



Our Consultation with Canadians

Contents:

- Executive Summary 1
- 1. Our conversation with Canadians 3
- 2. Canadians value postal services and see the need for change..... 5
- 3. Feedback about each option for change 7
 - Pricing 8
 - Expanded use of community mailboxes (CMBs)..... 10
 - Alternate-day delivery for mail (not parcels)..... 13
 - Further replacement of corporate with franchised post offices 15
 - Reduced speed of delivery for Lettermail 17
- 4. Conclusion 19

Executive Summary

Canadians' needs for postal services are changing. The extent and pace of these changes, as well as their implications, have become the focus of considerable analysis and discussion. In its 2012 Annual Report, Canada Post reported that Canadians mailed almost one billion fewer pieces of domestic Lettermail in 2012 than they did in 2006. In its widely reported April 2013 study, *The Future of Postal Service in Canada*, The Conference Board of Canada projected that Canada Post could record financial losses of roughly \$1 billion a year by 2020.

Recognizing its importance to Canadians and its need to remain relevant and financially responsible, Canada Post began in April 2013 a five-month conversation with Canadians about the postal services they need now and will need in the future. To foster an informed dialogue, Canada Post invited a cross-section of Canadians to share their views in conversation with its senior leaders. From mid-May until well into September 2013, these senior leaders travelled to 46 communities across Canada to hold these conversations.

The sessions began with a brief overview of Canada Post's current challenges and of the options for change as presented in The Conference Board of Canada report. The floor was then open for a wide-ranging, informal conversation. Canada Post also invited Canadians to share their views online and by writing letters. As of October 15, 2013, 3,006 online comments had been submitted, and 868 letters had been received.

Canadians clearly recognize that their changing choices are driving dramatic changes in the need for postal services. They recognize that, as consumers, their use of postal services has shifted from a heavy reliance on Lettermail to a growing need for parcel delivery and they see the value in local advertising mail.

In these consultations, Canadians said they would support:

- conversion of the one third of Canadian addresses that now receive door-to-door delivery, most of which are in urban areas, to community mailboxes. Canadians are shopping online in greater numbers, and ordering more items, and they see community mailboxes as a secure and convenient way to receive their parcels. Many also object to the "unfairness" of only one third of addresses having door-to-door delivery, which costs Canada Post about twice as much as other delivery modes.

Canadians clearly recognize that their changing choices are driving dramatic changes in the need for postal services.

- further replacement of corporate (Canada Post-owned) post offices with franchised outlets. Canadians said they find franchised post offices more convenient because of their evening and weekend hours, availability of parking, and proximity to other places where they shop or do errands. They also said that franchises offer service that is as good as or better than corporate post offices.
- preserving post offices in rural Canada, where people strongly expressed the view that their post offices remain a vital connection with the rest of Canada.

Canadians also said they understood the rationale for and would accept:

- within reason, higher stamp prices, given that most Canadian households mail letters infrequently and there would be minimal impact on them
- reduced speed of delivery for Lettermail as long as delivery performance was reliable, provided that there was no reduction in the speed of delivery for parcels
- alternate-day delivery for mail, but not for parcels. As consumers, many Canadians said that having their Lettermail delivered every other day would not have a significant impact on their lives or households.

However, small- and medium-sized businesses were almost unanimous in expressing different needs and views than consumers did in regards to daily delivery and pricing. Specifically:

- Businesses continue to rely heavily on daily delivery of mail. Most have not transitioned to electronic invoicing or payment systems and they rely on daily delivery of mail to distribute their invoices and to supply them with a steady flow of payments by mailed cheque. In addition, businesses need daily delivery to maximize the effectiveness of their time-sensitive advertising, which is often timed to inventory and staffing in support of time-limited events, sales or promotions. Small- and medium-sized businesses were strong advocates of maintaining daily delivery of mail as well as parcels.
- Because they mail more than a typical household, businesses also said that a significant price increase would likely accelerate their efforts to move their invoicing and payments to electronic alternatives.

Finally, Canadians value postal services as consumers or business users, but are adamant that they do not want to support these services through their taxes. They expect Canada Post to address its challenges decisively, without delay, and avoid becoming a burden on taxpayers.

Canadians expect Canada Post to address its challenges decisively, without delay, and avoid becoming a burden on taxpayers.

1. Our conversation with Canadians

In April 2013, Canada Post began a five-month conversation with Canadians about the postal services they need now and will need in the future.

Canada Post solicited Canadians' feedback in various ways. These included:

- a news release issued April 24, 2013 to launch the consultations
- a "Future of Canada Post" banner on canadapost.ca linked to a dedicated online forum that posed the question "What kind of postal service will you need in the future?" The page included key facts about postal service and a link to The Conference Board of Canada's report.
- digital signage in post offices and a message on printed receipts issued at retail outlets
- and participation by Canada Post senior leaders as guests on more than 40 talk and call-in shows to discuss the issues and encourage public awareness.

To foster a dialogue that would be informed and insightful, Canada Post invited a cross-section of Canadians to share their views in conversation with Canada Post senior leaders. From mid-May until well into September 2013, Canada Post senior leaders travelled to 46 communities, large and small, urban and rural, in every province and in the North, to listen to participants in these conversations. To ensure that a wide variety of interests were represented, participants included:

- business people from both large companies and small, owner-operated businesses, as well as representatives of the chamber of commerce;
- local elected officials and municipal administrators;
- representatives of charities and other non-profit groups;
- health and education administrators;
- seniors;
- service clubs;
- post-secondary students, including international students;
- and people with every kind of mail delivery, including door-to-door delivery and community mailboxes.



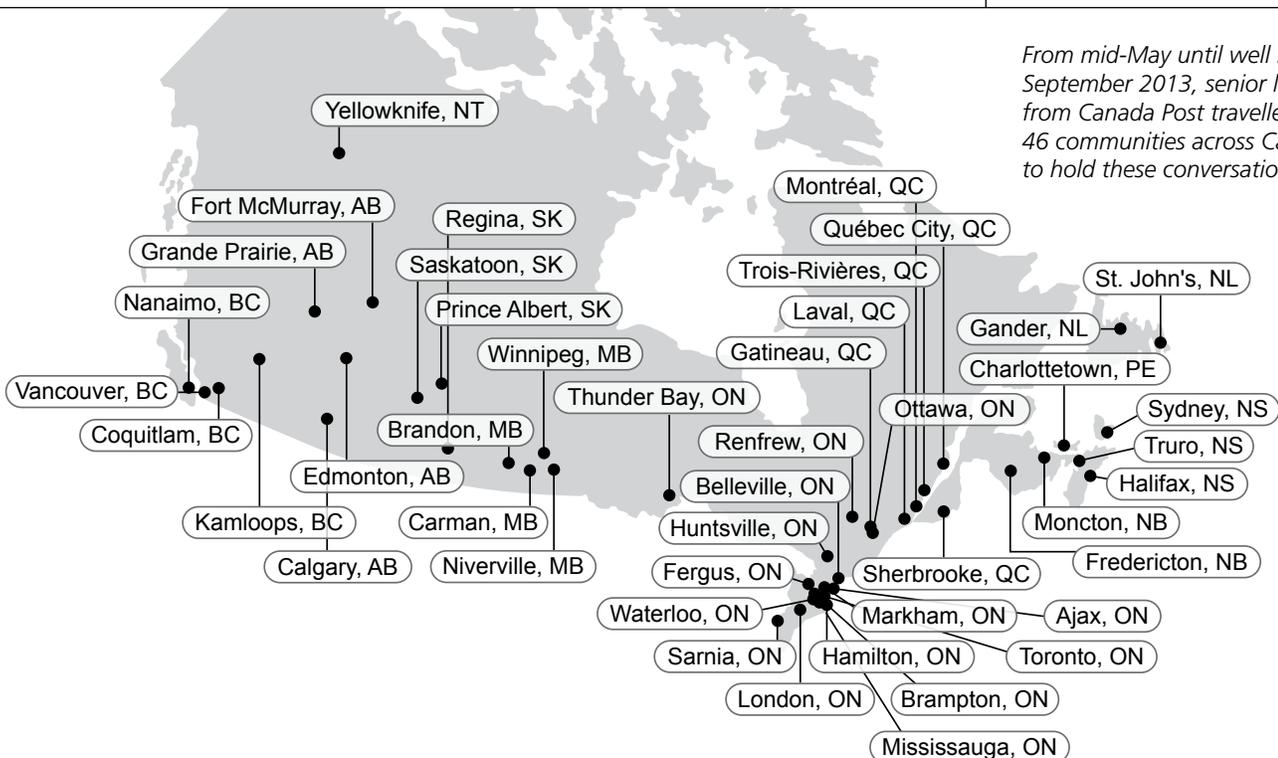
Typically, these sessions began with a brief overview of Canada Post's current challenges and of the options for change as presented in The Conference Board of Canada report. The floor was then open for a wide-ranging, informal conversation. The focus was the participants' current and future needs for postal services, including the options for change.

As part of the community consultations, Canada Post President and CEO Deepak Chopra arranged to meet with the mayors and other leaders of six communities across the country. The mayors were welcome to extend the invitation to include other leaders in their communities, elected or non-elected. Most mayors asked other elected officials, senior municipal staff, or local chamber of commerce or other business people to join the conversation.

Canadians responded to our invitation to comment online or write letters. As of October 15, 2013, 3,006 online comments had been submitted. Hundreds of employees and former employees submitted comments, as did employees of retail businesses that host a Canada Post franchise. In addition, 868 letters had been received.

Canada Post's goal throughout these consultations was to engage Canadians in a thoughtful, constructive dialogue that would provide valuable insight into their needs. Canada Post is grateful to every Canadian who took the time to participate in this important national conversation, and to those many participants who volunteered their appreciation for our services.

From mid-May until well into September 2013, senior leaders from Canada Post travelled to 46 communities across Canada to hold these conversations.



2. Canadians value postal services and see the need for change

In its April 2013 report, The Conference Board of Canada projected that Canada Post could record losses of roughly \$1 billion a year by 2020. As Canada Post reported in its 2012 Annual Report, Canadians mailed almost one billion fewer pieces of domestic Lettermail in 2012 than they did in 2006. At the same time as they use Lettermail less because of electronic substitution by mailers and consumers, Canadians are shopping online in enormous numbers, driving economic growth and relying primarily on Canada Post to deliver their orders to them. Canada Post is the dominant provider of business-to-consumer delivery for parcels and is both seeing and forecasting impressive growth in its parcels business.

Many of the Canadians who attended the community consultations recognize that their changing choices are driving the Lettermail volume decline and driving the growing opportunity in parcel delivery. As a participant in Trois-Rivières, Que., put it, "Why not call it Canada Post and Parcel?" They see what they do and what others do as naturally and dramatically changing the postal service. This is supported by what Canadians said about their current use of postal services:

- As consumers, they receive significantly fewer letters than they used to, and send only a small fraction of the messages or cheques by mail that they used to.
- They most often visit a post office to pick up or mail a parcel rather than to buy a stamp or other product.
- They prefer the longer hours on weekdays and weekend hours, convenience, location and availability of parking at franchise post offices over the hours and locations of corporate post offices, particularly if they have other shopping or errands to do – and they say the service is as good or better at a franchise outlet in most cases.
- They are shopping online much more and value convenient, affordable parcel delivery. They see that Canada Post is best positioned to meet their delivery needs as online shoppers.

"To keep this very important national service, we have to accept that changes and some tough decisions need to be made."

- **online comment**

"The world is changing and we need to change with it."

- **a community meeting participant in Brandon, Man.**

Canadians still see value and relevance in the services that Canada Post provides them. "Having a national postal service is important to Canada," said an online commenter. "To keep this very important national service, we have to accept that changes and some tough decisions need to be made." An Ontarian pleaded, "please try to preserve the service we count on." "My business wouldn't even exist if it wasn't for Canada Post's excellent parcel shipping service," said a small-business person. "In my rural area, the Internet is spotty, slow and still not reliable for most people," said an online commenter. "Any online orders are delivered by Canada Post because competing delivery companies can't find local addresses or take packages back for you to pick them up at a central hub about 70 kilometres away." An online commenter from rural Alberta predicted that "if Canada Post were to disappear, a lot of people who live in remote areas would miss it the most."

Recognizing their changing use of postal services, the overwhelming majority of participants in these consultations said that Canada Post itself must change. They expect Canada Post to operate like any responsible business by responding to changes in customer preferences. A participant at a community meeting in Prince Albert, Sask., said, "You can't run your operations at a deficit; you need a return on investment. We get that." Another said "Canada Post has to do what it takes to be profitable." A businessman in the GTA said, "What Canada Post had in the 1970s and 1980s is gone and it won't come back. Move on." Said a participant in Quebec City: "Clearly, the future is in parcels, but there is no monopoly. Do not look only at your current situation, but project into the future."

Canadians are also adamant that Canada Post remain financially self-sustaining. While they value many postal services, they want to make their own choices, as consumers, about which services they will pay for. They do not want to pay through their tax dollars to sustain the postal network itself, or compensate Canada Post's workforce, on top of paying for their individual purchases of postal products and services (particularly when a disproportionately high amount of Canada Post's costs are generated to serve a minority of the country, namely the receivers of door-to-door delivery). Under its mandate from the Government of Canada, Canada Post is funded by the revenue from the sale of its products and services, not taxpayer dollars. Canadians want Canada Post to continue to fulfill that mandate.

"My business wouldn't even exist if it wasn't for Canada Post's excellent parcel shipping service."

- online comment from a small business owner

"If Canada Post were to disappear, a lot of people who live in remote areas would miss it the most."

- online comment from a woman in rural Alberta

Some, in fact, expressed a sense of urgency that the Corporation make the hard decisions necessary to achieve financial self-sufficiency. Still others were surprised that the changes being considered had not been acted upon already, given the well-established trends, years in the making, that are challenging postal services. "Get on with it," said one. "Canada Post needs to be prepared to be radical to address its challenges." Some also said that the order in which Canada Post takes measures to address its challenges is important: some businesses, for example, wanted to know that Canada Post had cut costs significantly before they would support price increases.

To summarize, Canadians:

- recognize that, as consumers, their use of postal services has shifted from a heavy reliance on Lettermail to a growing need for parcel delivery and they see value in local advertising mail
- believe that Canada Post must make significant changes in order to meet their changing needs while addressing its financial challenges
- do not want to pay for postal services through their taxes
- are satisfied with the service they receive, in the case of those who already use the postal services described in the proposed changes (particularly community mailboxes and retail franchises).

"What Canada Post had in the 1970s and 1980s is gone and it won't come back. Move on."

**- a businessman
in the GTA**

3. Feedback about each option for change

In its report, The Conference Board of Canada examined price increases as well as options for cutting costs in order to reduce the projected financial loss of close to \$1 billion a year by 2020. This section summarizes the views that participants in these consultations expressed about the options.

3. Feedback about each option for change:

Pricing

About this option:

Canada Post has tended to raise stamp prices at an average rate lower than inflation, and stamp prices are lower than those in many comparable countries. The Conference Board of Canada examined the potential impact of increasing prices faster than the rate of inflation, for each category of mail: letters, bills, invoices and statements; Admail and publications; and parcels. At community meetings, the conversation usually focused on the price of Lettermail. Canada Post did not put forward a specific rate of increase for discussion.

What Canadians said about it:

- Many Canadians see a price increase for Lettermail as necessary, in light of the relatively low price of a stamp today. Said one participant: "63 cents is dirt cheap; I don't know how you do it."
- Some said the price of a stamp was "a bargain" at 63 cents, given what it takes for a letter to go from one end of the country to the other. "You go to all communities," said a man in Regina, Sask. "Even a bus service doesn't go to all communities." "People will pay more for postage, and most without hesitation," an online commenter predicted. "Services this important are worth the money, and must continue to be held to the highest standard."
- Some people said they value reliable service more than the existing prices for Lettermail. In Markham, Ont., for example, a woman felt strongly that customers would be willing to pay more as long as service remains reliable and offers value.
- Several people suggested discounts for people or businesses that mail substantially more, while others suggested a discount for registered charities or non-profit organizations.

"Services this important are worth the money, and must continue to be held to the highest standard."

- **online comment**

Their concerns or caveats:

- Some business people said a significant price increase would accelerate their ongoing efforts to move customers/clients to electronic substitutions for bills and payments.
- When informed that a typical household now mails very few letters each year, people were less concerned about the impact that price increases could have on vulnerable or low-income Canadians.

Key finding(s):

- **Canadians appreciate that there are significant costs and challenges in serving a country as large and thinly populated as Canada.**
- **Many say that given the value and low cost to consumers of Lettermail, there is room to raise prices within reason.**
- **Businesses will likely accelerate efforts to substitute electronic billing and payments in response to a significant price increase.**

“The cost of stamps has gone up so slowly over the years. It’s long overdue to catch up.”

- *online commenter from Regina, Sask.*

“Moving something across the country in a few days should cost more.”

- *online comment*

“63 cents is dirt cheap; I don’t know how you do it.”

- *a man in Halifax*

3. Feedback about each option for change:

Expanded use of community mailboxes (CMBs)

About this option:

Only one third of Canadian residential addresses are served by door-to-door delivery, nearly all of them in urban Canada. It costs Canada Post more than twice as much to deliver directly to the door than it does to deliver to a community mailbox.

With expanded use of community mailboxes in urban Canada, door-to-door delivery to residential addresses would be phased out.

What Canadians said about it:

- Many Canadians prefer CMBs because they are a more convenient and secure way to receive items they have ordered online. For example, a person in Gatineau, Que., said that “door-to-door delivery is actually an inconvenience” when it comes to parcel delivery because quite often, “nobody is home and you have to go to the post office to pick it up.” One man who has had a CMB for 25 years said he “loves it. Only people without CMBs complain about CMBs – it’s a fear of the unknown.” A locked CMB is more secure, said a man in Sherbrooke, Que. Several people also said they like the convenience of having a slot for outgoing mail in their CMB.
- They see continuing to provide door-to-door delivery to only one third of Canadian households as unfair. One participant called it “a subsidy” for a minority. Many said it would be “fairer” to expand the use of CMBs. “Fair is fair,” said one man in Atlantic Canada; one third of customers “should not be getting a service that costs twice as much.” “I have picked up my mail for 20 years,” said an online commenter. “If Canada Post is only servicing one third of Canadians door to door, it’s time to stop it altogether. We all pay the same postage so we deserve equal service.” At some meetings, participants were astounded

“If Canada Post is only servicing one third of Canadians door to door, it’s time to stop it altogether. We all pay the same for postage so we deserve equal service.”

- **online comment**

to learn that The Conference Board of Canada had estimated the annual savings from moving from door-to-door delivery to CMBs for urban residential customers at \$576 million a year by 2020.

- Many Canadians said the era of door-to-door delivery has simply passed. “You can’t have some guy walking house to house [to deliver] a three-cent flyer,” said a Belleville, Ont. resident. “Door-to-door delivery is unreasonable in this day and age,” said an Ajax, Ont., resident. Expanding the use of CMBs is “a no-brainer,” said participants in several communities, including Brandon, Man., and Prince Albert, Sask. “It completely makes sense” today, said a person in Nanaimo, B.C. These views were also expressed in the online comments.
- Canadians recognize that Canada Post and daily newspapers, another industry facing serious challenges due to electronic substitution of its paper product, are the last companies still delivering to the door. Participants pointed out that when milk, eggs and bread stopped being delivered to the door, Canadians quickly adapted.
- Seniors offered various reasons for preferring CMBs. At the meeting in Brampton, Ont., a senior who had recently moved from a residence with door-to-door delivery to a retirement community with active residents and a CMB, said “we love it.” She said she wouldn’t go back to door-to-door delivery if it were offered to her. A retiree with a CMB said “I use it as an excuse to get out of the house – it keeps me active.” A man with a CMB in Sherbrooke, Que., encouraged people to ask themselves, “Can we still afford to pay letter carriers to be a greeting service for older citizens?”
- Many participants appreciate that a CMB becomes a friendly gathering spot. A person in Coquitlam, B.C., called community mailboxes “the water cooler of the suburbs.” Others said that with a CMB a few minutes’ walk away, people become a little more active and get a little more fresh air.

Their concerns or caveats:

- Canadians would welcome a new kind of CMB that is redesigned to better meet their needs as online shoppers: they want larger compartments. Current CMBs were built for Lettermail, and contain only one or two compartments for parcels.

“I love it. Only people without CMBs complain about CMBs – it’s a fear of the unknown.”

- a man who has had a CMB for 25 years

“A CMB is much safer. With e-commerce, the time is right.”

- a participant in Sherbrooke, Que.

“You can’t have some guy walking house to house [to deliver] a three-cent flyer.”

- a participant in Belleville, Ont.

- While many seniors said they prefer a CMB, people foresee an adjustment for mobility-impaired Canadians of any age who have had door-to-door delivery. They want Canada Post to continue its “hardship policy” in order to meet the needs of residential customers of any age who have mobility challenges, by making extra CMB keys available for use by a designated trusted person; by taking extra measures when installing the CMB, such as lowering the curb; or by providing boxes at the appropriate height for customers.
- Canadians want Canada Post to consult with local accessibility committees if and when it expands use of CMBs to ensure they are accessible, well-sited and compatible with their neighbourhoods.
- Several people, including elected officials in the GTA, predicted that steps will have to be taken to deter or eliminate litter, and others predicted that some residents will object to having a CMB in front of their own home.

Key finding(s):

- **Most participants, whether they currently receive their mail at their door or in a centralized receptacle, support converting to CMBs the one third of Canadian addresses that now receive door-to-door delivery.**
- **Their main reasons are:**
 - **CMBs are a secure and convenient way to receive the parcels they order online**
 - **Expanded use of CMBs would address the unfairness of only one third of addresses having door-to-door delivery at more than twice the cost of other delivery modes**
 - **CMBs would bring indirect benefits, such as making people more active and social on their streets and in their immediate neighbourhoods.**

“The mail is so much more secure, doesn’t get wet, and often my parcels are left in the CMB rather than me having to go to the post office. In my opinion, it is better than door-to-door delivery, so if it’s cheaper then it seems like a no brainer.”

- online comment from a small business owner

“Door-to-door delivery is unreasonable in this day and age.”

- a resident of Ajax, Ont.

3. Feedback about each option for change:

Alternate-day delivery for mail (not parcels)

About this option:

Reducing the number of business days per week that mail is delivered would allow Canada Post to reduce, by attrition, the number of letter carriers it needs. This would result in significant savings.

What Canadians said about it:

- As residential customers, Canadians are nearly unanimous in saying that less frequent delivery of mail would not affect them. “At home, I get mail maybe once a week,” said a businessman in Waterloo, Ont. However, they want to continue to get daily delivery of parcels.
- Small businesses overwhelmingly stressed the importance of daily delivery. A restaurant owner in Truro, N.S., for example, said he relies heavily on Unaddressed Admail and wanted it delivered daily when needed. In Markham, Ont., there was a strong feeling that small businesses rely on daily delivery. A business person in Gatineau, Que., said it is still difficult to make direct payments from one business to another; while a few have begun to make the transition to electronic invoicing and payment, most still issue invoices by mail and are paid by cheques in the mail. For that reason, he said daily, reliable and consistent delivery is crucial to cash flow. This point was echoed by a Chamber of Commerce representative in London, Ont. “In my family of small-business owners, we count on receiving the mail every day,” said an online commenter. “You can’t assume everyone participates in online bill payment or banking.” Moving to alternate days would force businesses to adjust their internal processes and impose a cost, said a business person in Sherbrooke, Que.

“In my family of small-business owners, we count on receiving the mail every day. You can’t assume everyone participates in online bill payment or banking.”

- **online commenter**

- Businesses also want daily delivery so they have the flexibility they need to properly time their Admail campaigns. Often, advertising campaigns are just one element supporting “limited time only” sales or promotions, and are timed to match peaks in inventory and staffing. Many businesses said these Admail campaigns are essential to their success.

Their concerns or caveats:

- Businesses need daily delivery because it is still essential to their cash flow and advertising needs.
- Some institutions said alternate-day delivery would undermine the timely nature and effectiveness of communications with their patrons. For example, a hospital administrator said appointment notices are mailed because “people don’t check their email.”
- People pointed out that alternate-day delivery would be challenging for home-based businesses that also rely on daily delivery.

Key finding(s):

- **As residential customers, Canadians would overwhelmingly support alternate-day delivery for Lettermail.**
- **They also prefer daily delivery of parcels.**
- **Small businesses overwhelmingly said they need daily delivery to support the invoicing, cash flow and advertising needs that keep them viable.**

“Our business definitely needs daily mail delivery, but to be honest I probably only check my personal mail twice a week.”

- **online commenter**

“My small business relies on five-day service.”

- **online commenter and small-business owner**

3. Feedback about each option for change:

Further replacement of corporate with franchised post offices

About this option:

Canada Post's nearly 6,400 retail outlets (as of December 31, 2012) fall into different categories. Roughly 2,500 are franchised outlets, most of which are operated by small-business owners. Franchise outlets offer the same products and services at the same prices as corporate outlets, and their staffs are also trained. However, franchise outlets operate at a much lower cost than the roughly 3,400 facilities (most of which are in smaller communities) operated by postmasters who are Canada Post employees, or the more than 500 other corporate outlets that are staffed by Canada Post employees represented by the Canadian Union of Postal Workers.

- It is important to note that there is a moratorium on the closure of rural post offices.
- There is an opportunity to maintain and improve service and to save costs by converting some corporate outlets to franchises where doing so would make sense. This opportunity is much greater in urban than it is in rural Canada.
- There is also an opportunity to better align the number of post offices to customer need and usage in some urban areas where post offices are close to one another.

What Canadians said about it:

- Most Canadians agree using a post office franchise works better for them (with the parking, locations and convenient hours they value) than most corporately-managed outlets. "Having postal outlets in grocery stores and drugstores is great, I appreciate the extra hours that they're open," said an online commenter.
- When it comes to service, Canadians are just as satisfied with franchise retail outlets as they are with corporate post offices.

"A community's social interaction is not part of Canada Post's mandate."

- a mayor in Atlantic Canada

- People in rural Canada value their local post office as an important means of staying connected with the rest of Canada, and they want to keep it. Many people observed that in the smallest of communities, other businesses have left and residents must drive considerable distances to shop or perform transactions. Many argued that to lose either the local post office or end-of-lane delivery and pickup of mail would compel them to drive unacceptable distances for some postal services, such as to pick up or send a large parcel, because private-sector couriers do not deliver parcels to their community.
- Canadians in some cities wonder why a lot of post offices are near one another. In Brampton, Ont., for example, a woman said there were a number of franchises close to one another and she wondered why.
- Canadians see the value the retail network offers them as parcels customers, by allowing for convenient pickup of items they are not home to receive. "I love going to get my surprise at the post office," said a participant in Laval, Que.
- Canadians see how converting to more franchise outlets would save on costs.

"Having postal outlets in grocery stores and drugstores is great, I appreciate the extra hours that they're open."
- *online commenter*

"Tim Hortons has replaced the post office as a gathering place."
- *an Atlantic Canadian*

Their concerns or caveats:

- Small-town and rural Canadians see their post offices as important service providers connecting them to the rest of Canada, and they do not want to lose them.
- At the same time, some rural and small-town participants said the post office is not the social hub it once was. One Atlantic Canadian participant said that in some places, "Tim Hortons has replaced the post office as a gathering place."

Key finding(s):

- **Canadians appreciate the advantages of dealer outlets and would support the conversion of more corporate outlets.**
- **Some also believe there are too many outlets near one another in parts of their city.**

3. Feedback about each option for change:

Reduced speed of delivery for Lettermail

About this option:

Canada Post has service standards for Lettermail delivery: two business days for local delivery; three business days for delivery within the same region or province; and four business days to deliver Lettermail between provinces or across the country. These standards are in the *Canadian Postal Service Charter*.

Allowing one more day for a piece of Lettermail to reach its local, regional or national destination would produce savings from the consolidation of sorting plants and changes in transportation.

What Canadians said about it:

- They value certainty and reliability more than they value speed of delivery; in fact, most were not aware of our current delivery standards for Lettermail.
- For example, in Waterloo, Ont., and London, Ont., most participants said reliability mattered most and a relaxation of service standards by one day would have no impact. In Huntsville, Ont., everyone agreed nobody would notice.
- A participant at a meeting in Montréal said “a slower speed of mail service wouldn’t hurt anyone because people mail letters for reasons other than speed.”
- A mailroom supervisor for a large post-secondary institution in the GTA said, “No one really cares when it arrives. If they did, they’d use courier.”

“A slower speed of mail service wouldn’t hurt anyone because people mail letters for reasons other than speed.”

- a participant in
Montréal

Their concerns or caveats:

- Canadians do not want any reduction in parcel delivery standards.

Key finding(s):

- **Most Canadians would be comfortable with reduced delivery standards for Lettermail.**

“No one really cares when it arrives. If they did, they’d use courier.”

- mailroom supervisor for a large post-secondary institution in the GTA

4. Conclusion

Canadians have made the connection between their changing use of postal services and the need for Canada Post to change. Those who rely heavily on digital and mobile communications recognize the impact their use of digital services has had and will continue to have. As well, even those who are not heavy users of digital communications recognize that most Canadians are. Combine these two broad groups of Canadians, and there is near-universal acknowledgement that Canada is shifting, irreversibly, from needing postal services built primarily around Lettermail to postal services designed to meet an increasing need for parcel delivery, supplemented by less urgent, but still reliable, delivery of Lettermail.

At the same time, small businesses – an important sector of the Canadian economy – need daily delivery of mail to continue for some time because of its importance to their cash flow and local marketing needs.

As well, residents of rural Canada are strong advocates of keeping their local post offices and the end-of-lane delivery they enjoy today, because they see them as vital connections with the rest of Canada.

Finally, Canadians view Canada Post as a business that should succeed without having to resort to funding support from taxpayers. As consumers, they are comfortable purchasing Canada Post products and services of the kind, and to the extent, they need and want. However, in addition to being paying customers, they do not want to subsidize or fund Canada Post's operations through their taxes. They broadly support Canada Post making the necessary changes to ensure it can transform its business to meet their changing needs, as well as address its financial challenges, and remain financially self-sufficient.

Canadians view Canada Post as a business that should succeed without having to resort to funding support from taxpayers.