

## Home mail delivery vs. community mailboxes

On December 11, 2013, Canada Post Corporation (CPC) announced a five-point plan to reduce costs by about \$1 billion per year by 2020, which included a scheme to eliminate home mail delivery in Canada. In addition, the plan called for price increases, greater privatization of post offices, the introduction of new work methods and reductions in employee compensation costs. When CPC announced this plan, it stated “the implementation of this plan means Canada Post can return to financial sustainability by 2019”.<sup>1</sup> It was an odd statement to make given that CPC had reported profits of \$94 million in the previous year (2012).

CPC justified its plan of cuts based on a projection that the corporation would lose approximately \$1 billion per year by 2020. This projection, which turned out to be wildly inaccurate, had been provided by the Conference Board of Canada in its April 2013 paper, *The Future of Postal Service in Canada*. The Conference Board paper was paid for by CPC.

Almost everything that Canadians were told about *Canada Post’s Five-point Point Plan* - from the Conference Board projection used to justify it to the description of the impact it would have on people – has turned out to be false or a distortion of reality.

### Conference Board of Canada Projection

The Conference Board arrived at the \$1 billion calculation by assuming CPC would incur financial losses beginning in 2012. Altogether, the Conference Board projected a cumulative loss of \$950 million for the Canada Post segment between 2012 and 2014. But how did CPC really do? As seen in Table 1, CPC did not experience catastrophic financial losses in the years immediately following the publication of the Conference Board report. In fact, CPC actually reported a profit from operations during this period.

### Table 1

---

<sup>1</sup> Canada Post, 2013, <https://www.canadapost.ca/cpo/mc/aboutus/corporate/ap.jsf?LOCALE=en>

**CPC Performance versus Conference Board Projections  
Canada Post Profit (loss) From Operations**

	<b>(\$millions)</b>		
	<b>2012</b>	<b>2013</b>	<b>2014</b>
Conference Board projection	(250)	(300)	(400)
Canada Post Result*	+77	(269)	+204

*\*As reported in Canada Post annual reports*

It should also be noted that the 2013 results were heavily influenced by CPC applying new and revised International Financial Reporting Standards. Without the amendments to International Accounting Standards (IAS) 19, CPC would have reported very significant profits.

In addition to its faulty financial projections, there are other reasons to question the Conference Board report and the wisdom of taking decisions, such as eliminating home mail delivery, based on this report.

The Conference Board’s paper contains errors with respect to volume projections. It estimated a drop in lettermail volumes of 9.5% for the fourth quarter of 2012. The actual reduction in volumes was almost half of this prediction. The report also significantly underestimated parcel volume increases at CPC.

Finally, perhaps the biggest problem with the Conference Board’s paper is what it did not address. While the report noted that other postal administrations are responding to reduced letter volumes by expanding into financial and banking services, it did not consider the feasibility of this option for CPC.

**Canada Post’s Financial Projections and Statements**

CPC does not have a very good track record in predicting its financial performance. There appears to be a consistent pattern of making inaccurate and negative projections.

**Table 2**

**CPC Overall Financial performance versus CPC Corporate Plan  
(\$millions)**

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
CPC Consolidated net profit	281	439	(188)	94	(29)	198	99
CPC Plan	71	48	95	20	(256)	(206)	18

*Source: CPC Annual reports and Corporate Plans*

As seen in Table 2, with the exception of 2011, CPC has repeatedly and dramatically underestimated profits. For the five years 2009-10 and 2012-14, CPC estimated that it would show total losses of \$323 million when, in fact, the corporation reported total net profits for these five years of \$983 million, a net difference of \$1,306 million.

It is important to note that CPC's deficit in 2011 can be explained by two one-time events that in no way reflect the ongoing financial well-being of the corporation. In May 2012, CPC released its *2011 Annual Report* in which it reported a net loss of \$188 million. This included a \$63 million one-time pension adjustment attributed to past service costs, and one-time costs due to CPC losing a pay equity complaint before the Supreme Court of Canada.

The Court's decision required the corporation to make retroactive payments to administrative staff for the period 1983-2002. The one-time cost of this payment was estimated to be in the range of \$170 – \$250 million. These two one-time events, coupled with the financial impact of the strike-lockout of that year, estimated to be \$58 million, more than account for the financial losses incurred in 2011.

Consequently, there was no reason for CPC to assume that it was facing financial problems that would justify eliminating home mail delivery, an extreme measure by any standard with significant costs to Canadians, Canadian society and Canada Post.

## Costs to CPC

Canada Post hasn't always believed that converting everyone to CMB delivery would save money. In response to a question about going to centralized delivery, former Canada Post President Moya Greene said:

"It's true that changing door-to-door delivery to a modified lot-line delivery would reduce many of the associated costs. As you probably know, mail is now delivered to community mailboxes in new urban developments. This delivery eliminates most of the stairs and other access impediments. However, we believe that any saving would be offset by the cost to implement the changes. We must also consider the residents who currently receive door-to-door delivery. As we are in a competitive environment for all our products and services, we must ensure customer satisfaction to grow our business."<sup>2</sup> [Emphasis added]

Was Greene wrong? Do we have enough information to even know? What we do know is that the Canada Post's corporate plan for 2015 to 2019 stated that the 2015 capital budget for processing changes and standardizing the mode of delivery through CMBs would be \$194 million. We also know that Jacques Côté, Group President of Physical Delivery at Canada Post, indicated that the cost of CMB delivery is more than \$200 per address. In a letter, Mr. Côté notified the Upper Lakes Group of plans to charge developers a one-time fee of \$200 per address to install and activate CMBs and noted that this fee was only a "partial cost recovery initiative".<sup>3</sup> On the savings side, CPC has stated that it would save \$400 to \$500 million a year on full implementation of its CMB program.<sup>4</sup> Unfortunately, we have to take CPC's word for it, which we are reluctant to do because of the corporation's consistent pattern of providing misleading information.

---

<sup>2</sup> Canada Post, Ask Moya (blog) May 7, 2009, <http://extranet.canadapost.ca/cpc/bilingual/president2.nsf/83908e2ec2d7e8e085256cfb00575235/6d65d0646fff11ec852575ae0061c5cb?OpenDocument>

<sup>3</sup> Jacques Côté, Group President, Physical Delivery, Canada Post, Letter to President of Upper Lakes Group, October 18, 2012

<sup>4</sup> Canada Post, Canada Post unveils Five-point Action Plan: Plan will return system to financial sustainability by 2019 and ensure continued role of enabling trade and commerce, December 11,

There are additional reasons for questioning the costs associated with moving to CMB delivery. Canada Post's most recent annual report stated that the corporation would focus on growing revenues in its parcels and direct marketing businesses. However, it looks like it may be very difficult for CPC to grow direct marketing revenues if it centralizes more delivery. A recent survey of 5,000 households, commissioned by the Office of the Inspector General of the United States Postal Service, found that door-to-door customers were less likely to throw away admail without reading it than customers with curbside or centralized delivery. These customers were also more likely to read their admail and respond, with two exceptions. Door-to-door and centralized delivery customers had the same "toss without reading rate" for admail with a coupon. There were similar results for admail from a local business where a customer had a pre-existing relationship.

The Office of the Inspector General has recommended that the U.S. post office step up its customer research in this area. It would be wise for CPC to do likewise.

### **Costs to Canadians and Canadian Society**

CUPW outlined the costs to Canadians and Canadian society of converting home mail delivery to CMB delivery in a 2015 paper prepared for the 23<sup>rd</sup> Conference on Postal and Delivery Economics. The union has appended this paper, which details the costs that would be borne by the public, seniors, people with disabilities, municipalities, community associations, mail recipients, the environment and the Canadian healthcare system (See Appendix A, pages 11 to 21).

### **The numbers**

When CPC announced the cuts to home mail delivery, it said that only one third of households got door-to-door delivery. The underlying message was that only a

---

2013,  
[https://www.canadapost.ca/web/en/blogs/announcements/details.page?article=2013/12/11/canada\\_post\\_unveils\\_&cattype=announcements&cat=newsreleases](https://www.canadapost.ca/web/en/blogs/announcements/details.page?article=2013/12/11/canada_post_unveils_&cattype=announcements&cat=newsreleases)

pampered few received this service. Many people took this to mean that two-thirds of households didn't have home mail delivery. In fact, close to two-thirds (63%) received some form of home delivery at the time.<sup>5</sup>

- 33% received door-to-door delivery
- 25% got mail delivered to the entrance of their apartment
- 5% got delivery to their homes by way of a rural mailbox
- *Only 25% of households received delivery to a community mailbox, group mailbox or kiosk.*
- 12% got their mail through a postal box or by general delivery at a post office.

Between 2014 and 2015, CPC took home mail delivery away from 830,000 homes. Today, 3 out of every 5 households (57%) get home mail delivery.

- 27 % of households receive door-to-door delivery
- 26% get mail delivered to the entrance of their apartment building
- 4% get delivery to their homes by way of a rural mailbox
- *Only about a third (32%) of households have their mail delivered to a CMB, group mailbox or kiosk.*
- 11% get their mail through a postal box or by general delivery at a post office.<sup>6</sup>

## **Conclusion**

Our analysis shows that CPC's financial situation is not the disaster predicted in Canada Post's corporate plans or the 2013 Conference Board paper. In fact, the corporation's financial performance has consistently been vastly superior to management's predictions and official corporate plans. CPC has made millions overall in recent years. As a result, there is no real need for the corporation to take the drastic step of eliminating home mail delivery. In addition, there are significant outstanding questions about what it would really cost CPC to convert everyone in the country to CMB delivery, plus questions about how much the corporation would actually save. Furthermore, most stakeholders in Canada are opposed to ending door-to door-delivery and have identified a large number of problems and costs associated with the move to CMBs, especially for municipalities, seniors, people with disabilities and the Canadian health care system. Given the social and financial toll of eliminating home mail delivery and the current

---

<sup>5</sup> Canada Post, Annual Report 2012

<sup>6</sup> Canada Post, Annual Report 2015

economic viability of CPC, there is no good reason to eliminate home mail delivery or delay the restoration of door-to-door delivery to people who lost it as a result of *Canada Post's Five-point Plan*.

CUPW estimates that the cost of restoring delivery would be about \$50 million in the first year. The union is available to outline its costing method upon request.

**Recommendations:**

That Canada Post “permanently” end its plan to convert home mail delivery to CMB delivery.

That Canada Post restore home mail delivery to people who have lost it since the cuts were announced in 2013.

Failing this, that the government commission an independent firm to assess the economic and societal costs of converting to CMB delivery.

## Appendix A

---

# THE IMPLICATIONS OF CONVERTING HOME MAIL DELIVERY TO COMMUNITY MAILBOXES: THE CANADIAN EXPERIENCE

By Geoff Bickerton and Katherine Steinhoff

Canadian Union of Postal Workers

Prepared for the 23<sup>rd</sup> Conference on Postal and Delivery Economics  
June 3-6, 2015, Vouliagmeni, Athens, Greece



## TABLE OF CONTENTS

<a href="#">Introduction</a> .....	1
<a href="#">Economic Performance and Rationale For Cut</a> .....	1
<a href="#">Conference Board of Canada Report: Incorrect Projections, Bias and Refusal to Examine Alternatives</a> .....	2
<a href="#">Canada Post Financial Projections and Statements</a> .....	3
<a href="#">Input of Stakeholders</a> .....	4
<a href="#">Response of Stakeholders</a> .....	5
<a href="#">The public</a> .....	5
<a href="#">Municipalities</a> .....	5
<a href="#">Small business</a> .....	7
<a href="#">Large volume mailers</a> .....	7
<a href="#">Political parties</a> .....	8
<a href="#">Unions representing employees</a> .....	8
<a href="#">Organizations representing seniors and people with disabilities</a> .....	9
<a href="#">Canada Post Anticipates Savings but Additional Costs will be Borne by Other Segments of Society</a> .....	11
<a href="#">The Public</a> .....	11
<a href="#">People with disabilities and mobility issues</a> .....	12
<a href="#">Municipalities</a> .....	15
<a href="#">Problems unique to dense urban core</a> .....	15
<a href="#">Site Review</a> .....	15
<a href="#">Litter</a> .....	16
<a href="#">Snow removal</a> .....	16
<a href="#">Theft and vandalism</a> .....	17
<a href="#">Real estate values</a> .....	18
<a href="#">Community associations</a> .....	18
<a href="#">Mail recipients</a> .....	18
<a href="#">Canadian healthcare system</a> .....	19
<a href="#">The Environment</a> .....	21
<a href="#">Conclusion</a> .....	21
<a href="#">Appendix A</a> .....	22
<a href="#">Appendix B</a> .....	29
<a href="#">Appendix C</a> .....	30

<a href="#">Appendix D</a> .....	34
<a href="#">Endnotes</a> .....	39

## **INTRODUCTION**

Many postal administrations are struggling to cope with the impact of falling mail volumes. However, Canada is the first country to announce it intends to eliminate all home mail delivery and force people to use community mailboxes (CMBs).

This paper will address the economic, social and political implications of Canada Post Corporation's (CPC's) decision to replace all residential mail delivery with community mailbox (CMB) delivery.

It will examine Canada Post's recent economic performance and the economic rationale it provided to justify the change in delivery mode.

The paper will also review the responses of various stakeholders, including the public, municipalities, small businesses, large volume mailers, political parties, unions representing employees, and organizations representing seniors and people with disabilities. It will identify the financial savings anticipated by Canada Post management and the additional costs to be borne by the public, seniors and people with disabilities, municipalities, community associations, mail recipients and the Canadian healthcare system. As well, it will examine the environmental implications of relocating the delivery location away from the premises of the recipient.

This paper aims at adding to the analysis of recent papers by Andreas Haller, Christian Jaag, and Ures Trinkner on the calculation of the net cost of home mail delivery obligations (2013), Frédéric Fustier, Lionel Janin and Racha Sahly on the potential gains and losses associated with a partial lifting of home delivery obligations (2014), Paul Hodgson, Malcolm Shaw and Helen Duignan on the realignment of New Zealand's universal service obligation (2014) and Kari Elkelä, Heikki Nikali and Päivi Rokkanen on options for dealing with decreasing mail volumes (2014).

## **ECONOMIC PERFORMANCE AND RATIONALE FOR CUT**

Canada Post has been adamant that it needs to eliminate home delivery and take other measures in order to control costs and remain financially self-sufficient.

On December 11, 2013, Canada Post announced the adoption of a five-point plan designed to reduce costs by approximately \$1 billion per year by 2020. In addition to the elimination of door-to-door delivery, the plan included price increases, greater privatization of post offices, the introduction of new work methods and reductions in employee compensation costs. When CPC announced this plan, it stated "the implementation of this plan means Canada Post can return to financial sustainability by 2019 (Canada Post 2013)." This was a curious thing to say given that, in its most recent 2012 annual report, CPC had reported profits of \$94 million for the previous year.

The basic justification for these dramatic actions was a projection provided by the Conference Board of Canada that Canada Post would lose approximately \$1 billion per year by 2020. This projection was included in a paper entitled *The Future of Postal Service in*

Canada. This paper, which was published in April 2013, was entirely paid for by Canada Post Corporation.

From the very beginning, *Canada Post's Five-point Point Plan* has been justified on the basis of misinformation. Almost everything that we have been told about this plan, whether it be the financial projections used to justify it, or the description of the impact it will have on people, has been a distortion of reality or completely untrue.

### **CONFERENCE BOARD OF CANADA REPORT: INCORRECT PROJECTIONS, BIAS AND REFUSAL TO EXAMINE ALTERNATIVES**

When announcing its five-point plan, Canada Post's press release stated: "The Conference Board of Canada study projected a financial loss of close to \$1 billion by 2020 unless Canada Post makes fundamental changes to its business (Canada Post 2013)". The five-point plan document states: "The Conference Board of Canada projected that Canada Post could lose roughly \$1 billion a year by 2020 (Canada Post 2013)."

The financial projections relied upon by Canada Post to justify its massive cutbacks were false from the beginning. The Conference Board arrived at the \$1 billion calculation by assuming Canada Post would incur financial losses beginning in 2012. Altogether, the Conference Board projected a cumulative loss of \$950 million for the first three years for the Canada Post segment. But how did CPC really do?

As seen in Table 1, Canada Post did not experience catastrophic financial losses in the years immediately following the publication of the Conference Board report. In fact, instead of a cumulative loss of \$950 million, CPC actually reported a profit from operations during this period.

**Table 1**

#### **CPC Performance versus Conference Board Projections**

	<b>Canada Post Profit (loss) From Operations (\$millions)</b>		
	<b>2012</b>	<b>2013</b>	<b>2014</b>
Conference Board projection	(250)	(300)	(400)
Canada Post Result*	+77	(269)	+204

*\*As reported in Canada Post Annual reports*

It should also be noted that the 2013 results were heavily influenced by Canada Post applying new and revised International Financial Reporting Standards. Without the amendments to IAS 19, Canada Post would have reported very significant profits.

In addition to its faulty financial projections, there are other reasons to question the wisdom of taking any decision based on the Conference Board report. The report also contains errors with respect to volume projections. The report estimated a drop in lettermail volumes of 9.5% for the fourth quarter of 2012. The actual reduction in volumes was almost half of this prediction. The report also significantly underestimated the increase in parcel volumes actually experienced by Canada Post.

There are also reasons to question the impartiality of the Conference Board report. First, as previously mentioned, the report was bought and paid for by Canada Post Corporation. Canada Post President Deepak Chopra is on the Board of Directors of the Conference Board of Canada. David Crapper, who was paid to organize the focus groups and conduct the residential and small business polling used in the report, has worked on many Conservative campaigns and advised the party on polling data during the 2006 election.

Finally, perhaps the most damning problem with the Conference Board report is what it does not address. The report does note that other postal administrations are responding to reduced letter volumes by expanding into financial services and banking but does not examine the feasibility of these options for CPC.

## **CANADA POST FINANCIAL PROJECTIONS AND STATEMENTS**

When considering the financial situation of Canada Post, it is very important to consider the lack of consistency and credibility of its previous financial statements.

There is a consistent pattern of Canada Post management to project the most negative image possible about the financial prospects for the corporation.

**Table 2**

### **CPC Overall Financial performance versus CPC Corporate Plan (\$millions)**

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
CPC Consolidated net profit	281	439	(188)	94	(29)	198
CPC Plan	71	48	95	20	(256)	(206)

*Source: CPC Annual reports and Corporate Plans*

As seen in Table 2, with the exception of 2011, Canada Post management has consistently greatly underestimated its financial performance. For the five years 2009-10 and 2012-14, CPC estimated that it would show total losses of \$323 million when in fact the corporation

reported total net profits for these five years of \$983 million, a net difference of \$1,306 million.

CPC's performance in 2011 deserves to be examined as the entire loss of that year can be explained by two one-time events that in no way reflect the ongoing financial well-being of the corporation. In May 2012, Canada Post released its *2011 Annual Report* in which the corporation reported a net loss of \$188 million. This included a \$63 million one-time pension adjustment attributed to past service costs, and one-time costs due to CPC losing a pay equity complaint before the Supreme Court of Canada. The Court's decision required the corporation to make retroactive payments to administrative staff for the period 1983-2002. The one-time cost of this payment was estimated to be in the range of \$170 – \$250 million. These two one-time events, coupled with the financial impact of the strike-lockout of that year, estimated to be \$58 million, more than account for the financial losses incurred in 2011. There was no need to make future plans on the basis of these non-recurring events.

Taken together, the proven inaccuracy of the Conference Board projections, the consistently overly negative financial estimates of Canada Post management, and the reality of very significant profits in 2014, there is no reason to assume that Canada Post Corporation is facing any imminent financial problems that would justify the hardship and additional costs that will result from the conversion of home mail delivery to community mailboxes. CMBs are a solution in search of a non-existent problem.

## **INPUT OF STAKEHOLDERS**

Canada Post management has also claimed public support as justification for its cutbacks to service. It claimed that consultations it conducted in 2013 showed public support for the move to CMBs, including backing from seniors. Nothing could be further from the truth.

The post office's consultation process was set in motion by the release of the Conference Board of Canada report, *The Future of Postal Service in Canada*. In addition to working with the Conference Board, Canada Post held invite-only meetings in 46 communities and conducted a largely online public consultation on its future, focusing on cuts. However, municipal leaders in cities such as Hamilton and Montreal, where Canada Post claimed to have held consultations, reported that no such consultations were held at any time.

The corporation did not hold any public meetings. It did not meet with stakeholders, such as seniors groups or organizations representing people with disabilities. Most people did not even know that Canada Post was asking for input on its future.

Nevertheless, from April to October of 2013, Canada Post's website featured a "Future of Canada Post" page where members of the public were invited to answer the question: "What kind of postal service will you need in the future?" The corporation posted the Conference Board's report as background information. The public was also invited to mail in comments.

CUPW reviewed and analyzed all the comments on the “Future of Canada Post” web page from April to October 2013 (The union did not have access to mailed-in comments):

- Less than 20 percent of people called for cuts to services.
- Almost 30% of people indicated that they didn't want cuts, or that they wanted the status quo.
- Over 45% of people who mentioned mail delivery said they wanted to keep delivery the same and almost 7% said they wanted delivery to increase.
- Only 15% of people suggested that door-to-door delivery or rural box delivery be converted to community mailbox delivery.
- Almost 14% of people said Canada Post should expand the services they offer.

In short, very few members of the public proposed the kind of service cutbacks that Canada Post called for in its five-point plan, even though they had been encouraged to by false reports of impending financial collapse. Canada Post’s claim of support for CMBs was based on self-serving anecdotal statements. The corporation did not provide any objective or quantitative information to back its report of widespread public support.

## **RESPONSE OF STAKEHOLDERS**

### **THE PUBLIC**

Canada Post’s announcement that it would be converting home mail delivery to CMB delivery was not supported by a majority of the public. In a national public opinion poll conducted in December 2013 by Angus Reid, fully 58% of respondents opposed the conversion to community mailboxes and 38% supported the move. Not surprisingly, people who had home mail delivery were the strongest advocates of keeping home delivery, with 73% opposed to the move to CMBs. Notably, 80% of respondents agreed with the statement that “losing home mail delivery will pose a real hardship for some people” and 71% stated they were worried about the loss of 6,000 to 8,000 jobs as a result of the cutbacks.

It is also worth noting that the preference of people who have, in the past, experienced a service change from CMB to door-to-door delivery. In 2005, as part of a joint union-management pilot project, 98 residences in Burlington had their delivery converted from CMBs to home mail delivery. When later surveyed, as part of the same union-management process, 83% said that they preferred delivery to their door.

### **MUNICIPALITIES**

Opposition to this change is also very widespread from municipal representatives of communities. To date, 574 municipalities in Canada have passed resolutions opposing the

elimination of door-to-door delivery or calling for a halt to delivery changes until there is proper consultation (See Appendix A).

Some cities have done much more than pass resolutions by objecting to the installation of CMBs in their communities. In the City of Montreal, for example, la Commission sur le développement social et la diversité montréalaise (a committee composed of city and borough mayors and councillors) held three days of public hearings about Canada Post's plan to end door-to-door delivery and replace it with community mailboxes. The Committee heard from Canada Post officials, unions, community groups, individual citizens and businesses and received extensive research reports from city staff.

Following the hearings, the Committee released its report which recommended:

- Having the City of Montreal and the greater region surrounding it do everything possible to prevent Canada Post from putting community mailboxes on its territory.
- Refusing Canada Post's five-point action plan in the name of Montreal residents and imploring the Crown corporation to maintain urban home delivery.
- Asking Canada Post to perform a study on the economic consequences of the direct and indirect job losses that the end of home delivery would have.

The report also proposed that the city file a motion for intervention at the Federal Court so that it can monitor the legal challenge launched by the Canadian Union of Postal Workers, along with groups representing seniors and the disabled.

The City of Hamilton also investigated the implications of introducing community mailboxes in a report. In addition to the cost of having city staff review each location proposed by CPC to ensure compliance with city by-laws, which it estimated at \$522 per location, the report also identified the following issues which would require attention from the city.

- Installation requests for additional sidewalks where no sidewalks currently exist.
- Installation of additional sidewalk approach ramps for easier access, for persons in wheelchairs or pushing strollers.
- Increased snow clearing responsibilities for adjacent property owners and City crews.
- Installation of additional sign posts, adjacent to community mailboxes for parking regulation changes.
- Reduction in legal parking spaces in some locations.
- Additional streetlight requests to improve visibility to and from community mailbox locations and security at these locations.



- Additional waste container requests around community mailbox locations to prevent litter resulting from discarded mail.
- Graffiti on and/or vandalism of community mailboxes and adjacent private property.
- Possible bus stop conflicts.
- Interference with cycling traffic
- Increased claims against the City for personal injury or property damage associated with community mailboxes.

Following the publication of the report, the City of Hamilton passed a bylaw dictating that Canada Post obtain a permit for each community mailbox it wants to install on municipal property. The permit fee was set at \$200. Canada Post refused to obey the municipal law despite the fact that its own site selection guide governing community mailbox locations says it must respect local by-laws. At the time of writing, the city was attempting to obtain a court injunction to prohibit Canada Post from proceeding.

## **SMALL BUSINESS**

The Canadian Federation of Independent Business (CFIB) represents 109,000 small and medium-sized businesses throughout Canada. The CFIB was alarmed by the massive price hikes announced in Canada Post's five-point plan. The plan revealed that the price of buying one stamp would increase by 59% and that the price of buying a book or coil of stamps would increase by 35%. In addition, it indicated pre-sorted and incentive letters rates would go up by 15% and metered mail by 19% (See Appendix B - Pricing Announcement in Canada Post's Five-Point Action Plan).

The CFIB said that the rate hikes would have a significant impact on many small businesses, pointing out that 40% of members send at least 50 pieces of lettermail per month and 46 % continue to rely on payments from their customers by cheque. It also stated that two thirds of members support the move to community mailboxes.

The CFIB argued that, instead of increasing rates, Canada Post should aggressively reduce costs such as wages and pensions to be relevant in the future. It said rate hikes would only hasten the decline of small business mail volumes. In the end, Canada Post did not agree to reduce the rate hikes. However, it did introduce some temporary discounts for small businesses and charities. The CFIB acknowledged this financial relief but said it did not outweigh the additional cost to businesses.

## **LARGE VOLUME MAILERS**

The National Association of Major Mail Users (NAMMU) represents mail end users and the supplier infrastructure, including major large volume mailers. NAMMU told Canada Post and the federal government to go back to the drawing board on the five-point plan. It

pointed out that customers and Canada Post were far apart on pricing and home delivery. NAMMU told the corporation that pricing itself out of the business market would rapidly destabilize its revenues. In March 2014, Canada Post announced some temporary discounts, which NAMMU welcomed, and the corporation also agreed to lower minimum volume requirements for addressed admail users (to 500 pieces) and large volume commercial incentive lettermail users (from 5,000 pieces to 1,000 pieces on machineable mail). NAMMU indicated it was not happy about being forced to accept an unexpected 15% increase on commercial lettermail rates but that it was pleased about the new minimum volume requirements.

## **POLITICAL PARTIES**

The governing Conservative Party of Canada fully supports the home mail delivery cuts and other changes announced in Canada Post's five-point plan. It issued a media release backing the plan on the same day that Canada Post announced it. Also, Conservative Members of Parliament (MPs) voted against an opposition motion in Canada's House of Commons in support of door-to-door delivery.

All federal political parties except the Conservatives have promised to stop or put a moratorium on the home mail delivery cuts, if elected. There is an election scheduled for October 19, 2015, although the election could be called earlier.

The New Democratic Party, which is the official opposition in the House of Commons, would put a moratorium on the move to CMBs. It also supports the restoration of home mail delivery.

The Liberal Party of Canada would impose an immediate moratorium on the decision to end door-to-door mail delivery and undertake a full review of Canada Post's business plan.

The Green Party would instruct Canada Post to halt the changes outlined in the five-point plan and consult with the public on the future of Canada Post. It also supports the restoration of home mail delivery.

The Bloc Québécois would instruct Canada Post to halt the changes outlined in the five-point plan and consult with the public on the future of Canada Post.

## **UNIONS REPRESENTING EMPLOYEES**

Postal unions denounced Canada Post's five-point plan. The Canadian Union of Postal Workers (CUPW), which represents about 50,000 urban postal workers and rural and suburban mail carriers, immediately issued a media release calling Canada Post's plans short-sighted and foolish. The union pointed out that many postal operators were responding to a changing postal business with innovation, but that Canada Post was relying on cuts and rate increases that could hurt business. It argued that the corporation could preserve public postal service and improve its financial position by expanding parcel delivery and adding lucrative financial and banking services.

CUPW also wrote to Lisa Raitt, minister responsible for Canada Post, to condemn the government's support for Canada Post's plan. The union noted that major cuts to public postal service were being pursued without proper public consultation. It urged the government to put a hold on the five-point plan and use its review of the Canadian Postal Service Charter - scheduled to occur in the fall of 2013 - to consult with the public and others about what kind of postal service they need. The union said the government's decision to support the five-point plan was a bad decision that would be resisted at every turn.

CUPW has remained true to its word. The union launched a Save Canada Post Campaign in December 2013 that continues at full tilt to this day. CUPW members have petitioned, protested, canvassed and taken many other actions in communities from one end of the country to the other. Working with other postal unions and allies, they have garnered a huge amount of support and have succeeded in getting federal opposition parties to commit to stopping or putting a moratorium on the home mail delivery cuts, if elected. The NDP and Green Party also support the restoration of home mail delivery to people who have lost it. In addition, most parties have gone on record as being opposed to the rate hikes and other cuts in Canada Post's five-point plan.

The Canadian Postmasters and Assistants Association (CPAA), which represents about 5,500 people working at rural post offices, opposed Canada Post's five-point plan as well. The union stated that the announced changes were the wrong way to go and that they were brought in without any real consultation with the public, including citizens, business, unions and communities. In particular, the CPAA took issue with the plan to streamline the postal network and increase the use of private postal outlets or franchises. It said Canada Post should add new revenue streams such as postal banking. In September 2014, the union released a study called *Why Post Offices Need to Offer Banking Services* which indicates there is a real need for postal banking in rural areas. The study outlined the results of a survey involving 3,326 rural post offices. It showed that almost 1,178 of the 2620 post offices that responded to the survey were located in communities with post offices but no banks or credit unions.

The Union of Postal Communications Employees at the Public Service Alliance of Canada (UPCE/PSAC) also rejected the plan to eliminate home mail delivery. UPCE represents approximately 1,400 people working at Canada Post in an administrative, clerical, technical, or professional capacity. The union expressed concerns about the impact on services, Canadians, Canadian jobs, seniors, and individuals with disabilities. In addition, PSAC urged governments at all levels to reject the service reductions and called on Canada Post to adopt innovative strategies such as banking, public internet access and improved parcel delivery.

## **ORGANIZATIONS REPRESENTING SENIORS AND PEOPLE WITH DISABILITIES**

As indicated earlier, Canada Post did not meet with groups representing seniors and people with disabilities prior to announcing the decision to eliminate home mail delivery.

Shortly after the corporation's announcement, the Council of Canadians with Disabilities (CCD) told a parliamentary committee that the end of door-to door-delivery would adversely affect Canadians with disabilities. CCD is a national human rights organization of people with disabilities working for an inclusive and accessible Canada. It said ending home delivery would make a service that is currently accessible less accessible to persons with disabilities, noting that Canada made a commitment not to do anything that would reduce accessibility services when it ratified the *Convention on the Rights of Persons with Disabilities*.

CCD identified a number of barriers CMBs would impose on Canadians with disabilities. For example, it indicated that a trip to a CMB in bad weather conditions and snow would be difficult, if not impossible, for people who use wheelchairs and other mobility aides. It also said that people with disabilities may feel vulnerable retrieving their mail at a CMB, especially those living in unsafe neighbourhoods where housing costs are lower. The CCD noted that low income is a significant issue for a large number of people with disabilities. As well, the council warned that having other people pick up mail was not a solution as it reduced privacy and could cause problems for women with disabilities living in abusive situations.

The National Pensioners' Federation, National Association of Federal Retirees, Congress of Union Retirees of Canada, Association Québécoise de Défense des droits des personnes Retraitées et préretraitées, Association coopérative d'économie familiale de Lanaudière, Association de personnes retraitées de la Fédération autonome de l'enseignement, Association québécoise de défense des droits des personnes retraitées et préretraitées de Joliette, Association québécoise de défense des droits des personnes retraitées et préretraitées de Mékinac and Citizen Advocacy Ottawa also expressed concerns about the cuts announced by Canada Post. Some groups raised concerns similar to those expressed by CCD while others called for an end to the cuts or requested that the government consult prior to making such major changes to public postal service.

Some organizations have also taken legal action to fight the elimination of door-to-door delivery. CUPW, along with groups representing seniors and the disabled, launched a federal court challenge in November 2014.

The case asks the court to declare that eliminating home mail delivery is contrary to the *Canada Post Corporation Act*, the *Canadian Charter of Rights and Freedoms*, the *Canadian Human Rights Act*, the *Convention on the Rights of Persons with Disabilities* as well as the Universal Postal Union's Universal Service Obligation.

The court challenge was filed by the DisAbled Women's Network , the Alberta Network for Mental Health, ARCH Disability Law Centre, La Confédération des organismes de personnes handicapées du Québec, the National Pensioners Federation, the Congress of Union Retirees of Canada, Patricia Israel and Susan Dixon.

# CANADA POST ANTICIPATES SAVINGS BUT ADDITIONAL COSTS WILL BE BORNE BY OTHER SEGMENTS OF SOCIETY

## THE PUBLIC

CUPW asked consulting firm Stratcom to conduct a poll of people who lost home mail delivery in the first wave of cuts (See Appendix C).

Stratcom surveyed 497 of the 100,000 people who lost delivery in 2014.

21.3% (106) of respondents reported experiencing an accident, such as a slip or fall, either at the community mailbox or going to and from the mailbox. 8.5% (9) of this group required medical attention.

The most commonly reported issues that people have *experienced* with their community mailboxes are:

- Difficulty with access due to snow (44%),
- Litter (42%),
- Difficulty with access due to frozen locks (36%)
- Increased vehicular traffic (34%)

The most commonly *expressed* concerns are:

- Difficulty with access due to snow (61% are somewhat or very concerned)
- Litter (60% are somewhat or very concerned)
- Accidents such as slips and falls (59% are somewhat or very concerned)
- Difficulty with access due to frozen locks (59% are somewhat or very concerned)

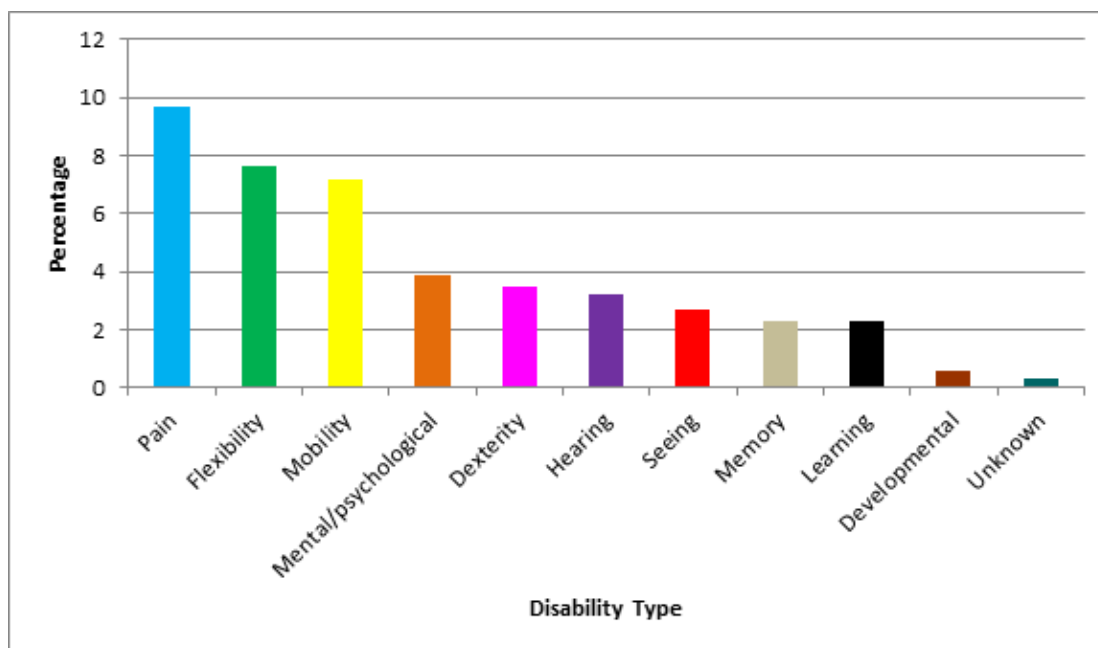
The poll was fielded online in English and French using a proprietary panel from February 20 to March 4, 2015. It used a convenience sampling technique and is therefore not fully representative of the population due to the unavailability of census demographic statistics at the FSA level (first three letters of postal code). The largest possible sample size within the online research panel was implemented given the geographical constraints. The survey aimed at showing whether there are concerns and incidents of personal injury in connection with community mailboxes. It shows that there are serious concerns and a surprising number of personal injuries, warranting further investigation.

## PEOPLE WITH DISABILITIES AND MOBILITY ISSUES

An examination of the facts concerning seniors and mobility-impaired people illustrates how the senior management of Canada Post is totally out of touch with reality. In response to Canada Post's decision, the CUPW hired Caryl-Anne Stordy, an independent researcher, to conduct a study to understand how losing door-to-door services will affect Canada Post customers, specifically those individuals with disability and mobility issues, as well as seniors and low-income earners located within the first 11 communities selected for the conversion. Her research confirms that many people will suffer real hardship.

According to the 2012 Canadian Survey on Disability, the definition of disability includes an individual who reported being (sometimes, often or always) limited in their daily activity as a result of a health problem or long-term condition, in addition to any individual who indicated that they were rarely limited if they were also unable to do certain tasks without assistance. Using the definition provided above, it was estimated by Statistics Canada that approximately 13.7% or 3.8 million Canadians in 2012, aged 15 and older, reported that they were limited in their daily activities due to a disability. In 2012, one in ten working-age Canadians, aged 15 to 64, reported having a disability, compared with just over one-third of Canadian seniors aged 65 and older.

The most prevalent disability types reported by adult Canadians were pain (9.7%), flexibility (7.6%) and mobility (7.2%). While the same three types of disabilities were also listed as the most common disabilities reported by seniors, the prevalence was much higher: pain (22.1%); mobility (20.5%); and flexibility (19.3%).



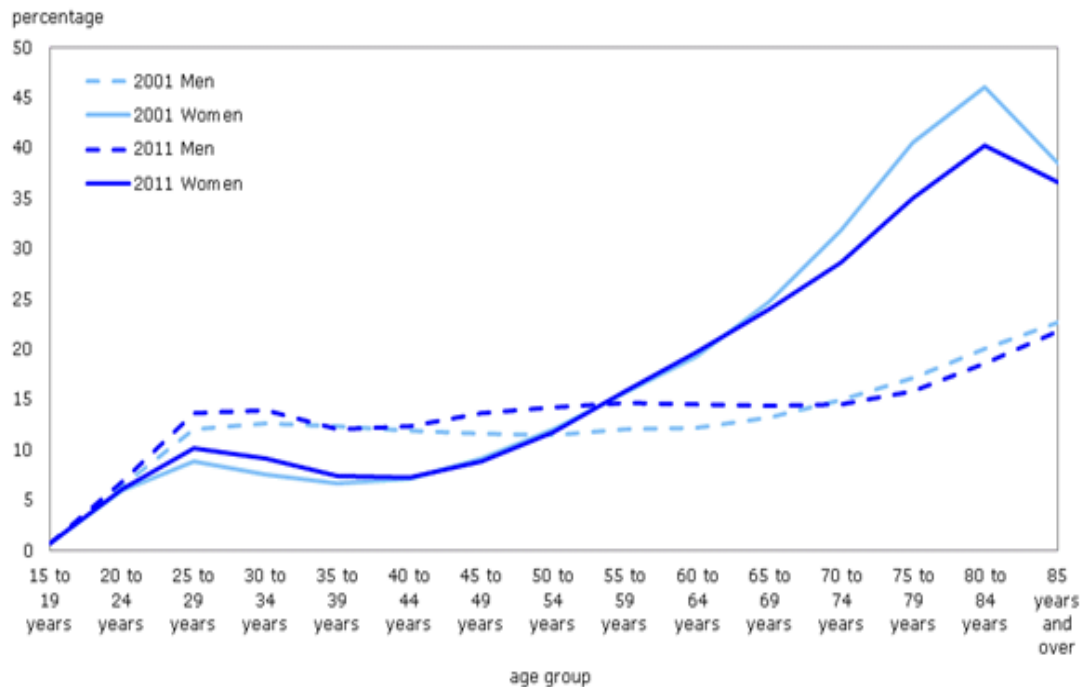
Prevalence of disability by type, Canada, 2012

Source: Statistics Canada. (2012). *Prevalence of disability by type, Canada, 2012*

In our discussions with organizations representing people with disabilities three prominent concerns that have been highlighted are security, safety and accessibility. Many people are concerned about being vulnerable and easy targets for robbery when picking up their mail (e.g. pension or disability cheques, social service payments, bank cards, identification, etc.). In regards to safety and accessibility, people are concerned about inaccessibility as a result of inclement weather, especially winter conditions. Often snow is not removed from CMB locations making them inaccessible. Many CMBs are located on streets without sidewalks, which can create special hazards for people using wheel chairs, walkers, scooters, etc.

Older adults are the fastest growing segment of the population, not just in Canada but worldwide. Within the next two years, there will be more people over the age of 65 than under the age of 25 in Canada. To better understand how this conversion will impact senior citizens located within the first 11 communities selected by Canada Post, the CUPW contracted with Statistics Canada to obtain specific data regarding senior citizens aged 65 and over who indicated that they had a disability, are in a low-income earning category and currently live in an area that will lose home delivery. These are people that have the least alternatives and will be most affected by the loss of home delivery. The results were disturbing. For example, within the three postal codes selected to lose delivery in the community of Repentigny, 8.2% to 10.6% of seniors (65 and over) were low-income and 30.9% to 36.4% of these people reported difficulty/reduced ability in performing daily activities. The results are available for all eleven communities.

As for the suggestion of Canada Post management that seniors have family members or roommates that can be trusted to obtain their mail, this is simply not true for many people. The reality for seniors according to the 2011 census data is that one-quarter (24.6%) of the population aged 65 and over live alone. The prevalence of living alone after the ages of 50 for women and 70 for men increased for both sexes. In addition, individuals with disabilities or mobility limitations are twice as likely to live alone (17.3% vs. 9.4%), and are more likely to be lone parents (7.3% vs. 5%). Thus the option of appointing a trustee to pick up the mail poses yet another issue to deal with, as some may not have a person that they can trust, count on, or afford to pay to retrieve and deliver their mail. Appointing a trustee is also an issue of privacy as the mail could contain important papers such as bank statements, income/support cheques, and court papers, etc. The fact that ending home delivery will result in reducing the independence of many seniors and disabled people runs totally against the United Nations *Convention on the Rights of Persons with Disabilities* which recognizes “the importance for persons with disabilities of their individual autonomy and independence, including the freedom to make their own choices (United Nations 2006, 2).”



Sources: Adapted from Statistics Canada, *Census of population, 2001 and 2011*.

Percentage of the population aged 15 and over living alone by age group, Canada, 2001 and 2011

Canada Post management’s ignorance of the reality of people with disabilities stems, in part, from its failure to meaningfully consult with organizations representing the disabled prior to taking the decision to convert mail delivery to community mailboxes. Only after taking its decision did Canada Post state that it would seek “input from the various communities that best know the needs of the people with mobility challenges or other serious issues (Canada Post 2014)”. Even then, the majority of organizations representing disabled persons contacted by Caryl-Anne Stordy had not been contacted by Canada Post. When Canada Post did hold consultations, they did not publish any results from these consultations and/or action plans to address concerns of the population of interest. Instead, Canada Post unilaterally announced a plan to offer people with mobility restrictions once weekly delivery provided they could provide proof of their inability to collect their mail. The plan was widely criticized by disability advocates as being time consuming, costly, and for unnecessary adding yet one more level of discrimination that disabled people must overcome. It was also sharply criticized by Louis Francescutti, President of the Canadian Medical Association, as “totally irresponsible.” Francescutti said Canada Post’s plan would cost patients money, as well as needlessly expose them to other sick patients. He also said it was made without any consultation with the CMA.

A further example of the inadequate approach of Canada Post is illustrated in the failure of the corporation to explain its plans to address the needs of people with disabilities. Following three requests by CUPW for information concerning its plans, the response of



Canada Post was to state that an extension of up to 635 days (1 year, 8 months, and 27 days) was required as consultations were necessary to provide the information requested.

All people have a right to expect that their governments should be assisting them to become more independent and self-reliant. The consequences of this unnecessary and ill-conceived change in mail delivery service will be to make the most vulnerable people in our society more insecure and more dependent on others.

## **MUNICIPALITIES**

The conversion of home delivery to community mailboxes will result in significant additional costs to municipal governments. Additional costs for site review and litter are virtually a certainty. Many communities have found that increased policing costs can be very substantial, especially if the CMB thefts involve criminal organizations involved in identity theft.

There is also the likelihood that property values may have to be adjusted downwards resulting in reduced municipal revenues. As well, many communities have experienced additional costs such as snow removal resulting from the failure of Canada Post to adequately fulfill its commitments. Sadly, there is also the very strong likelihood that the number of people experiencing injuries resulting from slips and falls during winter months will rise resulting in additional demand for municipal and provincial health and support services.

### *PROBLEMS UNIQUE TO DENSE URBAN CORE*

Most cities already have experience with community mailboxes that were introduced in new housing projects since the mid 1980s. However it must be noted that all existing CMBs have been introduced as an integral element of the design and layout of these housing developments in consultation with the municipality and the builders. This new initiative would see community mailboxes introduced into areas that have not been designed for their presence. The result is that many of them will be placed in locations that cause traffic congestion, noise and unwanted litter for residences.

### *SITE REVIEW*

Canada Post's site selection guide says it must respect local by-laws with respect to the location of community mailboxes. Many cities, such as the City of Hamilton, require an on-site inspection prior to issuing permits to any third-party to locate any form of structure on municipal property. In the case of Hamilton, the municipality has estimated that the cost of reviewing each of the proposed locations for community mailboxes will be \$522 per location for a total of more than \$2 million for the city. The cost estimate is based on what it currently costs to review utility permits. This review involves examining issues such as parking and transit conflicts, crosswalk locations, potential upcoming construction, lighting and drainage. This does not include the ongoing cost of policing, dealing with litter, answering traffic and noise complaints etc.

For its part, Canada Post has offered to provide \$50 per mailbox, bringing the cost to Hamilton taxpayers down to about \$1,888,000. The city estimates it will also have to hire the full-time equivalent of one to 1.5 staff members to do the site evaluations.

The Hamilton estimate of \$522 for a site review is very similar to a fee of \$525 which was implemented in the City of Medicine Hat, Alberta in February 2015. Canada Post has only offered to pay \$50 per location in this municipality as well.

### *LITTER*

Many municipalities have had to deal with the problems of litter associated with community mailboxes. The experience of the City of Vaughan is a case in point. The issue of litter and CMBs has been on the agenda of Vaughan city council meetings since 2007. After failed attempts of working with Canada Post, including a pilot project using recycling boxes, the city is actively considering following the example of other cities such as Brampton, Ontario and introducing its own recycling units at 150 community mailbox locations that it has identified as “problem locations”. The capital cost of locating these units is estimated to be \$146,775 and the ongoing annual costs of emptying them at \$26,000. Should the City go ahead and introduce units at all CMB locations, the capital cost is estimated at \$978,500 and the annual ongoing cost at \$178,300.

### *SNOW REMOVAL*

The issue of inadequate snow removal around community mailboxes and street letter boxes is a major complaint of residents and a constant area of friction between municipalities and Canada Post.

In the winter of 2015, many Canadian municipalities over-spent their snow removal budgets and refused to take on the extra expense of removing the snow and sanding the ice surrounding Canada Post community mailboxes.

Canada Post is responsible for snow removal in order to allow access to community mailboxes. Although there are no national statistics available on the number of complaints received because of the lack of snow removal, the issue is a frequent subject of newspaper articles and complaints from municipalities across Canada.

One problem results from the lack of national performance standards. In some areas, contractors are required to remove snow within 24 hours of a snowfall. In other areas, it is 48 hours. In Fort McMurray, Alberta, there are different standards for different areas of the city.

Also, there is no consistency with respect to contract requirements. In some areas, the contractor must provide access from the road, whereas in others, there is no requirement to make a path through a snow bank caused by snow being pushed to the side of a street by a snowplow. It was just such a situation which led to Patty Thornton, 82, of Keremeos, British Columbia (B.C.), to suffer severe head injuries when she slipped in front of her

community mailbox . Likewise Alex Tocher, a senior from Hamilton, Ontario, suffered a broken leg as he went to access his community mailbox in February 2015.

In very many instances, the standards are simply not adhered to by contractors. This can lead to serious difficulties for seniors who are more vulnerable to slips and falls on slippery surfaces. Consider the situation of Mellie Macpherson, a senior living in Moncton, New Brunswick, who despite repeated complaints to Canada Post, was unable to access her mailbox for over two months in the winter due to the failure of the corporation to arrange snow removal.

Irving Mcleod, an 81 year old senior in Windsor also repeatedly complained about the lack of proper snow removal at his community mailbox. Faced with the need for his mail, Mcleod walked to his community mailbox and slipped on the ice right in front of his CMB. He ended up hitting his head and requiring eight stitches above his left eye.

It should be noted that while residents often have difficulty accessing their mail at community mailboxes due to snow and icy conditions, Canada Post will refuse delivery to residences which do not clear snow and ice from their pathways and steps.

### *THEFT AND VANDALISM*

The issue of theft from CMBs is real and growing. Any internet search can easily identify a multitude of news stories about CMB break-ins, even though Canada Post does its best to suppress news stories of thefts and break-ins. Although national and regional statistics are unavailable from Canada Post, a report broadcast by the Canadian Broadcasting Corporation (CBC) from British Columbia provides some idea of the magnitude of the problem. As a result of an access to information request, the CBC found that in a 5-year period there were 4,800 incidents of theft, vandalism or arson relating to CMBs in B.C., a province with 20,000 community mailboxes. In other words, almost an average of one in four CMBs experienced a break-in, theft, arson or vandalism during this 5-year period. In December 2014, hundreds of residents who were served by CMBs in Thunder Bay and Grande Prairie had to pick up their mail at post offices because of large-scale break-ins at CMBs.

The absence of national reporting of CMB break-ins and the refusal of Canada Post to release timely figures on the number of thefts from CMBs serves to undermine the ability of the public to evaluate Canada Post's claims concerning the safety and security of community mailbox delivery. In order to clarify this situation and permit a fact-based discussion of the issue, the Canadian Union of Postal Workers has submitted a number of access to information requests to the Access to Information Directorate at Canada Post for the number of incidents of theft and vandalism at CMBs.

While there is a clear need for more transparency in relation to theft and vandalism at CMBs, there is also a need for less double-talk. It is illustrative to note that one of the selling points that Canada Post uses when arguing in favour of CMBs is that residents can leave their mail in the CMB if they are away from home for periods of time. However, the reality

is that Canada Post management and police officials advise residents in high theft areas to pick up their mail as soon as it is delivered.

### *REAL ESTATE VALUES*

There is also very good reason to believe that the introduction of CMBs into areas which have not been designed for them will result in reduced property values and depress the price of houses located near them. This was the conclusion of a real estate appraisal commissioned by the Canadian Union of Postal Workers. The real estate appraiser who prepared the report for the union concluded “It is my professional opinion that community mailboxes will have a negative impact on both demand and pricing for residential homes (Winnipeg Free Press 2014).” The report noted that noise and litter at the mailboxes are “obvious deterrents.” Other issues included congestion from traffic, debris, loss of privacy and vandalism. According to the report, CMBs produce sales effects similar to nearby railway tracks and hydro corridors, making it harder for homeowners to find potential buyers. “If a prospective buyer had a choice between two identical residential homes on the same street, one with a community mailbox and the other without, the buyer would likely select the home without the mailbox (Winnipeg Free Press 2014),” the appraisal noted.

This assessment has been shared by realtor Puma Banwait in Calgary Alberta, who lost a sale in March 2015 because the home was next to a large community mailbox. He was quoted in the Calgary Herald as saying that locating a community mailbox next to a residence constitutes “a total invasion of privacy, and that definitely will bring the price of the house down at least 10 to 20 per cent (Global News 2015).”

Nelson Karpa, the Director of Assessment for the City of Calgary has stated that the city is currently examining the issue and if community mailboxes are determined to have a negative impact on sale prices, property values and taxes will be adjusted.

### **COMMUNITY ASSOCIATIONS**

The experience of the residents of Kanata, one of the first eleven locations affected by the conversion should be noted. Following the introduction of CMBs in Kanata, the Kanata Beaverbrook Community Association rated CPC’s introduction of new community mailboxes. The association awarded Canada Post a ‘D’. Problems cited by the community association included the lack of communication with community groups and the city, the safety of pedestrians walking near the mailboxes, the safety of those stopping to use them and the city’s plans for building sidewalks where CMBs have just been installed. Explaining why Canada Post refused to participate in the public meetings that were convened to obtain community input, CPC spokesperson Jon Hamilton explained that Canada Post did not want to inconvenience people by having them come to a public meeting.

### **MAIL RECIPIENTS**

Canadians are upset and angry about losing door-to-door delivery and being forced to go to CMBs. CUPW has outlined what people have told the union in a letter to Lisa Raitt, Minister responsible for Canada Post (See Appendix D). The letter shows that Canadians have many

reasons for being concerned about the new group boxes. Many people fear for their personal safety when visiting a CMB, especially in the winter. Seniors are especially concerned. Some are falling while getting their mail. Others are understandably worried about this possibility. People with disabilities and poor health are also distressed about having to get their mail at CMBs. As well, many people are afraid to go to the group mailboxes at night, especially women. Theft and vandalism are big issues. Canadians are also frustrated with frozen locks. In addition, they believe CMBs make their property unattractive and reduce their property values. One of the most commonly mentioned complaints is litter. Canadians are also worried about traffic and parking. And they are frustrated and angry that they were not properly consulted on the move to CMBs.

## **CANADIAN HEALTHCARE SYSTEM**

The conversion of home mail delivery to community mailboxes will not only create difficulties for many seniors and people with disabilities to obtain their mail, it will also result in an increase in the number of people who experience severe injuries as a result of slips and falls which occur when they attempt to access their mail at community mailboxes.

Slips and falls of seniors are a very serious problem in Canada. Falls are the leading cause of injury-related hospitalizations among Canadian seniors. Between 20% and 30% of seniors fall each year. Falls and associated outcomes not only harm the injured individuals but also affect family, friends, care providers and the health care system.

Falls can lead to negative mental health outcomes such as fear of falling, loss of autonomy and greater isolation, confusion, immobilization and depression. In addition to the negative physical and mental health consequences of falling, there are significant associated financial costs, estimated at \$2 billion annually, a value 3.7 times greater than that for younger adults.

The majority of falls result in broken or fractured bones, and over one third of fall-related hospitalizations among seniors are associated with a hip fracture. Fracture-induced physical limitations augment the need for support on the part of older adults themselves and their caregivers, and increase pressure on the Canadian health care system.

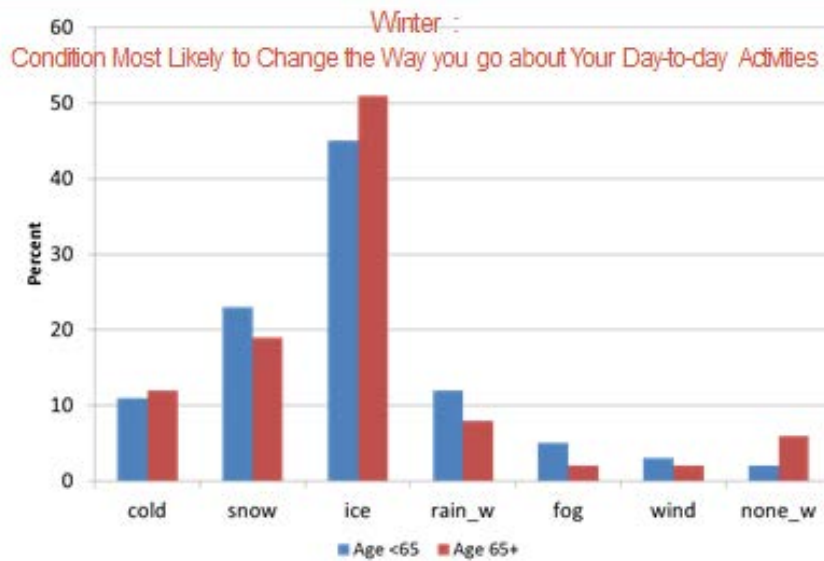
When hospitalization data are examined, the results show that seniors who are hospitalized for a fall remain in hospital an average of nine days longer than those hospitalized for any cause. This discrepancy highlights the disproportionate health care costs of fall-related injuries in comparison to other causes of hospitalization. Even more worrying is that the number of deaths due to falls is increasing.

For all winter-related causes of serious injuries (excluding motor vehicle collisions), falls on ice were by far the most common cause: they led to 7,138 hospital admissions in 2010–2011, more than for all winter sports and recreational activities combined. About half of these cases occurred in people age 60 and older and about 70% were among those 50 and older.

Not surprisingly, seniors are the segment of society most likely to avoid icy conditions for fear of injury. A study for the Institute of Social Research found that 54% of older adults (vs. 33% of younger adults) had “a great deal of difficulty” leaving their house to go about their day-to-day activities when it was icy.

Winter conditions increase fall risk as 16% of falls occur while walking on snow or ice. With the conversion of home delivery to community mailboxes, seniors will take on the role of a letter carrier and be exposed to similar weather conditions and environmental hazards, such as slipping on icy streets, and wearing improper footwear, increasing the risk of falling. Falls of seniors are expensive and use up many healthcare resources. As well, the amount of seniors in Canada is increasing. In 2011, an estimated 5 million Canadians were 65 years or older. This number is expected to double in the next 25 years and reach 10.47 million seniors by 2036. With this projected increase, it is estimated that the number of seniors who will fall at least once will reach 3.3 million, causing a significant increase in healthcare costs. The conversion to CMBs comes at a time when Canada’s population is aging. Since many seniors will be walking to their CMBs, the risk of falling is increased, especially during the winter months.

The Stratcom poll cited earlier indicated that 21.3% (106) of respondents reported experiencing an accident, such as a slip or fall, either at the community mailbox or going to and from the mailbox. 8.5% (9) of this group required medical attention. This result, coupled with what we know about the impact of snow and ice on injury rates for seniors confirms that the impact of the introduction of CMBs on fall rates among seniors in the winter is an issue that definitely requires further study.



## **THE ENVIRONMENT**

The environmental impact of the conversion of home delivery to community mailboxes is another area that requires further study. There is every indication that many residents frequently drive to their community mailbox and allow their car to idle while they pick-up mail. The production of greenhouse gas emissions associated with the manufacture and installation of more than 250,000 community mailboxes is also an issue.

## **CONCLUSION**

Our analysis shows that Canada Post's financial situation is not the disaster predicted in Canada Post's corporate plans or the Conference Board's report from 2013. In fact, the corporation's financial performance has consistently been vastly superior to management's predictions and official corporate plans. Canada Post has made million overall in recent years. As result, there is no real need for the corporation to take the drastic step of eliminating home mail delivery, as called for in its five-point plan.

Most stakeholders in Canada are opposed to ending door-to door-delivery. The public, municipalities, large volume mailers, most political parties, unions representing employees, and organizations representing seniors and people with disabilities have all raised serious concerns. Only the Canadian Federation of Independent Business and the Conservative Party of Canada support the move to CMBs.

Stakeholders, including CUPW, have identified a huge number of problems associated with the move to CMBs, especially for municipalities, seniors, people with disabilities and the Canadian health care system.

Given the social and financial costs of eliminating home mail delivery and the current economic viability of Canada Post, the decision to move to CMB delivery should clearly be reviewed. There has been no substantive or public review of this matter to date.

## APPENDIX A

### List of municipalities that passed resolutions or sent letters raising concerns about Canada Post's five point plan or the lack of consultation over this plan

Victoria, BC	London, ON
Medicine Hat, AB	Rosemère, QC
Vancouver, BC	Joliette, QC
Saanich BC	North Vancouver, BC
Sault Ste. Marie, ON	Shawinigan, QC
Kirkland Lake, ON	Westville, NS
New Westminster, BC	Sparwood, BC
Montreal, QC plus Montreal Outremont	Cape Breton Regional Municipality, NS
Charlottetown, PEI	Matane, QC
Georgina, ON	Oshawa, ON
Windsor, ON	North Bay, ON
Toronto, ON	Prince George, BC
Brantford, ON	Powell River, BC
Antigonish, NS	Owen Sound, ON
Castlegar, BC	Essex, ON
Burnaby, BC	Sorel-Tracy, QC
Winnipeg, MB	Cranbrook, BC
Hamilton, ON	Trail, BC
Dieppe, NB*	Fort Frances, ON
La Sarre, QC	Sarnia, ON
Notre-Dame-des-Prairies, QC	Wainfleet, ON
Baie-Comeau, QC	Richmond, BC
Truro, NS	West Nipissing, ON
Fort St. John, BC	Wood Buffalo, AB
Nelson, BC	Oakville, ON
*Kenora, ON	Edmonton, AB
Mascouche, QC	Lumby, BC*
Repentigny, QC	Chisholm, ON
Saint-Valérien-de-Milton , QC	Saint John, NB
Boucherville, QC	Fredericton, NB
St. John's, NL	Pointe-Claire, QC
Timmins, ON	Cowansville, QC
Miramichi, NB	Côte-Saint-Luc, QC
Brandon, MB	Halton Hills, ON
Thompson, MB	Niagara Falls, ON
Brampton, ON	St. Catharines, ON
Temiskaming Shores, ON	Kitchener, ON
Bathurst, NB	Elliot Lake, ON
West Vancouver, BC	Yarmouth, NS
Huron Shores ON	Mont-Laurier, QC



Sept-Îles, QC  
 Boisbriand, QC  
 Saguenay, QC  
 Saint-Alexis, QC  
 Campbellton, NB  
 East Hereford, QC  
 Conception Harbour, NL  
 Collingwood, ON  
 Langley, BC  
 Longueuil, QC  
 Bécancour, QC  
 Crabtree, QC  
 Saint-Léolin, NB  
 Lac-des-Seize-Îles, /QC  
 Lethbridge, AB  
 Maniwaki, QC  
 Harvey, NB\*  
 Grand Bank, NL  
 Big Lakes, AB  
 Old Perlican, NL  
 Petty Harbour/Maddox Cove, NL  
 Bonavista, NL  
 Saint-Blaise-sur-Richelieu, QC  
 Dewberry, AB  
 Blainville, QC  
 Castor, AB\*  
 Saint-Pie, QC  
 Portugal Cove - St. Philip's, NL  
 Rivière-Rouge, QC  
 Saint-Vallier, QC  
 Saint-Félix-d'Otis, QC  
 Pohénégamook, QC  
 Manseau, QC  
 Ville-Marie, QC  
 Inverness, QC  
 Nantes, QC  
 Saint-Ferdinand, QC  
 Saint-Joseph-de-Coleraine, QC  
 Sainte-Jeanne-d'Arc, QC  
 Ogden, QC  
 Saint-Aimé, QC  
 Noris Arm, NL  
 Sainte-Irène, QC  
 Saint-Louis-du-Ha! Ha!, QC  
 Sayabec, QC  
 Sainte-Sabine, QC  
 Stanstead, QC  
 Saint-Paul-de-l'Île-aux-Noix, QC  
 Lanoraie, QC  
 Newport, QC  
 Ristigouche Sud-Est, QC  
 Sainte-Marguerite-Marie, QC  
 Les Hauteurs, QC  
 Saint-Ambroise, QC  
 Saint-René-de-Matane, QC  
 L'Avenir, QC  
 Saint-Adelphe, QC  
 Chénéville, QC  
 Vallée-Jonction, QC  
 Sainte-Hélène-de-Mancebourg, QC  
 Moffet, QC  
 Saint-Valérien, QC  
 Acton Vale, QC  
 Gaspé, QC  
 Pike River, QC  
 Saint-Bernard-de-Michaudville, QC  
 Beaumont, QC  
 Rogersville, NB  
 Canton de Cleveland, QC  
 Saint-Godefroi, QC  
 Saint-Patrice-de-Beaurivage, QC  
 Sainte-Anne-des-Monts, QC  
 Come by Chance, NL  
 Channel-Port aux Basques, NL  
 Notre-Dame-de-la-Merci, QC  
 Saint-Robert, QC  
 Napierville, QC  
 Taschereau, QC  
 Springdale, NL  
 Notre-Dame-Auxiliatrice-de-Buckland, QC  
 Grosses-Roches, QC  
 La Visitation-de-Yamaska, QC  
 Chichester, QC  
 Saint-Mathieu d'Harricana, QC  
 Issoudun, QC  
 Saint-Sulpice, QC  
 Saint-Édouard-de-Lotbinière, QC  
 Mandeville, QC  
 Saint-Benoît-Labre, QC  
 Beaulac-Garthby, QC  
 Saint-Alfred, QC  
 Notre-Dame-du-Rosaire, QC

Saint-Maxime-du-Mont-Louis, QC  
Weedon, QC  
Saint-Clément, QC  
Dolbeau-Mistassini, QC  
Chartierville, QC  
Saint-François-du-Lac, QC  
Saint-Eugène, QC  
Saint-Pamphile, QC  
East Angus, QC  
Saint-Théodore-d'Acton, QC  
Saint-Jacques-de-Leeds, QC  
Disraeli, QC  
Sainte-Praxède, QC  
Saint-Adrien-d'Irlande, QC  
Saint-Zacharie, QC  
Saint-Léon-de-Standon, QC  
Maniwaki, QC  
Ormstown, QC  
Saint-Venant-de-Paquette, QC  
Laverlochère, QC  
Alma, QC  
Champlain, QC  
Montcerf-Lytton, QC  
Bégin, QC  
Saint-Jean-de-Dieu, QC  
Baie Verte, NL  
Mont-Saint-Michel, QC  
Saint-François-de-Viger, QC  
Saint-Médard, QC  
Grosses-Roches, QC  
Saint-Antoine-de-l'Isle-aux-Grues, QC  
Saint-Félix-de-Kingsey, QC  
Saint-Magloire, QC  
Saint-Dominique-du-Rosaire, QC  
Saint-Bernard-de-Lacolle, QC  
Sainte-Émélie-de-l'Énergie, QC  
Saint-Éloi, QC  
Trécesson, QC  
Palmarolle, QC  
Rivière-au-Tonnerre, QC  
Saint-Joseph-des-Érables, QC  
Saint-Alexandre-des-Lacs, QC  
Sainte-Florence, QC  
Berry, QC  
Ascot Corner, QC  
Waterville, QC

Sainte-Louise, QC  
Sainte-Perpétue, QC  
Saint-Robert-Bellarmin, QC  
Saint-Claude, QC  
St-Jacques-le-Majeur-de-Wolfestown, QC  
Notre-Dame-de-Montauban, QC  
Sacré-Cœur-de-Jésus  
Saint-Roch-de-Richelieu, QC  
Sainte-Anne-de-la-Rochelle, QC  
Saint-Joachim-de-Shefford, QC  
Saint-Fortunat, QC  
Saint-Wenceslas, QC  
Saint-Valère, QC  
Canton de Roxton, QC  
Laurierville, QC  
Saint-Bernard, QC  
Saint-Germain, QC  
Saint-Guy, QC  
Rivière-Héva, QC  
Sainte-Élisabeth, QC  
Saint-Narcisse-de-Rimouski, QC  
Saint-André-de-Restigouche, QC  
Fort-Coulonge, QC  
Notre-Dame-de-Lorette, QC  
Sainte-Marie-Madeleine, QC  
Saint-Hugues, QC  
Saint-Janvier-de-Joly, QC  
Town of New-Wes-Valley, NL  
Saint-Flavien, QC  
Notre-Dame-de-la-Paix, QC  
Saint-Guillaume, QC  
Saint-Placide, QC  
Maskinongé, QC  
Saint-Ignace-de-Loyola, QC  
Saint-Isidore-de-Clifton, QC  
Ripon, QC  
Sainte-Anne-du-Lac, QC  
Digby, NS  
Saint-Thomas, QC  
Batiscan, QC  
Pictou County, NS  
Lejeune, QC  
Town of Salvage, NL  
Saint-Antonin, QC  
Canton de Valcourt, QC  
Cayamant, QC

Saint-Lambert-de-Lauzon, QC  
 Saint-Gabriel-Lalemant, QC  
 Saint-Modeste, QC  
 Saint-Nérée-de-Bellechasse, QC  
 Marston-Canton, QC  
 Saint-Isidore, QC  
 Saint-Athanase, QC  
 Sainte-Hélène-de-Kamouraska, QC  
 Sainte-Rita, QC  
 Val-d'Or, QC  
 Saint-Louis-de-Gonzague, QC  
 Huntingdon, QC  
 Sainte-Paule, QC  
 Bouchette, QC  
 Lac-Etchemin, QC  
 Sainte-Félicité, QC  
 Saint-Georges-de-Windsor, QC  
 Saint-Liguori, QC  
 Authier-Nord, QC  
 Bois-Franc, QC  
 La Bostonnais, QC  
 Îles-de-la-Madeleine, QC  
 Trois-Pistoles, QC  
 Nicolet, QC  
 Saint-Simon-les-Mines, QC  
 Saint-Eugène-d'Argentenay, QC  
 Saint-Rémi-de-Tingwick, QC  
 Amherst, QC  
 Saint-Christophe-d'Arthabaska, QC  
 Saint-Césaire, QC  
 Chute-Saint-Philippe, QC  
 Lac-du-Cerf, QC  
 Saint-Ubalde, QC  
 Gracefield, QC  
 Paroisse de Senneterre, QC  
 Authier, QC  
 Témiscaming, QC  
 Saint-Valentin, QC  
 Canton de Hope, QC  
 Clerval, QC  
 Saint-Adrien, QC  
 Saint-Gédéon, QC  
 Sainte-Monique-de-Honfleur, QC  
 Saint-Côme, QC  
 Saint-Nazaire-d'Acton, QC  
 Saint-Fabien-de-Panet, QC  
 Saint-Alphonse-de-Granby, QC  
 Saint-Lin—Laurentides, QC  
 Cascapédia—Saint-Jules, QC  
 L'Ascension-de-Notre-Seigneur, QC  
 St. Lawrence, NL  
 Torbay, NL  
 Mount Moriah, NL  
 Carbonear, NL  
 Pouch Cove, NL  
 Two Hills, AB  
 Saint-Damien, QC  
 Saint-Chrysostome, QC  
 Saint-Pierre-les-Becquets, QC  
 Saint-Cléophas, QC  
 Packington, QC  
 Rocky Harbour, NL  
 Val-Joli, QC  
 Cove Newstead, NL  
 Val-Brillant, QC  
 Saint-Gabriel-de-Brandon, QC  
 Rivière-du-Loup, QC  
 Dauphin, MB  
 Lac Mégantic, QC  
 Saint-Henri-de-Taillon, QC  
 Sainte-Gertrude-Manneville, QC  
 Saint-Mathieu-de-Rioux, QC  
 Béarn, QC  
 Ascension-de-Patapédia, QC  
 Chertsey, QC  
 New Richmond, QC  
 Wickham, QC  
 Shigawake, QC  
 La Reine, QC  
 Cap-Chat, QC  
 Godbout, QC  
 Saint-Pascal, QC  
 Portneuf-sur-mer, QC  
 Saint-Joseph-de-Sorel, QC  
 Stewiacke, NS  
 Saint-André-d'Argenteuil, QC  
 Pointe-aux-Outardes, QC  
 Saint-Aubert, QC  
 Litchfield, QC  
 New Carlisle, QC  
 Sainte-Geneviève-de-Batiscan, QC  
 Belledune, QC

Notre-Dame-du-Nord, QC  
 Saint-Bruno-de-Guigues, QC  
 Saint-Pacôme, QC  
 Lemieux, QC  
 Saint-François-d'Assise, QC  
 Hermitage-Sandyville, QC  
 Port Saunders, QC  
 Rapide-Danseur, QC  
 La Motte, QC  
 Clermont, QC  
 Islet, QC  
 Saint-Michel-de-Bellechasse, QC  
 Cumberland County, NS  
 Carleton-sur-mer, QC  
 Asbestos, QC  
 Val-des-Lacs, QC  
 Port au Choix, NL  
 Jackson's Arm, NL  
 Saint-Paulin, QC  
 Saint-Isidore, QC  
 Chipman, NB  
 Belleville, ON  
 Harbour Main, Chapel's Cove & Lakeview,  
 NL  
 Wentworth, QC  
 Mille-Isles, QC  
 Tracadie-Sheila, NB  
 L'Île-du-Grand-Calumet, QC  
 Witless Bay, NL  
 Cow Head, NL  
 Chibougamau, QC  
 Daniel's Harbour, NL  
 Richmond, NS  
 Foremost, AB  
 Notre-Dame-des-Bois, QC  
 Placentia, NL  
 Hawke's Bay, NL  
 Trinity, NL  
 Pointe-à-la-Croix, QC  
 Val-Racine, QC  
 Municipality of the District of Yarmouth,  
 NS\*  
 Avondale, NL  
 Port-Cartier, QC  
 Candiac, QC  
 Ville de Laval, QC  
 Waskatenau, AB  
 Kippens, NL  
 Sainte-Séraphine, QC  
 Saint-David, QC  
 Stanbridge-Station, QC  
 Flowers Cove, NL  
 Saint-Louis-de-Gonzague, QC  
 Saint-Elzéar, QC  
 Ramea, NL  
 Saint-Louis-de-Kent, NB  
 Sainte-Brigide-d'Iberville, QC  
 Stornoway, QC  
 Escuminac, QC  
 Messines, QC  
 Louiseville, QC  
 Lac-des-Plages, QC  
 Val St-Gilles, QC  
 Notre-Dame-des-Neiges, QC  
 Gallichan, QC  
 Saint-David-de-Falardeau  
 \*District of Elkford, BC  
 Sacré-Cœur, QC  
 Chute-aux-Outardes, QC  
 Roquemaure, QC  
 Lark Harbour, NL  
 Aguanish, QC  
 Des Cèdres, QC  
 Pelee, ON  
 Saint-Julien, QC  
 Marcelin, SK  
 Bonfield, ON  
 Armour, ON  
 Indian Head, SK  
 Ethelbert, MB  
 Stuartburn, MB  
 Tehkummah, ON  
 Georgian Bluffs, ON  
 Greenwood, BC  
 Hat Butte No. 11, SK  
 Hillsburg-Roblin-Shell-River, MB  
 Stewart, BC  
 Morley, ON  
 Brokenhead, MB  
 Dubreuilville, ON  
 Aylmer, ON  
 Bienfait, SK

Bethune, SK  
Hudson, ON  
Kerns, ON  
Powerview-Pine Falls, MB  
Thorold, ON  
Casey, ON  
South Algonquin, ON  
Clarington, ON  
Parksville, BC  
Northeastern Manitoulin and the Islands,  
ON  
Goderich, ON  
Coleman, ON  
\*Lytton, BC  
Port Edward, BC  
Alfred et Plantagenet, ON  
Courtenay, BC  
Brooke-Alvinston, ON  
Harley, ON  
Leeds and Thousand Islands, ON  
Biggar, SK  
Burk's Falls, ON  
Tugaske, SK  
Port Alberni, BC  
Pembroke, ON  
Prince Albert, SK  
Moose Jaw, SK  
Quinte West, ON  
\*Simcoe, ON  
Chisolm, ON  
Havelock-Belmont-Methuen, ON  
Stratford, ON  
Campbell River, BC  
Nairn and Hyman, ON  
Richmond Hill, ON  
Markham, ON  
West Grey, ON  
South Bruce, ON  
Ellice-Archie, MB  
Grey, MB  
Shellbrook No 493, SK  
Parkside, SK  
Consul, SK  
Brethour, ON  
Rockglen, SK  
Eatonia, SK

Paynton, SK  
Brenda-Waskada, MB  
Woodlands, MB  
Rainy River, ON  
Meath Park, SK  
Rankin Inlet, NU  
Loreburn No. 254, SK  
Tahsis, BC  
Creighton, SK  
Murray River, PE  
La Ronge, SK  
Port Colborne, ON  
Emerson Franklin 127, MB  
Mayo, YT  
Beaupré, QC  
La Vallee, ON  
Port McNeill, BC  
Ingersoll, ON  
Georgina, ON  
King, ON  
Colwood, BC  
Smithers, BC  
Fort Erie, ON  
Garry # 245, SK  
Wollaston, ON  
Cupar, SK  
Powasan, ON  
St.-Charles, ON  
Gimli, MB  
Port Moody, BC  
Gore Bay, ON  
Quesnel, BC  
Barry's Bay, ON  
Igloolik, NU  
Alvena, SK  
Gainsborough, SK  
Squamish – Lillooet, BC  
Leroy, SK  
Bonnet, MB  
Alonsa, MB  
Chesterfield no 261, SK  
Asquith, SK  
Eeyou Istchee Baie James, QC  
Kingsville, ON  
Tarbutt and Tarbutt Additional, ON  
Cobourg, ON

Chase, BC  
Star City, SK  
Debden, SK  
Weyakwin, SK  
Vanguard, SK  
Midway, BC  
Hanover, ON  
Reciprocity No. 32, SK  
Shuniah, ON  
Plympton-Wyoming, ON  
Sifton, MB  
Skeena Queen Charlotte Regional District,  
BC  
Carievale, SK  
McKillop, SK  
Mississauga, ON  
Piapot #110, SK  
Silverton, BC  
Hawkesbury, ON  
Kenaston, SK

Coldwell, MB  
Harris, ON  
Casselman, ON  
Aberdeen, SK  
Springfield, MB  
Tay Valley, ON  
Carlow/Mayo, ON  
Laurentian Valley, ON  
Pickle Lake, ON  
Baldwin, ON  
Paradise Hill, SK  
Kitimat, BC  
Selwyn, ON  
Orillia, ON  
Laird, ON  
Saint-Philippe, QC  
Pickering, ON  
\*Fort St-James, ON

*\* Sent letter*

## APPENDIX B

### Pricing Announcement in Canada Post's Five-Point Action Plan

#### 2. A New Approach to Pricing

##### The plan

With rapidly declining Lettermail volumes and increasing digital alternatives to mail, Canada Post is introducing a new pricing structure for letters mailed within Canada. The new pricing structure will usher in a more commercial approach benefitting those who use the mail most and that better reflects the cost of serving various customer segments.

On March 31, 2014, Canada Post plans to launch a new tiered stamp pricing structure.

- New prices will be launched for the customers that buy stamps in booklets and coils, representing 98 per cent of the volume sold in this category. The price (per stamp) will be \$0.85, up from \$0.63 today for letters 0-30 g mailed within Canada.
- Businesses that use postage meters will pay a new discounted postal commercial rate of \$0.75 (per letter 0-30 g).
- Mailers who prepare mail in such a way that reduces processing costs (known as Incentive Lettermail) will continue to benefit from prices that are lower than the proposed meter rate of \$0.75 for 0-30 g.
- Single stamps will cost \$1 each, up from \$0.63 today. Canada Post estimates that only 2 per cent of all stamps are purchased as singles. The vast majority of stamp purchases will be at the rate of \$0.85, which is available for a minimum purchase of a booklet or coil.
- With this tiered-pricing approach, most customers will pay between 15 and approximately 30 per cent less than the single-stamp price.

The pricing for U.S., international and oversized Lettermail and mail weighing more than 30 g will also increase, and will typically fall in line with the new established pricing levels. However, unlike Lettermail less than 30 g within Canada, the pricing for these products will not include a uniquely differentiated booklet or coil price. Prices for parcels and for addressed and unaddressed advertising mail are not affected by the Lettermail increase.

*Source: Canada Post, Canada Post's Five-point Action Plan: Ready for the Future, pg. 8.*

## APPENDIX C

**STRATCOM**  
STRATEGIC COMMUNICATIONS



# Innovation Strategy Results

## Polling Results

Fielded February 20 – March 4, 2015

For  
Canadian Union of Postal Workers

March 4, 2015

[www.stratcom.ca](http://www.stratcom.ca)

Toronto  
Tel 416 537 6100

Vancouver  
Tel 604 681 3030

Ottawa  
Tel 613 916 6215

London, U.K.  
Tel 020 3318 0558



**CONFIDENTIAL DO NOT CIRCULATE**

		Count	Col %
Do you get your mail at a community mailbox?	Yes	497	100.0%
<b>Total</b>		<b>497</b>	<b>100.0%</b>

		Count	Col %
How close are you to your community mailbox?	It's on my property or on land adjacent to my property	48	9.7%
	It's near my home - less than a block away	299	60.2%
	It's a block to two blocks away	103	20.7%
	It's more than two blocks away	47	9.5%
<b>Total</b>		<b>497</b>	<b>100.0%</b>

		Cases	Col Response %
How do you usually get to your community mailbox?	Vehicle	170	34.2%
	Walker, Wheelchair or Scooter	4	.8%
	Walk	382	76.9%
	Bike	4	.8%
	Rely on someone to get my mail for me	19	3.8%
	Other	9	1.8%
<b>Total</b>		<b>497</b>	<b>118.3%</b>

**Below is a list of potential issues with community mailboxes. Please indicate if you, personally, have experienced that issue with your community mailbox.**

	Yes	No	Don't Know/Not applicable	Total
	%	%	%	%
Litter on or around the community mailbox	41.9%	54.7%	3.4%	100.0%
Theft of your mail	7.6%	85.5%	6.8%	100.0%
Vandalism of the community mailbox	16.3%	77.7%	6.0%	100.0%
Concern about personal safety while accessing your community mailbox	18.9%	78.3%	2.8%	100.0%
An accident, such as a slip or fall, either at the community mailbox or going to and from	21.3%	76.5%	2.2%	100.0%
Difficulty accessing your community mailbox due to snow	44.3%	55.1%	.6%	100.0%
Difficulty accessing your community mailbox due to a frozen lock	35.8%	62.6%	1.6%	100.0%
Increased noise due to people and vehicles converging at the location of the community mailbox	12.3%	80.7%	7.0%	100.0%
Increased vehicle traffic due to people driving to the community mailbox	34.4%	60.6%	5.0%	100.0%

**CONFIDENTIAL DO NOT CIRCULATE**

Below is the same list of potential issues with community mailboxes. This time, please indicate how concerned you are, personally, with each issue.

	Very concerned	Somewhat concerned	Not at all concerned	Don't Know/Not applicable	Total
	%	%	%	%	%
Litter on or around the community mailbox	18.3%	41.9%	37.0%	2.8%	100.0%
Theft of your mail	13.9%	27.4%	55.9%	2.8%	100.0%
Vandalism of the community mailbox	15.5%	36.2%	46.3%	2.0%	100.0%
Concern about personal safety while accessing your community mailbox	13.1%	22.1%	63.4%	1.4%	100.0%
An accident, such as a slip or fall, either at the community mailbox or going to and from	22.5%	36.0%	39.6%	1.8%	100.0%
Difficulty accessing your community mailbox due to snow	26.4%	35.0%	37.0%	1.6%	100.0%
Difficulty accessing your community mailbox due to a frozen lock	21.9%	36.6%	39.2%	2.2%	100.0%
Increased noise due to people and vehicles converging at the location of the community mailbox	6.2%	22.3%	68.4%	3.0%	100.0%
Increased vehicle traffic due to people driving to the community mailbox	15.9%	25.2%	56.1%	2.8%	100.0%

		Cases	Col Response %
You indicated that you had an accident, either at your community mailbox, or while traveling to or from. Could you briefly describe the accident?	Slipped on icy sidewalk/path on way to mailbox	42	39.6%
	Slipped on ice while trying to access mailbox	38	35.8%
	Slipped climbing over snow/snowbank in front of mailbox	9	8.5%
	Fell in front of mailbox (general)	5	4.7%
	Ice/snow are a safety concern for me (general)	16	15.1%
	Other single responses	2	1.9%
	Don't know / No Answer	2	1.9%
<b>Total</b>	<b>106</b>	<b>107.5%</b>	

		Count	Col %
Did your accident require medical attention?	Yes	9	8.5%
	No	97	91.5%
<b>Total</b>		<b>106</b>	<b>100.0%</b>

### Methods

This survey was fielded online in English and French using a proprietary panel from February 20<sup>th</sup> to March 4<sup>th</sup>, 2015, in 25 select FSA's across Canada which no longer receive door-to-door mail delivery.

**Strategic Communications Inc. (Stratcom)** is a full service opinion research and communications firm with offices in Toronto, Vancouver, Ottawa and London UK. We have been providing strategic, political and public affairs polling and focus groups since 1991. Stratcom has been the official pollster to 24 Hours newspaper in Vancouver, and its research has been recognized in the Wall Street Journal, Maclean's Magazine, the Globe and Mail, and other national and regional publications.

### FSA'S POLLED

<b>Calgary</b>	<b>Fort McMurray</b>	<b>Winnipeg</b>	<b>Repentigny</b>
T2B	T9H	R2P	J5Y
T3J	T9J	R2V	J6A
	T9K		J5Z
<b>Halifax</b>		<b>Charlemagne</b>	
B4A	<b>Oakville</b>	J5Z	<b>Rosèmere</b>
B4B	L6K		J7A
B4C	L6H	<b>Ottawa</b>	
B4E	L6J	K2K	<b>Bois-des-Filion</b>
B4G	L6L	K2L	J6Z
	L6M	K2M	
			<b>Lorraine</b>
			J6Z

## APPENDIX D



50 ans de solidarité... *et la lutte continue!*  
Fifty years of solidarity... *the struggle continues.*

February 17, 2015

Lisa Raitt  
Minister of Transport  
Place de Ville, Tower C, 29<sup>th</sup> Floor  
330 Sparks Street  
Ottawa, Ontario K1A 0N5

Dear Ms. Raitt:

I am writing on behalf of members of the public to let you know what they think about losing home mail delivery and being forced to use community mailboxes (CMBs). Overwhelmingly, people do not like the idea or reality of the new CMBs, or the problems associated with these boxes.

What people told us:

**Many Canadians are concerned about their personal safety when visiting a CMB, especially in the winter.**

A man from Calgary, Alberta, reported "the box is on a hill and ice is a hazard." A woman from Winnipeg, Manitoba, said "I have fallen once because the area in front of the boxes was not cleared."

**Seniors are especially concerned. Some are falling while getting mail at CMBs. Others are understandably worried about this possibility.**

One senior from Winnipeg, Manitoba, said "Stepped on slippery site, slipped and fell when retrieving mail in winter time. It's not safe for a 67 yrs. old to pick up the mail on a slippery site." A 76 year old woman from Bedford, Nova Scotia, told us she is very afraid walking the steep hill to go get her mail, especially in the winter. A senior from Burlington, Ontario, pointed out "The government is encouraging us to stay in our homes. It makes no sense to make it more difficult to do so. We are 70 and 80 years old with mobility issues. Winter escalates the health and safety concerns and having to try to walk to a mailbox with the dangers of slipping on ice...climbing snowbanks adds to the possibility of an unnecessary accident."

**People with disabilities and poor health are also upset about having to get their mail at CMBs.**

A woman from Calgary, Alberta, said, "I have severe arthritis in my right hip and arthritis in my knees. It is a huge worry for me to retrieve the mail as it is painful and I do not collect the mail daily...I am very fearful of a fall and breaking that hip and hurting myself further." A man from Victoria, British Columbia, said, "my wife and I are both cancer survivors but with lingering



du 4 au 8 mai • Toronto • May 4-8  
377, rue Bank Street, Ottawa, ON K2P 1Y3 • 613-236-7238 • fax 613-563-7861 • www.cupw-sttp.org



Syndicat des travailleurs et travailleuses des postes  
Canadian Union of Postal Workers

associated problems, and getting to the mail box will create some hardship for us.” A woman from Halifax, Nova Scotia, told us “The reason I don’t want to lose my door to door service is this. I suffer from multiple sclerosis.” A resident of Hamilton, Ontario, wrote “My daughter lives on a corner lot here in the city of Hamilton and this evening a representative from Canada Post knocked on her door, handed her a paper with a picture of her home on it and informed her that her lot was chosen for a community mailbox. She is very upset ... She suffers from arthritis and finds it difficult to clear the snow as it is.” A Winnipeg resident with a disability does not have to go to a CMB because he gets delivery once a week, but he told us this “is unacceptable, and I’m being treated like a second class citizen.”

**Many people are afraid to go to CMBs at night, especially women.**

A woman from Calgary, Alberta, said “I am not able to pick up my mail until evening... it is a personal safety reason for me.” Another Calgarian reported “My wife will not go and check the mail when she gets home for a few reasons. One, when she gets home it is already dark outside and is scared for her safety walking alone at night...” This sentiment was echoed by a woman from Winnipeg, Manitoba, who said “Sometimes I have to pick up my mail when it is dark out and the area is not lit up and I feel very unsafe.” Another woman told us, “The area around our community mail box is dark due to insufficient lighting. When I asked the City of Winnipeg who is responsible for that, they said it is not their jurisdiction, and I have to talk to Canada Post. I posted an inquiry with Canada Post (could not send an email to anyone since such an option does not exist). Their reply was that I can check the mail at any time (really!); therefore, I do not need the area to be lit (my comment). I leave work when it is dark and come home when it is dark outside. I do not have a luxury of being able to check whether there is any mail for me during the day.”

**Theft and vandalism are big issues for people.**

A man from Mission, British Columbia, said “If they put one outside in my neighbourhood I can guarantee it will get vandalized, just like the one in Langley BC @ 292 a St & 80th Ave - has been 3 or 4 times in the past year.” A Bedford, Nova Scotia, woman said “Went to the box, key inside to pick up parcel. No parcel, no one knows what happened, what the parcel was. I ordered everything from a computer to a pair of earrings.” A woman from Thunder Bay, Ontario, reported that “Sites have been broken into since December 1st [2014] all across Thunder Bay. They say our mail and parcels are secure but it looks like the thief had no problem at all popping open 11 sites down Rosslyn rd.” A resident from Burlington, Ontario, told us “I have seen banks of mailboxes covered in graffiti. This creates an eyesore (lowers property values) and it will be a worry to visit a location where vandals congregate.” A Winnipegger told us she would like door-to-door delivery back because the CMB is very far from her home, and there has been vandalism. The boxes were tipped over.

**Canadians are also frustrated with frozen locks at CMBs.**

Winnipeggers and Calgarians are hard hit. One pointed out that “The mailbox lock was frozen a few times” while another said “Fight ice to get to box and now key does not work, one unhappy person.” A woman from Bois-de-Filion, Quebec, said “In cold weather, the Canada Post [CMB]

locks freeze. When you insert the key, the latch bends and completely blocks the opening.”

**They believe CMBs make their property unattractive and reduce their property values.**

A resident of Calgary, Alberta, spoke for many by stating “You can paint it however you want, it is still an eyesore. A man from Dartmouth, Nova Scotia, said “It is a crappy enough deal that we are losing the door to door service, but on top of that I lose value on my property.” A man from Mississauga, Ontario, repeated this view. He said “Removing door to door service will reduce my property value.”

**One of the most commonly mentioned complaints is litter.**

A resident of Victoria, British Columbia, told us, “in as much as we would like to think that all of our neighbours are contentious about litter, the truth is that there are always some that aren’t and the whole neighbourhood will pay the price for the junk mail and the like that ends up on the ground to be blown as the winds go.” Residents of Calgary, Alberta, are equally concerned. One complained that “People are tossing flyers & ads on the street.” Another resident said “These boxes have caused a severe increase in the amount of litter on my street and in our yards,” while yet another pointed out that “We have had the community mailboxes for about two months now and the litter around the box has already begun.”

**Canadians are also worried about traffic.**

Some people are distressed about having to dodge vehicles on the way to and from their CMB while others are anxious about traffic-related problems associated with having a CMB near their property. One Canadian told us “There is no sidewalk access to the mailboxes. You have to walk down the side street which doesn’t get plowed often so walking is dangerous.” Residents of Winnipeg (Manitoba) Bathurst (New Brunswick) and Bedford (Nova Scotia) said:

- “Being on the parking side of the street, they are driving closer and closer each day and driving well beyond the curb and chewing up the grass I am responsible to maintain. The ruts will begin and turn it all into muck and mush.”
- “They are proposing 3 units with 16 individual boxes per unit. This is going to create more traffic, cause we know most people will not walk to the boxes but will drive their cars up on the city property, adjoining our property, this will create more noise, much less privacy to our family.”
- “Canada Post wants to put CMB on my property 3 meters from my driveway on a corner lot where we already take our lives in our hands backing onto street as people fly around corner.”

**People have a variety of concerns about parking near CMBs.**

A woman from Winnipeg, Manitoba, said, “Why can’t we have no parking signs placed so that people can access these boxes? It has been a problem ever since they were put up.” Another resident of this city told us, “There is nowhere to park when you go to collect your mail, it



causes congestion in the street !!!!” Residents of other communities also complained about the lack of parking. For example, one man from Victoria, British Columbia, said “We live in an area of multiple families living in converted single family dwellings with the resulting serious lack of on street parking - no matter where the box is installed.” A man from Middle Sackville, Nova Scotia, stated “The mailboxes were put down the street by the elementary school. Awesome location. Nowhere to stop vehicle during day to check mail.”

**Canadians are frustrated and angry that they were not properly consulted on the move to CMBs.**

For instance, residents of Etobicoke (Ontario) Campbell River (British Columbia) Scarborough (Ontario) and Calgary (Alberta) told us:

- “I am also severely annoyed that no discussion about this plan was held with the general public before it was implemented.”
- “There has been no consultation as to whether we wanted this form of non-delivery nor have the postal workers been consulted and that is a great loss of jobs to them.”
- “There was absolutely no meaningful consultation with the public. If there was this wouldn’t have happened.”
- “I was given no input on location. I am not happy with the new system when the old one was not broken.”

**Many Canadians truly value their letter carriers and door-to-door service.**

Many Canadians believe that letter carriers are important to their communities. A woman from Campbell River, British Columbia, told us, “There are many seniors in this community...and I believe that postal delivery people offer more than just bringing mail...They are also security in our neighbourhoods, as they notice things amiss...from watching over seniors to families at risk to other social concerns.” A man from Elmira, Ontario, said “their daily walk through our community is enormously important to the health of our communities, especially for marginalized citizens they can keep an eye on.” A resident of Calgary, Alberta, pointed out, “I am one who wants home delivery back please. I do miss having the mail person come to my door as I did feel it was a great measure of security as well.” But the last word goes to a woman from Thornhill, Ontario, who put it this way: “I like my hoppity skippity mail man. He makes my day when I see him.”

It would appear the document Canada Post produced as a result of its so-called consultation with Canadians was misleading to suggest most people support going to CMBs.

In fact, I think you will find that the vast majority of people who have lost their home mail delivery are not happy with having to get their mail at CMBs.

I also think you will find, if you look, that Canada Post cherry-picked comments from its consultation process.

CUPW reviewed and analyzed all the online comments from the corporation's consultation with Canadians and found the following:

- Less than 20 percent of people called for cuts to services.
- Over 45% of people who mentioned mail delivery said they wanted to keep delivery the same and almost 7% said they wanted delivery to increase.
- Only 15% of people suggested that door-to-door delivery or rural box delivery be converted to community mailbox delivery.
- Almost 14% of people said Canada Post should expand the services they offer.

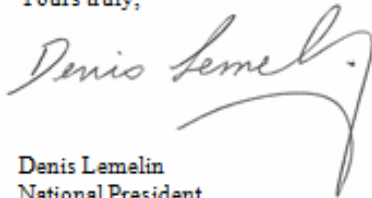
CUPW would also like to point out that the consultation process that Canada Post engaged in prior to announcing the end of home mail delivery was completely inadequate. The corporation did not meet with seniors' groups or organizations representing people with disabilities. It held invite-only meetings in just 46 communities and took comments online and through the mail. However, most people did not even know about the consultation.

Canadians own our public postal service. They deserve to be properly consulted.

As you know, your government was supposed to conduct a review of the Canadian Postal Service Charter in 2014 but failed to do so. CUPW calls on your government to take people's concerns to heart and finally conduct a public review of the Charter and Canada Post's five-point plan. There is absolutely no need for the massive changes outlined in the corporation's plan, including the home mail delivery cuts. Canada Post is still making profits and could be making even more money if it added financial and banking services like other postal administrations around the world. It's time for a real consultation with the public. It's time to look at alternatives to cuts such as postal banking.

We look forward to your response to this letter.

Yours truly,



Denis Lemelin  
National President  
Canadian Union of Postal Workers

c.c. National Executive Committee, Regional Executive Committees, National Union Representatives, Regional Union Representatives, Campaign Co-ordinators Specialists, All CUPW Locals

/sk ccpc 225



## ENDNOTES

Anderson Consulting, "Why Post Offices Need to Offer Banking Services," September 2014, [http://cpaa-acmpa.ca/pub/files/banking\\_services\\_SEPT23Eng.pdf](http://cpaa-acmpa.ca/pub/files/banking_services_SEPT23Eng.pdf)

Canada Post, "Canada Post unveils Five-point Action Plan: Plan will return system to financial sustainability by 2019 and ensure continued role of enabling trade and commerce," December 11, 2013, [https://www.canadapost.ca/cpo/mc/aboutus/news/pr/2013/2013\\_action\\_plan.jsf](https://www.canadapost.ca/cpo/mc/aboutus/news/pr/2013/2013_action_plan.jsf)

Canada Post, "Canada Post's transition to community mailbox delivery will begin in fall 2014 in 11 communities across Canada," February 20, 2014, [https://www.canadapost.ca/cpo/mc/aboutus/news/pr/2014/2014\\_cmb.jsf](https://www.canadapost.ca/cpo/mc/aboutus/news/pr/2014/2014_cmb.jsf)

Canada Post, *The Future of Canada Post: Our Consultation with Canadians*, December 11, 2013, <https://www.canadapost.ca/cpo/mc/aboutus/corporate/ap.jsf?LOCALE=en>

Canadian Postmasters and Assistants Association, "New study shows need in rural Canada for financial services which Canada Post could deliver," September 25, 2014, <http://www.newswire.ca/en/story/1417504/new-study-shows-need-in-rural-canada-for-financial-services-which-canada-post-could-deliver>

Canadian Union of Postal Workers, "Canada Post chooses cuts over better options," December 11, 2013, <http://www.cupw.ca/en/canada-post-chooses-cuts-over-better-options>

Canadian Federation of Independent Business, "Small business alarmed by Canada Post price hikes," December 11, 2013, <http://www.cfib-fcei.ca/english/article/5746-canada-post-release.html>

Canadian Federation of Independent Business, "Canada Post hikes rates on small businesses," <http://www.cfib-fcei.ca/english/article/6129-canada-post-hikes-rates-on-small-businesses.html>

Email from Office of Liberal MP David McGuinty to Katherine Steinhoff, "Follow-up: Party policies and positions needed for upcoming election," January 8, 2015.

Email from Office of NDP MP Alexandra Boulerice to Katherine Steinhoff, "Follow-up: Party policies and positions needed for upcoming election," November 3, 2014

Email from Office of Green Party Leader Elizabeth May to Katherine Steinhoff, "CUPW Survey," November 6, 2014

Global News, "Are Canada Post community mailboxes lowering property values?" March 6, 2015, <http://globalnews.ca/news/1866930/are-canada-post-community-mailboxes-lowering-property-values/>

Letter from Bloc Québécois communications, "Bloc Québécois positions on postal issues," October 3, 2014

Letter from Green Party Leader Elizabeth May to Denis Lemelin, National President of the Canadian Union of Postal Workers, February 19, 2015

Letter to Lisa Raitt, Minister of Transport from Denis Lemelin, President of the Canadian Union of Postal Workers, December 16, 2013,  
[http://admin.cupw.ca/index.cfm/ci\\_id/15018/la\\_id/1](http://admin.cupw.ca/index.cfm/ci_id/15018/la_id/1)

Letter to Lisa Raitt, Minister of Transport from Denis Lemelin, National President of the Canadian Union of Postal Worker, February 17, 2015

Letter to Lisa Raitt, Minister of Transport from the National Executive of the Union of Postal Communications Employees, December 18, 2014

Mallory Ciminsky, Jovana Sibaliija, Marie-Helene He, Katharine Fuchigami and Robert Chen, "Community Mailboxes and Seniors in Canada," [PowerPoint slides], 2014; University of Western Ontario

National Association of Major Mail Users, "[NAMMU Says Postal Plan Needs Re-think](http://www.nammu.ca/index.php/38-news/media-releases/321-nammu-says-postal-plan-needs-re-think)," December 18, 2013, <http://www.nammu.ca/index.php/38-news/media-releases/321-nammu-says-postal-plan-needs-re-think>

National Association of Major Mail Users, "Pricing and Specification Adjustments," March 19, 2014, <http://www.nammu.ca/index.php/38-news/media-releases/334-pricing-and-specification-adjustments>

News Canada-Plus, "Canada Post hikes rates on small businesses," March 31, 2014, <http://newscanada-plus.com/canada-post-hikes-rates-small-businesses-90270/59747>

National Association of Major Mail Users, "Some Relief for Commercial Mailers, SMEs, Charities," March 19, 2014, <http://www.nammu.ca/index.php/news/38-news/media-releases/335-some-relief-for-commercial-mailers-sme-s-charities>

New Democratic Party, "Decision to end home mail delivery a sham," March 27, 2015, <http://www.ndp.ca/news/decision-to-end-home-delivery-mail-sham>

Public Health Agency of Canada, *Senior's Falls in Canada: Second Report*, 2014, [http://www.phac-aspc.gc.ca/seniors-aines/publications/public/injury-blessure/seniors\\_falls-chutes\\_aines/assets/pdf/seniors\\_falls-chutes\\_aines-eng.pdf](http://www.phac-aspc.gc.ca/seniors-aines/publications/public/injury-blessure/seniors_falls-chutes_aines/assets/pdf/seniors_falls-chutes_aines-eng.pdf)

Public Service Alliance of Canada, "PSAC calls Canada Post strategy self-defeating, short-term pain for long term peril," December 12, 2013, <http://psacunion.ca/psac-calls-canada-post-strategy-self-defeating>

*R v Canadian Union of Postal Workers et al*, 2014, Notice of Application, FC, s.18.1 of the Federal Court Act, Part 5 of Federal Court rules, the Canadian Charter of Rights and Freedoms, ss. 15(1), 24 and Constitution Act 1982, s. 52

Standing Committee on Transport, Infrastructure and Communities, December 18, 2013,  
<http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=6388819&Language=E&Mode=1&Parl=41&Ses=2>

United Nations, Convention on the Rights of Persons with Disabilities, December 13, 2006,  
[http://www.un.org/disabilities/documents/convention/convention\\_accessible\\_pdf.pdf](http://www.un.org/disabilities/documents/convention/convention_accessible_pdf.pdf)

Winnipeg Free Press, “Delivering bad news on boxes: Appraisal says they put dent in house prices,” September 20, 2014

<http://www.winnipegfreepress.com/local/delivering-bad-news-on-boxes-275869671.html>

//dn cope 225