these individuals make decisions in consultation with the municipal administration—that is, senior management and municipal departments.

This means that a city is, to all intents and purposes, a double-headed organization. The training therefore helps participants understand the various types of democracy as well as the various levels of government and, in particular how a municipality operates.

And it is immediately afterwards that residents' involvement steps in.

Everything there is to know about residents' influence

In Laval, residents' involvement plays a key role. There are many ways to get involved. Throughout the training, we first identify the various types of participation (electoral, public, social), and then we explore all the opportunities available to us for influencing change as individuals.

Because that's what really matters: Public consultations enable the city to better understand the expectations and needs of its residents and then take action accordingly. It's also a fascinating way to bring new ideas to life!

Scan the QR code to learn more and find out the date of the next training session.



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Laval renames park Parc de l'Espoir as Armenian community marks Genocide Remembrance Day

Hundreds gather for march, monument relocation and ceremony on April 24

MATTHEW DALDALIAN

Local Journalism Initiative Reporter
matthew@newsfirst.ca

A day of remembrance and renewal

Hundreds gathered in Chomedey's newly renamed parc de l'Espoir on the evening of Friday, April 24.

Laval's Armenian community marked Armenian Genocide Remembrance Day with a march, speeches and the official unveiling of a new home for the city's Armenian Genocide memorial.

The April 24 ceremony also marked the renaming of parc des Coccinelles to parc de l'Espoir, following a March 10 city council decision tied to the relocation of the Armenian Genocide Memorial within the park grounds.

The monument, titled *L'Espoir*, was created by late Armenian-Canadian sculptor Arto Tchakmakchian. It honours the Armenian men, women and children killed between 1915 and 1923 during the Armenian Genocide, widely recognized as

having claimed 1.5 million direct victims.

Events began around 5:30 p.m. outside Laval's Citizen Relations building on Blvd. Chomedey, where participants carrying Armenian flags walked together toward the newly renamed park. Many speeches and announcements were delivered in Armenian, with portions in French.

As daylight faded and the sky turned orange, families, elders and children formed a wide circle around the monument while music, poetry and community performances continued into the evening.

Monument finds new home

The monument was previously located near the intersection of Hwy. 440 and Blvd. Daniel-Johnson, a site community members had long said lacked visibility and reflective public space.

Sako Yacoubian, president of the Laval Joint Committee for the Armenian Genocide Monument, said community representatives had worked for years to create and later relocate the memorial.

"The committee was formed over 16, 17 years ago," Yacoubian said. "Representatives from each Armenian church came together,

formed a committee and we worked on the monuments."

He said the original monument opened in October 2013 before discussions began with the city on moving it.

"We worked with the city to try to relocate the monuments," he said. "And finally, they heard our needs."

Yacoubian said Laval was the natural place for such a monument because of the city's large Armenian population.

"We're a 45,000 strong community and the majority live in Laval," he said. "So, it was important for our people to have a place for our 1.5 million genocide victims."

Message beyond one community

Speakers repeatedly framed the event not only as remembrance of the past, but as a warning for the future.

Yacoubian said younger generations visiting the park may learn about genocide and the need to prevent future atrocities.

"We want to make sure that the youth acknowledge, remember and also prevent future genocides," he said.

Herag Herkelian, a previous art historian and Laval resident, said public memorials can help broaden historical understanding.

"I hope that the main takeaway for people who come across this monument would be to learn about it, to learn about the other genocides, to learn to speak up," Herkelian said.

He added that his hope was visitors leave with "that message of peace, of cooperation, of recognition, restorations and reparations."

Political leaders attend

Laval Mayor Stéphane Boyer, city municipal councillors, Quebec MNAs and federal MPs were among those in attendance.

Those attending politicians included Members of the House of Commons of Canada Fayçal El-Khoury, Annie Koutrakis and Carlos Leitão.

Mayor Boyer told the crowd the gathering showed the strength and permanence of Laval's Armenian community.

"When I was on my way here and saw everyone marching, the young people singing, and now seeing so many people here today with flags, I tell myself that the Armenian community is very much alive," Boyer said.

He said the new site was more fitting for reflection and annual commemorations, while also representing hope.

"That is why we are here today, among other things, to inaugurate the new location of the Monument of Hope," he said.

Renaud-Coursol district Councillor Seta Topouzian called the park renaming especially meaningful.

"This year, this moment of reflection takes on particular significance in Laval, as the commemorative monument now finally has a dignified and unifying home at Parc de l'Espoir," she said in a statement to *The Laval News*.

A community rooted in Laval

For many attendees, the ceremony carried both grief and pride. Children moved between adults holding flags. Hymns and Armenian songs carried through the park. Some stood quietly near the monument while others embraced after speeches.

Herkelian said outside support from political leaders and non-Armenian residents mattered deeply.

"They are all on our side. They're our allies," he said. "They understand that this is a bigger issue and not just an Armenian issue."

Yacoubian said municipal recognition sends an important message.

"We're an important community within the city," he said. "This means a lot for us."

As night settled over Chomedey, the monument's new setting reflected its purpose that evening, one of mourning and endurance.

EXCESSIVE CHARGES IMPOSED ON NEWSPAPERS AND MAGAZINES BY THE GOVERNMENT

Progress shouldn't come at the expense of journalism.

Publishers are committed to recycling. But the dramatic and unsustainable scale of proposed new fees on newspapers and magazines raises concerns about the future viability of Quebec's news ecosystem and the communities that depend on it.



Mayor Stéphane Boyer pictured with Renaud-Coursol district Councillor Seta Topouzian on April 24, 2026. (Photo: Matthew Daldalian, The Laval News)

Biweekly garbage pickup draws mixed reaction in Laval

Residents report overflowing bins and confusion, while city says change will cut costs and reduce waste

MATTHEW DALDALIAN

Local Journalism Initiative Reporter
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New schedule sparks complaints

Laval's shift to biweekly garbage pickup is drawing criticism from some residents. Weeks after the new collection calendar took effect on April 1, complaints online range from missed bins to overflowing waste containers outside homes and multi-unit buildings.

The city reduced household garbage collection to once every two weeks as part of a larger waste-management strategy. Recycling pickup has also moved to a biweekly rhythm in many sectors, while compost collection remains weekly in summer and every two weeks in winter.

Online, residents have used neighbourhood Facebook groups and petitions to vent frustration, posting photos of full bins, bags left beside containers and confusion over zone schedules.

One petition opposing the change has gathered more than 11,000 signatures. Wael Hamdar, a Laval resident, said he launched it after learning of the decision during the holiday period.

"I got a little bit, should I say outraged, because no consultation has been made with the resident," Hamdar said. "The city council took that decision."

Hamdar said some residents in his area appeared caught off guard when the new system began. "A lot of people got surprised because there was a lot of people not knowing about this," he said. "When your garbage bin is full, people are trying to put their garbage in black bags next to it."

Opposition calls for consultation

Saint-Bruno district councillor David De Cotis said residents contacting him have expressed anger over reduced service levels.

"They're frustrated, they're not happy," De Cotis said. "They've seen that taxes are rising, services are being reduced, so we're getting less services, paying more taxes."

De Cotis said different neighbourhoods may require different approaches depending on housing density and household needs.

"What we're asking for is a public consultation," he said. "Laval is a huge territory. Different districts have different realities."

Waste reduction argument

Ecological transition consultant Méliissa de la Fontaine, who works with the Incita co-operative, said the policy follows a logic already seen in other municipalities: lower costs and lower waste volumes.

"There is the logic of cost savings, and there is the logic of reducing residual waste," she said in an interview with The Laval News in French.

She said fewer truck routes can reduce fuel use, traffic wear and operating expenses, while encouraging households to better sort materials into compost and recycling streams.

"We pay a very, very high price for managing our residual waste," she said. "If we collectively succeed in reducing what we send out [...] collectively, we'll save money too."

De la Fontaine said many households can make relatively simple changes, such as choosing products with less packaging and avoiding disposable items.

She suggested citizens should read up on using compost more effectively.

"Most people, the vast majority of people, can adapt to the changes," she said, while adding that special cases should contact the city for help.

Resident builds reminder tool

For some residents, the challenge has been less about principle and more about remembering a more complicated schedule.

Dmitriy Laptev, who develops software solutions for businesses at Dotcom Specialty Corporation, said missed collections and full bins led him to help create a free online alert service called CiteHub.

"I actually missed a few bins and it's really unpleasant to have a full bin," Laptev said. The tool allows users to register their address and receive email or text reminders based on Laval's zone calendar. "When it's your turn, you are getting an alert the day before," he said.

Laptev said even weeks into the new system, some neighbours still appeared unsure of the schedule. "People, they still don't know what's going on," he said.

City defends move

In an email statement, City of Laval Director of Communications Gabrielle Brais-Harvey said the change aligns with the Communauté métropolitaine de Montréal's waste plan, which sets a maximum target of 26 garbage collections per year by December 2027.

For the city, reducing frequency is a recognized way to encourage better sorting habits and increase use of blue and brown bins, according to Brais-Harvey. She added that 69

Wael Hamdar, a Laval resident, said he launched his petition after learning of the decision during the holiday period. (Photo: Matthew Daldalian, Laval News)



municipalities in the Montreal metropolitan community already offered 26 collections annually or fewer in 2024.

Additionally, RECYC-QUÉBEC data shows 78 per cent of average garbage-bin contents could be diverted from landfill, including 57 per cent to compost and 21 per cent to recycling.

Brais-Harvey mentioned that the new system is expected to generate annual savings of about \$3.5 million by 2027 while reducing greenhouse-gas emissions tied to transport and landfill disposal.

For overflowing bins, residents or building managers are recommended to request an evaluation and possible adjustments, including added organic or recycling containers when needed.

For now, the city is not planning special summer or density-based collection changes, but staff are monitoring conditions on the ground.

What comes next

Hamdar said he plans to keep his petition active as residents continue adapting.

"I'm still hoping that something will happen in Laval," he said.



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Thank you for everything, Mom!

MOTHER'S DAY
MAY 10, 2026

Why **sleep** is one of the best gifts for Mom

On Mother's Day, gifts usually come in the form of flowers, cards and special meals. However, one of the most meaningful and practical gifts you can give your mom is a good night's sleep!

BENEFITS GALORE

For busy moms, lack of sleep affects far more than energy levels. Quality rest supports nearly every part of well-being and helps moms feel more like themselves.

- **Mental clarity.** A full night of sleep helps improve focus, memory and decision-making, helping Mom feel more present and less mentally overwhelmed.

- **Emotional recharge.** Sleep supports



emotional balance. Rested moms often find it easier to manage stress, respond with patience and recover from demanding or emotional days.

- **Physical restoration.** During sleep, the body repairs tissues, regulates hormones and strengthens the immune system, all essential functions for long-term health and resilience.

HOW TO HELP MOM SLEEP BETTER

Instead of adding more plans to her day, consider giving Mom the gift of real rest by:

- Taking over morning routines so she can sleep in without worry
- Reducing daily stressors by handling meals, chores or childcare so she can truly disconnect
- Creating a calm sleep environment in a quiet, dark and comfortable room
- Encouraging a gentle wind-down routine, such as reading, taking a warm bath or listening to soft music

This Mother's Day, help Mom rest!

Conversation starters for a meaningful dinner

Mother's Day is about more than flowers and a special meal. It's about creating space for real connection. This year, turn your Mother's Day table into a place for reflection, laughter and understanding with a few thoughtful questions. Here are five meaningful conversation starters.



1. What is one moment in your life that made you feel especially proud of yourself?

This gives Mom a chance to celebrate her own achievements, not only her role as a caregiver.

2. What is one dream or goal you still hold for yourself?

This prompt celebrates Mom as a person with hopes that continue to grow, no matter her age or stage of life.

3. What has motherhood taught you about yourself that you didn't expect?

This question is a powerful way to explore how becoming a mother shaped

her identity, values and strength.

4. What is something you hope our family continues long into the future?

This invites her to share the traditions, values and connections she wants to protect and pass on.

5. When do you feel most supported and appreciated in everyday life?

This important question helps everyone better understand how to show love beyond special occasions.

Mother's Day isn't what's on the table, but what's shared around it.

Happy Mother's Day!



Joyeuse fête des Mères!



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Thank you for everything, Mom!

MOTHER'S DAY
MAY 10, 2026



Motherhood *after loss*: holding space on Mother's Day

showed you what care and love looked like, your experience is valid. Grief doesn't follow a calendar, and Mother's Day can reopen feelings that are often hidden the rest of the year.

WHAT CAN YOU DO?

If this day feels heavy, give yourself permission to approach it differently. You don't have to attend every celebration, post on social media or explain your feelings to others.

- **Create a personal ritual.** Light a candle, write a short note to your loved one,

plant a flower or take a peaceful walk. Small acts can help acknowledge what words cannot.

- **Do something for your body and mind.** Buying yourself flowers, cooking your favourite meal, spending time outdoors or enjoying a quiet hobby can help regulate stress during emotionally charged days.
- **Limit social media.** Unplugging, logging off and stepping away from curated celebrations can reduce emotional overload and allow you to focus inward.

- **Set boundaries.** Let trusted friends or family know what you're comfortable with this year. That could mean keeping plans simple or spending the day privately.
- **Share your story safely.** Talk with a counsellor, support group or trusted person to help reduce feelings of isolation and validate your experience.

Mother's Day can look different after loss. Holding space for grief is an act of care for yourself and for the people you continue to carry in your heart.

If you find Mother's Day painful, you're not alone. For many women, this day brings complicated emotions. Whether you're grieving a child you carried, the mother who raised you or the person who

Mother's Day is an occasion intended to celebrate mothers. However, for many women, it can prompt feelings of self-doubt, negative comparisons and pressure to live up to an impossible standard. Instead of feeling appreciated, some moms find themselves questioning whether they're doing enough, giving enough or being enough.

WHAT'S "MOM GUILT"?

Mom guilt is the persistent feeling that

Letting go of "mom guilt" on Mother's Day

you're never "getting it right." On Mother's Day, those pressures can feel amplified as moms compare themselves to carefully curated images of perfect homes, smiling children and effortless celebrations.

However, real motherhood is far more complex. It includes stress, exhaustion, mistakes and learning as you go. None of these realities makes you less deserving

of recognition.

HOW TO LET IT GO, AT LEAST FOR ONE DAY

This Mother's Day, give yourself permission to release the idea that you must earn appreciation through perfection.

- Write down one expectation you've been putting on yourself, and lower it

- Say aloud one thing you handled well this week, even if it feels ordinary
- Set a specific boundary for the day and stick to it
- Put your phone away for part of the day or mute your social media notifications
- Request a break, a walk alone, help with dishes or uninterrupted rest

This year, let Mother's Day be a reminder that you're already enough, exactly as you are.

Nos vœux les plus chaleureux à toutes les mères à l'occasion de la Fête des Mères !

Our best wishes to all mothers on the occasion of Mother's Day!



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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
CD HOWE INSTITUTE

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 to 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	+606	+495
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 53-10-0489-01 with adjustments to book profits by adding back reserves and deferred income tax expense. The average dividend payout ratio from book profits is estimated to be 57 percent. Deemed distributions include share buybacks based on the FTD estimate of revenue from the share buyback tax (FBI's 2022).

▶ Continued on page 13



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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	26.0	24.3
Manufacturing	-4.4	3.0
Utilities	12.0	0.2
Construction	9.0	0.1
Transportation	11.8	0.0
Communications	11.3	0.2
Wholesale Trade	19.6	0.1
Retail Trade	20.4	0.2
Other Services	15.8	0.1
Aggregates	12.6	0.4

Note: *With the assumption of retained earnings, it is assumed that investment tax credits are not being applicable. Sources: Calculations by J. Bazel based on the Oxford Institute for Energy Studies (OIES) model. Estimates include corporate income tax, mining profit tax, and public sector oil and gas royalties.

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 newfound 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 territorial taxes as well as social security payments. PIT reform includes any reduction in the optional simplified credit. The 10% assumes the new payroll tax, although remitted by employers, 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.

The authors extend gratitude to Philip Bazel for providing research assistance. They also thank Mawakina Bafale, Brian Ernewein, Tasnim Fariha, Kate Koplovich, John Lester, Kim Moody, Shawn Porter, Munir Sheikh, Trevor Tombe, Kevin Wark, and several anonymous referees for valuable comments and suggestions. The authors retain responsibility for any errors and the views expressed.

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EMMANUEL ALIATAS, MA, PSYCHOLOGIST
emmanuelaliatas@gmail.com

PSYCHOLOGY FOR ALL

Toxicity in the workplace

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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A2 AUTO



By Martin C. Barry

Laval Police searching for individual

Investigators from the **Crimes Against the Person Unit** are seeking information regarding a **blue Nissan vehicle** whose driver allegedly approached pedestrians in the Sainte-Dorothée area on **Monday, April 20**, at approximately **4:55 p.m.**

Public assistance is essential to help investigators better understand the circumstances

and motive surrounding the incident. Citizens who may have information or who observed the vehicle are invited to come speak directly with investigators.

Incident details

At the time of the incident, a **minor-aged boy** who was on his usual walk was approached by

the driver of a **blue Nissan Versa**.

The individual allegedly made remarks and exhibited behavior that required the initiation of a police investigation to clarify the situation and determine the driver's intentions.

At least one other person is also believed to have been approached by the same individual under similar circumstances.



Vehicle description

- **Make/Model:** Nissan Versa
- **Color:** Blue
- **Model Years:** 2007 to 2013

Arson suspected in massive house blaze in Sainte-Dorothée



A screen grab of a video posted on social media of the fire on Boudreau St. in Sainte-Dorothée last Saturday afternoon.

A raging fire that destroyed a house on a quiet street in Laval's Sainte-Dorothée neighborhood has left many from the area in shock.

Some of those who witnessed the outbreak say they saw not only an explosion following the collapse of the building, but also the ensuing search by police for a suspect.

The Laval Police say the fire, near the corner

of Boudreau St. Bord-de-L'eau Rd. in Sainte-Dorothée, caused severe burns to a man in his forties and may have been a criminal act.

According to several witnesses, it was preceded by an explosion so violent that neighbors felt it through their windows. By the time they looked toward the source of the noise, a thick black cloud had already formed.

Although a motive for what appears to be arson remained unknown at our deadline, an investigation is only just beginning.

In the meantime, the Laval Police quickly began searching for a suspect. The entire area was cordoned off, patrol officers carefully observed anyone passing by, and a Laval Police dog handler was brought in to help out.

Fraud victims being sought by LPD



Investigators from the Laval Integrity and Ethics Bureau (BIEL) arrested 48-year-old Mélanie Payette last week in connection with a fraud case. (Photo: Courtesy of LPD)

Investigators from the Laval Integrity and Ethics Bureau (BIEL) arrested 48-year-old Mélanie Payette last week in connection with a fraud case. Police believe she may have other victims and are asking for the public's help.

According to police, Payette was the director of a non-profit organization. She allegedly used her access to the at least one of the organization's credit cards to make unauthorized cash withdrawals and personal purchases.

However, following a financial audit, further irregularities were discovered. The police investigation determined that the fraudulent activities took place over a year and a half, between August

12, 2023\ and January 9, 2025 and totaled more than \$53,000.

This was a second fraud case involving the suspect. She was convicted in November 2025 for similar offenses committed against another NGO in the Joliette region.

Payette was arrested on March 26 and was released with special conditions. She faces a charge of fraud exceeding \$5,000. The case will return to court on June 22.

Anyone who believes they have been a victim of Mélanie Payette is encouraged to contact the LPD at its Information Line at 450-662-INFO (4636) or by calling 9-1-1. The file number is LVL-250206-032.

More recent fires

26 APRIL | 04:07 // Building fire on Souvenir Boulevard in the Chomedey sector. Commercial building. Visible smoke. The Code was 10-07, intervention necessary.



APRIL 25 | 20:16 // Building fire on boulevard Curé-Labelle in the Sainte-Rose sector. Commercial building. Light visible smoke. The Code was 10-07, intervention necessary.

LPD seeks video of January car crash in which two children died

The Laval Police are seeking the public's help in a fatal crash investigation that claimed the lives of two children last January. The incident occurred on January 5 around 7:30 p.m. along Route 335 between Dagenais Blvd. and Saint-Saëns St.

"Investigators assigned to this case are looking for anyone who witnessed the incident or may

have relevant information, particularly video footage," the Laval police said in a statement. They say they are searching for a Hyundai Kona.

According to the LPD, the case involves allegations of dangerous driving that led to multiple injuries as well as two fatalities.

The investigation remains open and the inves-

tigators are urging anyone who may have been a witness or who may have recorded even a portion of the events through a dashcam or other digital device to contact them.

Anyone with information is asked to contact the police at the LPD's Info Line at 450-662-4636 or by calling 9-1-1. The file number is LVL-260105-079.



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5		3			4
	4		2	1	
2		1		4	
4				5	
	1				3

- a number can only appear once per row
- a number can only appear once per column
- a number can only appear once in each box of 6 squares

6	1	5	4	2	3
4	3	2	6	5	1
2	5	1	3	4	6
3	4	6	2	1	5
5	2	3	1	6	4
1	6	4	5	3	2

ANSWER

Do flying fish really fly?

Have you ever heard of flying fish? Their name makes it sound like they flap their wings like birds and soar through the sky, but that's not what they do at all!

Flying fish are sometimes called flying cod, and their scientific name is Exocoetidae. They live mainly in warm ocean waters, such as those surrounding tropical countries. Their large fins look a lot like wings. However, if you see dozens of them rise above the ocean, they aren't truly "flying."

These fish can swim up to 50 kilometres per hour. While swimming at this high speed, they use their rapidly moving tails to leap out of the water. Once in the air, their fins work like gliders, carrying them hundreds of metres over the surface of the water.

But why do they do this? For exercise? To impress people watching them from boats?

Not exactly. They leap into the air to escape much larger fish that want to eat them.

When you think about it, flying fish are a bit like flying squirrels. Flying squirrels don't fly like birds, bats or butterflies. Instead, they jump from tree to tree, using a special membrane between their legs to glide.

One thing is certain: many animals on land and in water have impressive abilities. Borrow books on wildlife from your local library to learn more.



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DIRECT ANSWERS

FROM WAYNE & TAMARA

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

WAYNE & TAMARA MITCHELL are the authors of YOUR OTHER HALF (www.yourotherhalf.com)

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Passing the torch: Laval students honoured in Ottawa for 100-Year legacy project



From left to right: Caterina Arena-Saia, Sean Esdon, Minister of Veterans Affairs Jill McKnight, Nelith Sigirige, Pierce Schaefer.

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In a poignant ceremony on April 8, the torch of remembrance was officially passed to a new generation. Veterans Affairs Minister Jill McKnight stood before a crowded room to present the Minister of Veterans Affairs Commendation to 13 extraordinary Canadians. Among the recipients were four students whose vision for a travelling memorial is poised to bridge the gap between Canada's military past and its classroom future for the next century.

The spotlight shone brightly on **Caterina Arena-Saia**, a student from Laval, along with her peers **Sean Esdon, Pierce Schaefer, and Nelith Sigirige**. The quartet was recognized for the creation of **The Corporal François (Franck) Dupéré Legacy Memorial**, a student-led initiative that has evolved from a classroom leadership project into a national symbol of enduring gratitude.

A century of stories

Launched in 2023 through the **Sir Wilfrid Laurier School Board's ASCEND Student Leadership program**, the memorial is not a static monument of stone or bronze. Instead, it is a living, breathing project designed to travel from school to school across Canada for the next 100 years.

The concept is as ambitious as it is intimate. At each stop on its cross-country journey, host students engage in deep-dive research into local military history. They are tasked with identifying a fallen soldier from their own community, documenting their story, and presenting their findings to their peers. This hands-on approach transforms remembrance from a passive annual observation into an active pursuit of historical truth and empathy.

"These remarkable volunteers embody the compassion, dedication, and gratitude Canadians feel toward our Veterans," Minister McKnight stated during the presentation. "They remind us that service is defined not by age, but by the choice to show up for others. Through their commitment, they ensure that the stories and sacrifices of our Veterans are never forgotten."

Built by hand, rooted in heart

For Laval's Caterina Arena-Saia, the project was a labor of love that extended far beyond the history books. To bring the physical memorial to life, Arena-Saia and her teammates took to the school woodshop, learning woodworking skills to construct the vessel that will carry these stories through the decades.

The students worked in close consultation with the family of Corporal François Dupéré and members of his regiment, the **4th Battalion, Royal 22e Régiment**. This collaboration ensured that the memorial remained grounded in respect and

accuracy. By involving the families of the fallen, the students have created a bridge between the military community and the youth who will one day lead the country.

The memorial functions as a relay. Every November 11, the current host school presents the story of their chosen soldier during the **Operation Remembrance** ceremony, held both online and in person in Ottawa. Once the tribute is complete, the memorial is handed off to the next school, creating an unbroken chain of youth leadership and communal memory.

Bridging the generational gap

While the youth recipients represented the future of Canadian remembrance, the ceremony also honoured those who have spent lifetimes in service. The 13 recipients included veterans like **Gilles Landry**, who has spent over 30 years volunteering for veteran organizations, and **Pierre Pellerin**, recognized for nearly four decades of service through The Royal Canadian Legion.

The inclusion of the students alongside these veteran volunteers sent a clear message: the responsibility of memory belongs to everyone. The ASCEND students sought to reinforce values such as courage, sacrifice, and compassion, viewing their project as a way to stand up against the fading of history.

To ensure the project's longevity, the team secured funding through Veterans Affairs Canada's **Commemorative Partnership Program** and built strategic partnerships with the Royal Canadian Legion. These connections provide the structural support needed for a project intended to outlive its creators.

A growing legacy

As the Corporal François Dupéré Legacy Memorial begins its long trek across the provinces, it serves as a reminder that the most powerful tributes are often those we build ourselves. For the students of the Sir Wilfrid Laurier School Board, the goal was to make sure that the names of the fallen are not just etched on cenotaphs but spoken in hallways and classrooms.

Since its inception in 2001, the Minister of Veterans Affairs Commendation has been awarded to over 1,400 Canadians. The award—featuring a gold maple leaf on a red poppy topped with the Royal Crown—is a symbol of "above and beyond" service. This year, by recognizing the "Laval four," the government has acknowledged that "above and beyond" can start as early as high school.

For local communities looking to follow in these footsteps, the message from Ottawa was simple: remembrance is a choice we make every day. Whether in a Legion Hall or a high school woodshop, the act of telling a story is what keeps the flame alive.

HOROSCOPE

Week of **MAY 3 TO 9, 2026**

The luckiest signs this week:
PISCES, ARIES AND TAURUS



ARIES

An unexpected opportunity tied to a spiritual journey or physical activity will transform your worldview. This moment will mark an important turning point where your personal growth and professional potential will align, strengthening your confidence.



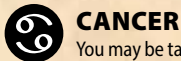
TAURUS

Your emotions will drive you to make bold decisions. An unexpected move or career change could disrupt your daily routine. These choices will mark a fresh start and initiate a new cycle of opportunities.



GEMINI

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.



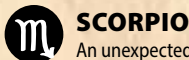
VIRGO

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.



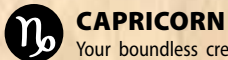
SCORPIO

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.



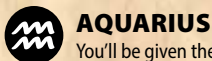
SAGITTARIUS

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.



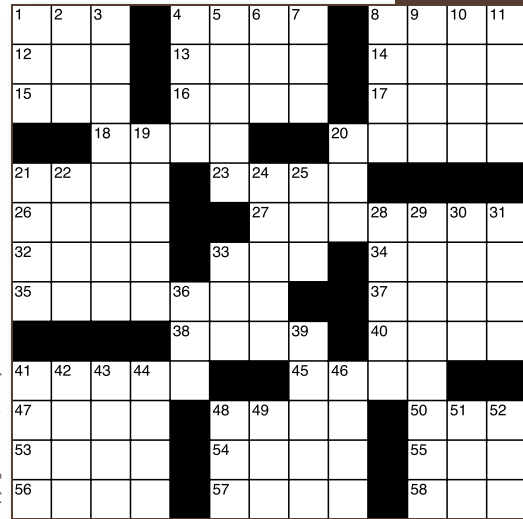
PISCES

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

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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

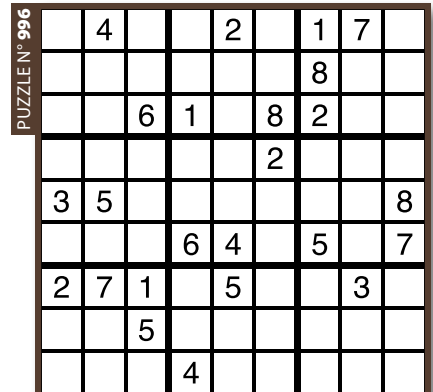
HOW TO PLAY

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.

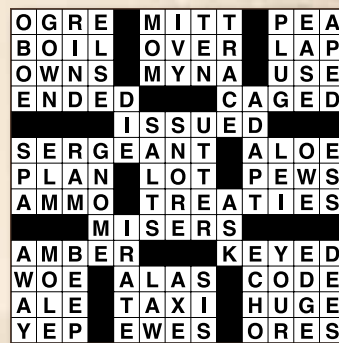
You already have a few numbers to get you started.

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

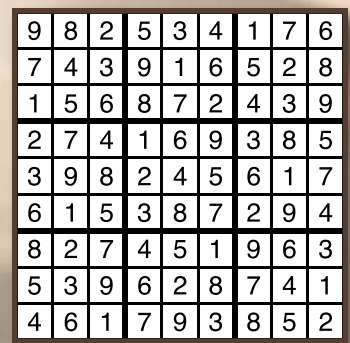


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