



A HILL TIMES POLICY BRIEFING

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FOOD PRODUCTION

FOOD SECURITY

Advocates look to new government for national food policy

By DENIS CALNAN

While Canadians may be relying more on agricultural imports, some food policy experts say the tide will turn to local food. A national food policy will be essential to getting Canada to that goal, while also improving food security, and some food policy experts are looking to the new government for that.

In a report released earlier this year, Agriculture and Agri-Food Canada said there was a 4.2-per cent increase over the previous year spent on importing food.

"We need some government policies in place to help us to look at these issues in a more holistic fashion. In policy wonk language it's called the joined-up food policy," said Diana Bronson, the executive director of Food Secure Canada, a national advocacy organization that promotes food security.

Ms. Bronson is advocating for the new Liberal government to implement a national food policy, something that she said all parties agreed to do before the 2011 federal election but the Conservative government did not follow through on.

Before the Oct. 19 election, Food Secure Canada surveyed the parties on issues around food in the country. The Liberals, NDP, Greens and the Bloc Québécois all participated in the survey and

supported creating a national food policy, while the Conservatives didn't respond, a release from the organization said.

The goal of a food policy, according to Ms. Bronson, is to address climate change, hunger and unsustainable food production.

She also said it is important to replace some food imports with locally grown food.

"We're not going to be 100 per cent local, but we could be a whole lot more than we are," said Ms. Bronson, emphasizing that she would personally not be able to give up some key imports, such as coffee.

"There's enormous consensus, across business, academics, different levels of government, that we need a national strategy on food. We may not agree on everything that needs to go in that policy, but we all agree there needs to be a policy," said Ms. Bronson.

She noted that several national organizations have taken a lead on food strategies, including the Conference Board of Canada, which runs the Canadian Food Observatory and has its own Canadian Food Strategy promoting a healthy, secure and sustainable food system.

Ms. Bronson said a federal strategy would help facilitate dialogue between national departments.

"It makes no sense to be having an Agriculture Department that's not talking to a Health

Department. So you're approving pesticides, or you're stuffing your meat with antibiotics and then you're suffering for it at the other end. It makes no sense to not have those things a little more joined up," she said.

Meanwhile, the same Agriculture Canada report said the country's export sales grew by 8.1 per cent in 2012.

"It is estimated that approximately half of the value of primary agriculture production in Canada is exported, either as primary commodities or processed food and beverage products," the report stated.

For a series of reports on the Canadian food system earlier this year, Global News commissioned surveys on Canadian food choices and it found that more than two-thirds of Canadians make an effort to buy local.

For Pierre Desrochers, the author of *The Locavore's Dilemma* and an associate professor of geography at the University of Toronto, the argument for buying more local food is old and does not make sense.

"This is a movement that is re-born every generation and which is probably as old as long-distance trade. But what local food advocates always fail to ask themselves is, you know most food used to be local not too long ago, and if things were so great back then why did so many people work so



National food strategy advocates now have their sights set on Justin Trudeau's Liberal government. *The Hill Times* photo by Jake Wright

long and so hard to develop the globalized food supply chain?" said Prof. Desrochers.

He said he is not against buying local, but that should not be the defining criteria for buying a product.

"I am for eating local when it's the best option. I think people should shop for quality and price. And if at any time of the year, for a particular product, the best option turns out to be local, well then of course go for it," said Prof. Desrochers.

"But if what local food activists are telling you is that you should pay more for a lesser-quality product just because it's local, then that's where I draw the line," he said.

Prof. Desrochers said that if the determining factors for buying food are nutrition and food variety, then buying food from around the world can be good.

"The more global we go, the better off we are, because in the end your body doesn't care about where your nutrients come from. It just cares about nutrients. Your

soul, if I might use that word, might care about [how] local your food is, but your body really doesn't," he said.

Jan Slomp, a dairy farmer and president of the National Farmers Union, said that the buy local food movement comes from the desire to reconnect consumers with where their food comes from.

"The local food movement comes from, first of all, a resentment of the industrial food, by consumers and farmers suffering from the industrial food system, by becoming a mere commodity producer that is distant from the end eater or consumer of that food," he said.

"The industrialization of agriculture has been a process that has de-linked eaters from producers. And the worry about the quality of the food and the worry about the social aspects of how that food is produced is not unique to Canada," said Mr. Slomp.

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POLICY ANTIBIOTICS

Industry welcomes new regulations to curb antibiotic use

By DENIS CALNAN

Industry insiders applaud the government's move to more strictly curb the use of antibiotics for animals, something the animal drug sector itself pushed for, and some say it has to be just the tip of the iceberg in cracking down on the overuse of the drugs, which have been sold as a growth promoter in the past.

The reason for the stricter rules, which bring in more veterinary oversight and eliminate growth-promotion claims around antibiotics, is to maintain the drugs' ability to combat diseases by curbing overuse.

"We've been highly supportive of making sure that there is appropriate use of antimicrobials," said Jean Szkotnicki, president of the Canadian Animal Health Institute, a not-for-profit trade association. The CAHI says it represents companies that make up 95 per cent of sales of animal health products.

The aim of the new federal regulations, proposed by the animal drug sector, is to prevent the development of drug-resistant super bugs. The government's intention to change the regulations was announced in April and is part of the Federal Action Plan on Antimicrobial Resistance and Use in Canada.

"Our members actually went into the Veterinary Drugs Directorate of Health Canada and proposed that we voluntarily would remove the growth-promotion claims from our products and agreed to veterinary oversight of the products that are considered medically important and used in feed and water. And that would help us align with the United States," said Ms. Szkotnicki.

The United States is moving in that direction, she said, aiming to have new regulations by the end of 2016. *The New York Times* reported that the American government has requested "veterinary pharmaceutical companies to voluntarily remove growth promotion from drug labels as an acceptable use for those antibiotics that are also important in human medicine."

Ms. Szkotnicki said that with Canadian industry taking the lead, she expects Canada to meet a similar timeframe for implementation.

"We trade a lot of our red meat into the U.S. so we want to make sure our vital sanitary standards are equivalent with the U.S.," she said.

This is a direction that many countries are moving in, or already have moved in, and Canada's industry is doing this with some guidance from the International Animal Health Organization, she said.

The new rules mean that the liberal usage of the drugs on animals for purposes of growth promotion will no longer be allowed. The drugs would still be allowed to be used for therapeutic reasons, with corresponding labelling.

"They could be used for treatment, prevention and control of disease, provided that they all have data to support those label claims," said Ms. Szkotnicki.

"There will be more veterinary oversight of the product. So, in some cases, particularly the water solubles, they're going to be made prescription only, so only available through the veterinarian," she said.

Feed additives are only going to be available through "veterinary authorization," which Ms. Szkotnicki describes as a "prescription-like" document.

Some experts said the stricter rules are just the first step in more changes coming in this industry.

"This is a step in the right direction. What we as an association believe, and I think the veterinary community globally believes, is that just removing growth promoting claims alone is not the end of the cultural change that's going to happen," said Dr. Duane Landals, senior adviser with the Alberta Veterinary Association, who's also past-president of the Canadian Veterinary Association and part of the organization's advisory group on veterinary pharmaceuticals.

"Growth promotion claim removal is a good thing. Now how do we rationalize our preventative use, our treatment use, making sure that we're doing it properly and

consistent with scientific evidence at the time?" said Dr. Landals.

He said that there is a concern that animals will become resistance to the effects of the antibiotics, "but the higher-level concern is the risk to human health of resistance.

"I don't think we're in a situation of irresponsible use, I think the culture, the standard of use is changing, it's evolving. I think this is just the very beginning of us starting to look at all the health care management steps we need in farm animals as we move forward and that will certainly rationalize how and when we use antibiotics, how we deal with the diagnostics, how we record

which antibiotics are being used so we can get some data on the volumes and the effectiveness and what not," said Dr. Landals.

"So this is really only a beginning stage for sure," he said.

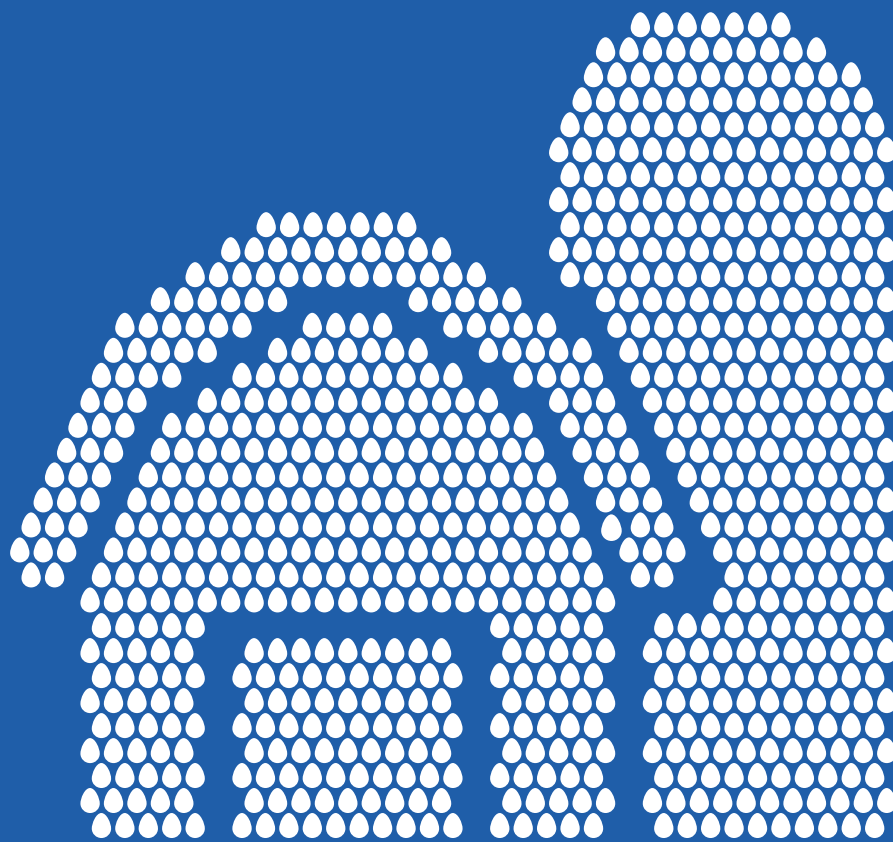
Jan Slomp, a dairy farmer and president of the National Farmers Union, a voluntary members' organization, said these restrictions should have come in earlier, and might have if Canada looked to European countries more for guidance on this, rather than the U.S.

He said the Canadian government should have stepped in "way earlier" to curb the use of antibiotics. Mr. Slomp said he stopped the excessive use of antibiotics on his animals many years ago and said that it is "pathetic" that Canada has allowed their use.

Ms. Szkotnicki said that the move is a responsible one for the industry to make.

"We want to maintain the efficacy, or the ability, of these products to be able to treat animals and in the long term to treat humans," said Ms. Szkotnicki.

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FOOD PRODUCTION

POLICY BIOFUELS

Low fuel prices, expiring subsidies could take dent out of biofuel sector

Traditionally, farmers had two main markets for their crops: human consumption and animal feed. Biofuel offered a third market.

By DENIS CALNAN

Farmers who rely on income from growing food crops for fuel may face some tougher times ahead as subsidies come to an end and the low price of oil makes corn-based ethanol and other, more expensive, alternative vegetable-based fuels less attractive.

But as the new Liberal government settles in, one expert says that party had the most comprehensive plan on biofuels during the election, so expectations are high.

Earlier this year, the Organization for Economic Co-operation and Development

and the Food and Agriculture Organization of the United Nations released a report suggesting that low oil prices make growing corn and other crops for fuel less economically feasible.

"The future evolution of the political will to support biofuel blending in transportation fuel represents the key uncertainty to the sector. This decision process will be shaped mainly by macroeconomic developments in key countries, relative prices of feedstocks and fossil fuels, prevailing views on environmental benefits of biofuels and the global food security situation," reads the report.

The provinces have various programs to support the biofuel industry and the federal government has a biofuels strategy in its ecoENERGY for Biofuels Program. That program, which was announced in 2007 and aimed to commit \$1.5 billion over nine years to boost production of biofuels, is due to expire in 2017.

Biofuel production around the world has "plateaued," said Warren Mabee, an associate professor and director of the Queen's Institute for Energy and Environmental Policy.

"There are a fair number of nations around the world that have a biofuel mandate or a biofuel target in place. Many of those countries have fulfilled that mandate, so they're producing enough biofuel, or they have deals set up to import enough biofuel to be able to meet the mandates that are in place," he said.

But many subsidies are being phased, he said.

Another industry expert said those who rely on income from biofuel crops may have to brace for change.

"If you have the combination of falling oil prices, which generally tend to make alternatives to conventional fuels less competitive, and therefore less economically attractive, and then also you have pull back of subsidy programs, I mean, if you're in the business of growing crops for biofuel purposes, it's probably not a happy outlook," said Mark Winfield, an associate professor of Environmental Studies at York University and the co-chair of the Sustainable Energy Initiative at York University.

"The big difference now is that in the past there were these policy drivers pushing expansion of biofuels. And the very high price of oil meant that in some places that expansion was going faster than the policy dictated because ethanol, at that point, did come in at a little bit cheaper and you could actually make a good profit."

Both of those incentives are gone said Prof. Mabee.

Traditionally, farmers had two main markets for their crops: human consumption and animal feed. Biofuel offered a third market.

"It's a significant portion. It's something like a third, or a little more than a third, of the corn that is being grown now is going into biofuels," said Prof. Mabee.

"One thing to keep in mind is that although we're not building any new corn-to-ethanol facilities in Ontario or Quebec right now, we're also not talking about shutting any down. And so, really, farmers have gone through a fairly volatile time, in terms of the price for their crops. They saw the price for corn go up, as these biofuel markets came on line. That had a knock-on effect on the price of feed," he said.

Prof. Mabee said he does not think the price of corn will drop significantly in a short period of time.

"When you read the OECD report, what they point to is the fact that the demand for food and the demand for feed is going to keep going up, and that is going to drive increases in agriculture demand around the world. The demand for biofuels is predicted to hold steady, or pretty close to steady," he said.


Prof. Winfield said the subsidies that are in Canada, and other countries, to help boost the alternative fuels are a wasted investment

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FOOD PRODUCTION

POLICY BIOFUEL

Low fuel prices, expiring subsidies could take dent out of biofuel sector

Continued from page 20

for green energy in the first place, and there are better alternatives for investment. "The problem was, in some ways, this enthusiasm for biofuels played out more as a subsidy program for corn farmers than as a national energy strategy," said Prof. Winfield. "This had more to do with agri-



Some experts say that corn-based fuel may be limited going forward.

cultural support than energy policy."

As for the future of corn-based fuel, both professors agree that it still has a future but it may be limited.

"I think that the conventional corn-based ethanol, it's unlikely that we'll ever see another big policy push to expand it," said Prof. Maybee.

He said that the food-versus-fuel issues, as well as the concern that there is a net energy loss manufacturing biofuels, make further subsidization unattractive.

"I think that it's a positive fuel. I think it helps us with our climate goals, but it's not the best of all the fuels to help us with climate goals," said Prof. Mabee.

He thinks there will be new biofuels taking a bigger share of the market, including green diesel.

"We'll probably see some cellulosic fuel coming in," he said. "I think that there's all kinds of new technologies getting to commercial reality that are going to give us a little bit more flexibility in what we do with biofuels."

"There's no one silver bullet solution for this. I think that there's a combination of two or three biofuels, electrification and changing lifestyles that will all combine to give us a much greener future transport sector," said Prof. Mabee.

Meanwhile Prof. Winfield said he believes biogas, processed through anaerobic

digesters, is where the growth should and will take place. The digesters use farm waste to make methane and that gas can then be stored.

He said that Germany has led the way in developing more of a sustainable energy policy that includes the digesters. While Ontario started to develop the industry, it has since backed away.

Prof. Winfield reviewed all the party platforms before the election last week and said the Liberals offered the most comprehensive vision for what it would do for developing green fuels.

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FOOD PRODUCTION

OPINION NATIONAL FOOD STRATEGY

Strong #EatThinkVote campaign points to need for Canadian Food Policy Council

Food issues are cross-cutting and complex. Who better to deliberate on them than a council that brings together the best minds from the relevant levels of government, industry, and civil society?



PETER ANDRÉE

In the recent election campaign, we saw a new player exerting its political muscle on the Canadian food and agricultural scene. Food Secure Canada's #EatThinkVote campaign brought to the fore the issues of poverty-related food insecurity, the obstacles facing new farmers, and the challenges in accessing safe and affordable food faced by northern indigenous communities. The campaign represents a growing alignment of actors who are connecting around issues across the policy silos of health, agriculture, trade, environment, and more.

Food Secure Canada's unlikely allies include the Conference Board of Canada, the Canadian Federation of Agriculture, and the Canadian Agri-Food Policy Institute. There are political differences between them, but they all reach the same conclusion: Canada needs a National Food Strategy. A new government in Ottawa represents an opportunity to develop this strategy. The first step should be to estab-

lish a Canadian Food Policy Council.

The #EatThinkVote campaign pointed out that Canada has some major problems when it comes to food. Household food insecurity is at a record high, affecting four million Canadians. This includes a disproportionate number of Inuit, First Nations and Métis. Two-thirds of all Canadian children do not eat enough vegetables and fruits, and rates of obesity and diabetes are climbing. Meanwhile, 80 per cent of farmers plan to retire in the next 10 years, and a new generation of young people interested in pursuing sustainable food production is facing major challenges accessing land and capital.

The convergence of 'food movement' forces evident in the #EatThinkVote campaign has been building for a while. In 1991, a milestone year, Toronto became internationally recognized for establishing a municipal food policy council under its Board of Health. In 2005, another milestone was reached. Food Secure Canada became the national umbrella organization for community organizers, progressive farmers, fishers, and international development organizations that shared this common agenda: zero hunger; a sustainable food system; healthy and safe food.

This movement then received a boost in 2012 from the UN Special Rapporteur on the Right to Food. While the Conservatives criticized his visit to this country, the Special Rapporteur brought national and international attention to Canada's poor record with regard to respecting the human right to food. His visit also served to strengthen relationships between Canadians working on food and farming issues with indigenous, human rights and environmental organizations.

The 2015 #EatThinkVote campaign shows that these interests have really coalesced. They are becoming more vocal and politically savvy, and building new alliances. One hundred and sixty-four candidates of all parties participated in 68 #EatThinkVote events across 63 ridings, ac-



A food policy council would consist of stakeholders and representatives from all parts of the food system.

ording to a Food Secure Canada representative. Four parties, including the Liberals, endorsed the campaign's bottom line goal of a National Food Policy. At least 37 newly elected (or re-elected) members of Parliament also said 'Yes' to this idea.

Now, more than ever before, Canada has a Parliament that understands the need for an integrated approach to these pressing issues.

So what should a well-informed Parliament do? The issues highlighted in the #EatThinkVote campaign have solutions. Some, such as an overhaul of the Nutrition North Canada program, can be addressed directly by federal departments in consultation with communities and indigenous representatives. Other issues, such as the need for a cost-shared and industry-partnered National Healthy School Food Program, will require more complex cross-sectoral and inter-governmental approaches.

A Canadian Food Policy Council could design these solutions. Food Policy Councils consist of representatives and stakeholders from all parts of the food system. There are currently more than 200 councils doing creative work worldwide. Most advise municipal or U.S. state governments. In her recent masters' thesis, written under

York University Professor Rod MacRae, Sasha McNicholl showed that the major stakeholders in Canada are ready for a food policy council. (McNicholl even went so far as to draft a National Food Policy Council of Canada Act.)

Food issues are cross-cutting and complex. Who better to deliberate on them than a council that brings together the best minds from the relevant levels of government, industry, and civil society? Canada's experience with the National Round Table on the Environment and the Economy—a force for sustainable development in Canada until 2013—shows the value of such an advisory body as a first step toward designing innovative solutions.

The #EatThinkVote campaign was the clarion call. An act to create a Canadian Food Policy Council would show that our new government is taking that call seriously.

Peter André is associate chair of the Department of Political Science at Carleton University, and co-editor of Globalization and Food Sovereignty: Global and Local Change in the New Politics of Food (University of Toronto Press, 2014).

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LIBERAL PLATFORM

LIBERAL POLICY ON AGRICULTURE & FOOD SECTOR:

According to the Liberal platform, the next government will allocate \$85-million per year, or \$340-million in its first-term, on these three initiatives:

- \$40-million per year, for four years, for an "Agri-Food Value Added Investment Fund" aimed at providing technical and marketing assistance to help food processors develop new products that "reflect changing tastes and market opportunities."
- Invest \$25-million per year, for four years, on agricultural research under a new process aimed at better allocating funding, with the help of food producers.
- An additional \$20-million per year, for four years, for the Canadian Food Inspection Agency to conduct more food safety inspections of both domestic and imported foods.

The platform also said a Liberal government would commit to working with the provinces and territories and other industry partners to "better address water and soil conservation and development issues."

The Liberals pledged to continue to defend Canadian interests, including supply management, during trade negotiations and "carefully consider all trade opportunities currently open to Canada, and explore deeper trade relationships with emerging and established markets, including China and India," as well as develop a new export promotion strategy to help businesses take advantage of new trade agreements. "Canada's farmers and ranchers are the foundation of our food sector. The work that they do to feed Canada and the world is vital, but government support is needed to help them with challenges ranging from transportation to water management to research and food safety," reads their policy document.

FOOD PRODUCTION

BY THE NUMBERS

- Canadians represent about 0.5% of the global population, produce about 1.5% of the food in the world, and consume about 0.6% of world food production.
- On average, around 70% of the food bought in Canadian stores is produced domestically.
- Food-related manufacturing accounted for \$88-billion in revenue in 2011. It is the second-largest Canadian manufacturing industry and largest manufacturing employer, putting more than 236,000 Canadians to work in 2011.

Source: Statistics Canada

FOOD PRODUCTION

SUPPLY MANAGEMENT IN CANADA

- Three sectors in Canada are regulated under the supply management system: dairy, poultry and eggs. It functions by controlling production and limiting foreign competition.
- The supply management system has been in place since the 1970s, when the Canadian Dairy Commission was created, making dairy the first national supply managed commodity.
- The number of farms has shrunk considerably over time. There are currently around 13,000 dairy farms, 2,700 chicken farms, 1,000 egg farmers, 500 turkey farms, and 230 hatching egg producers.
- According to the Canadian Federation of Agriculture, the dairy and poultry industries sustain 300,000 jobs, contribute \$24.5-billion to Canada's GDP and pay \$4.8-billion in taxes.
- For a while, imports were banned but now about five per cent of dairy products on Canadian shelves are imported tariff-free. Another 18,500 tonnes of cheese will be imported from Europe under CETA.
- The Trans-Pacific Partnership deal among 12 countries would increase dairy imports by 3.25 per cent over five years.

—Compiled by Rachel Aiello

CIVIL CIRCLES REFORM

Public institutions need 'reboot' to restore trust, PPF report says

By BEA VONGDOUANGCHANH

Canada's public institutions are no longer effective or serving the purposes for which they were designed which is contributing "to an erosion of trust" in them and the political system, says a new report.

"Our political system clearly needs a reboot if it is to fulfill citizens' expectations and serve the purposes of advancing our provinces and our country—and Canada's place in the world," said the Public Policy Forum report, *Time For a Reboot: Nine Ways to Restore Trust in Canada's Public Institutions*, released yesterday. "The problem is that our public institutions are no longer playing the roles for which they were designed, nor with the authority to be effective. And they are still using processes created a century or more ago for a very different world."

The report was written by a panel of eminent Canadians and chaired by former Alberta treasurer Jim Dinning. The other panelists included former Quebec premier Jean Charest, Desjardins Group president Monique Leroux, former Privy Council Office Clerk Kevin Lynch, and Canada Pension Plan Investment Board chair Heather Munroe-Blum.

The report noted that the centralization of the power in the Prime Minister's Office, the decline of the public service, the increase of the 'political service' and permanent campaigning have eroded public trust in institutions such as Parliament and entities such as the Cabinet.

"The centralization of Canada's political system means that our prime ministers have become far more than 'first among equals.' In fact, they wield more power than their counterparts in other Westminster-style Parliamentary systems," the report said. "Today, the PMO functions as the 'real' cabinet. It develops and screens government policy, decides on appointments, devises communication strategies and writes speeches for the prime minister, ministers and others. Its reach and influence extends into almost every corner of government."

The centralization of power in the Prime Minister's Office comes at the expense of the Cabinet which was designed to provide a forum for high-level discussion, policy direction setting, and decision making. "Executive governance has evolved to the point where cabinet ministers no longer play the vital role they once did," the report said. "In the past, prime ministers would delegate responsibility to ministers for policy initiatives, and those ministers were expected to bring to cabinet important subjects for examination. They were also expected to be knowledgeable about their own portfolios as well as those of their colleagues. Today, by contrast, the measure of a minister seems all too often to be his or her ability to avoid controversy."

Similarly, the non-partisan public service has turned into a bureaucracy used only to enact legislation and carry out day-to-day service rather than act as an arena where advice is sought and public policy created. It is at risk of becoming "an administrative service" whose sole task is to "execute the orders of politicians and their aides without informed policy advice, question or discussion." The political service should complement the public service, not compete with or displace it, the report said. "Elected officials now rely heavily on political appointees for advice, marginalizing the important contributions of the senior ranks of the public service and eroding the complementarity of their respective roles," the report said, noting that while "political staff are an essential part of our system of

government," they should not be doing the public service's work.

"Some concentration of authority is arguably a natural evolution in Westminster-style Parliamentary systems such as those in Canada," the report says. "However, this should not come at the expense of stifling democratic debate. The unbalanced centralization of power now evident in Ottawa and many provincial capitals does not serve the public interest."

In addition, the report said that non-stop electioneering is blurring "the lines between political messaging and public policy for the non-partisan public service" and "reinforces the power of the political service."

The report makes nine recommendations on how to improve this new reality. The first is to strengthen Parliamentary committees by allowing the full House of Commons to elect committee chairs by secret ballot, allowing the chairs and members to sit on the committees for the life of a Parliament, allowing the committees to determine their own meeting schedules, and reducing the number of committees in order to "provide them with effective resources to fulfill their mandates." In addition, ministers and deputy ministers should regularly appear before committees.

"Our parliamentary committees can play a key role through broader, more imaginative tools of public engagement," the report said.

In order to restore trust, Cabinet government must also be restored. "Ministers should be accountable for their political staff and should appoint their own chiefs of staff," the report said. "When a minister's political staff are appointed by the PMO or premiers' offices—and not by the minister—there is a misalignment of responsibility. A direct channel of communication with centralized first ministers' offices is essential; however, this shouldn't be the primary linkage, because such arrangements carry a risk that ministerial staff are thereby undermining the minister's authority and accountability as stewards of their departments."

And finally, the public service must be allowed to fulfill its intended role and more public accountability needs to be built into the political service.

"A clear public statement by the prime minister and government is needed regarding the 'conventions' underpinning the public service in Canada and its role with respect to policy advice and implementation, administration of programs, and delivery of services to Canadians," the report said. "The principles, roles and responsibilities of the public service, including specific accountabilities for deputy ministers, should be enshrined in legislation. ... The political service will continue to be an important part of our system. However, its uncodified standards of accountability and transparency are inconsistent with the demands of a modern democracy."

Mr. Dinning said in a release that these issues are "critically-important" and the recommendations are "readily implementable" and will benefit the country.

"If adopted, our proposals stand to reboot Canada's public institutions, fortifying them so they can perform the roles for which they are intended. Canada would then benefit from more productive, more transparent and more accountable public institutions and governance that matters," the report said.

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RÉÉLUS. VOTRE SIÈGE VOUS ATTEND.

AIR CANADA  *Tout un monde vous attend.*