

LIST OF RECOMMENDATIONS

RECOMMENDATION 1

Canada Post be maintained as a universal public service for all Canadians and conduct its operations on a self-sustaining financial basis while ensuring that profits generated are reinvested within the Corporation..... 66

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Canada Post prioritize and concentrate efforts in protecting its core mandate to provide high-quality, affordable letter and parcel delivery services to all Canadians in an innovative manner befitting the 21st century. 66

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The Minister of Public Services and Procurement consider broadening the mandate of Canada Post to include delivering critical digital communications infrastructure to rural Canadians..... 66

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Canada Post examine better synergy with Purolator, SCI Group and Innovapost for augmenting revenue and efficiencies..... 72

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To ensure better relations between the Corporation and its employees, Canada Post use arbitration and mediation processes effectively to enhance renewed co-operation and trust between Labour and management and provide a venue for discussion of creative ideas from employees. 75

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Canada Post appoint a labour representative to the Canada Post Board and that they meet regularly. 75

RECOMMENDATION 10

The Minister of Public Services and Procurement establish a tripartite advisory council composed of the federal government, the various unions representing Canada Post employees and Canada Post Corporation for the expansion and implementation of new service offerings at the Corporation. The council's goal would be to develop a more proactive, collaborative relationship between employees and management, anchored by specific governance reforms that formalize this partnership..... 75

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Canada Post develop a defined and rigorous collaborative process with municipalities, respecting their fundamental jurisdiction over land use and planning, in order to reach agreements with them, and avoid litigation, regarding conditions for the installation of equipment as it is already the case in the telecommunications sector..... 77

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The federal government create a formal, transparent and accountable, consultation process to ensure stakeholder engagement is significant and undertaken regularly in accordance with the *Canadian Postal Service Charter*..... 77

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Canada Post and the federal government take steps to modernize Canada Post's defined benefit pension plan so that it can operate on a going-concern basis and no longer be subject to solvency funding requirements, including examining the feasibility of the following options:

- Adopting a shared-risk model between the employer and plan members;**
- Pursuing joint management between the employer and plan members; and,**
- Incorporating the Canada Post defined benefit pension plan into the Public Service Pension Plan..... 80**

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Canada Post maintain its focus on excellence in service in its core competencies in meeting the *Canadian Postal Service Charter* standards and explore additional venues of revenue within those competencies, e.g. e-commerce. 82

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Canada Post continue investing in the growth of its parcel/e-commerce services, which provide needed infrastructure for Canadian businesses..... 83

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Canada Post look to other industry leaders that have successfully adopted innovative service models, to develop a more innovative growth agenda to expand its services, without marginalizing rural and remote areas..... 83

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Canada Post consult with stakeholders on placement and accessibility of the community mailboxes as well as door-to-door delivery to meet the needs of seniors and people with disabilities and reduced mobility..... 84

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Canada Post communicate options available to seniors and people with disabilities and reduced mobility..... 84

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Canada Post focus on expanding services to the small- and medium-sized enterprises and provide excellence in service so that businesses have confidence in Canada Post's service delivery model..... 85

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Canada Post review the impact on efficiency of delivery before implementing strategies, e.g. local processing versus centralized processing. 85

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Canada Post provide training on different aspects of business to its employees as the Corporation moves into newer areas..... 86

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Canada Post align the interests of employees with those of the Corporation by including labour representatives at the design stage of any change management project and not simply at the implementation stage..... 86

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Canada Post continue the moratorium on community mailboxes conversion, and develop a plan to re-instate door-to-door delivery for communities that were converted after 3 August 2015..... 90

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Canada Post consider greening its operation through addition of recycling containers and garbage containers at community mailboxes..... 90

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Canada Post continue to focus on growing its share of the parcel market through new and innovative services to meet market and customer expectations. 92

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Canada Post work with businesses to ensure that it maintains a level of service commensurate with business and Canadian needs when looking at frequency of delivery..... 94

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Canada Post look at ways to make its processing more efficient, while maintaining its delivery standards, especially in rural areas, where depot rationalization may have negatively impacted service standards. 95

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Canada Post be transparent about the service-level impact of processing plan rationalization on different communities. 95

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Canada Post examine ways to provide more services and meet service level commitments in all types of communities using its existing retail network..... 95

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Canada Post be permitted to raise postal rates based on the rate of inflation, while maintaining a single price for lettermail delivery across Canada. 97

RECOMMENDATION 31

Canada Post work at being competitive in the parcel delivery area and utilize its distribution network and last mile delivery services to its advantage, when working with its competitors, e.g. UPS, FedEx, DHL, etc. 97

RECOMMENDATION 32

Canada Post work with Global Affairs Canada officials to ensure either:

- that international postal rates from other countries reflect the true delivery cost; or**
- that Global Affairs Canada compensate Canada Post for the cost of delivering mail at a lower cost, which is offered to other countries as a form of development assistance. 99**

RECOMMENDATION 33

Canada Post undertake a demographic analysis to ensure rural areas are truly protected and reflected in the moratorium on the closure of rural post offices. 100

RECOMMENDATION 34

Canada Post examine ways to increase the hours of operations in rural post offices, and perform more regional sortation of mail and packages so that rural customers can access their local market easily. 100

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Canada Post develop synergistic partnerships for increasing revenue at each location and optimize usage of its real estate in areas where there are multiple post offices. 102

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Canada Post preserve its post offices, along with the associated moratorium on the closure of rural post offices, even in areas where there are franchise postal outlets. 102

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Canada Post focus on investing in growth in parcel services, e-commerce and exploring partnerships to remain competitive, without sacrificing its core business. 104

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Canada Post focus on its core competencies to help Canada meet the challenges of the 21st century. 107

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Canada Post explore location-specific opportunities for post offices to act as community hubs and respond to the local needs of its surrounding community. 109

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Canada Post leverage its reputation and extensive network to identify customized solutions that its post offices can offer as community hubs. 109

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Canada Post explore partnering with government departments and agencies at all levels, to provide services and enhance the use of post offices as economic hubs. 109

RECOMMENDATION 42

Canada Post pilot the community hub model for franchise postal outlets in a representative sample of urban, suburban, rural and remote rural post offices, operating on both a corporate and franchised service model, with a view to increasing profitability. 109

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The federal government examine, with the Minister of Innovation, Science and Economic Development Canada and the Canadian Radio-television and Telecommunications Commission, the possible delivery of broadband Internet and improved cellular service to rural Canada using Canada Post real estate to house servers and offer retail services to customers. 110

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Canada Post look at new revenue streams from government customers such as expanding the Nutrition North Program. 112

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Canada Post explore the possibility of partnering with e-commerce companies to expand the footprint and synergize services that add value and revenue. 112