



Canadian Printing Industries Association  
Association canadienne de l'imprimerie

May 28, 2025

**The Honourable Joël Lightbound**

Minister of Government Transportation, Public Works and Procurement  
Government of Canada  
House of Commons  
Ottawa, ON  
K1A 0A6

**Mr. Doug Ettinger**

President and Chief Executive Officer  
Canada Post Corporation  
Ottawa, ON, K1A 0B1

**Subject: Statement from the Canadian Print Industry Association (CPIA) on the Industrial Inquiry Commission's Final Report on Canada Post and CUPW**

Dear Minister and Mr. Ettinger,

The Canadian Print Industry Association (CPIA) acknowledges the release of the Industrial Inquiry Commission's (IIC) final report concerning the ongoing collective bargaining challenges and financial crisis at Canada Post.

As an organization representing the interests of Canada's print and graphic communications sector, CPIA commends Commissioner William Kaplan for a thorough and balanced review of the complex challenges facing Canada Post and its primary union, the Canadian Union of Postal Workers (CUPW). We also recognize the willingness of all parties to participate in this essential process, and the substantial public interest that underscores the importance of Canada Post as a national institution.

The IIC's findings confirm what many stakeholders in our sector have experienced firsthand:

- Canada Post is facing an existential fiscal crisis, due largely to systemic changes in communication and commerce, a steep decline in letter mail, and intensifying competition in parcel delivery.
- Labour-related constraints, including outdated collective agreement provisions, have significantly limited operational flexibility at a time when agility is critical.
- Customer confidence and market share have eroded, in part due to service disruptions caused by labour unrest, impacting both individual Canadians and businesses reliant on timely delivery of mail and other printed materials.

The CPIA supports the IIC's seven key recommendations, particularly those that:

- Encourage structural reform to the Postal Charter and allow modernization of delivery models to better reflect today's market realities.
- Enable the flexible use of part-time employees, aligned with collective agreements, to support weekend parcel delivery and high-volume periods without undermining full-time job protections.
- Lift outdated moratoriums on rural post office closures and community mailbox conversions that restrict Canada Post's ability to operate sustainably.
- Urge Canada Post and CUPW to negotiate in good faith, build on mediated agreements, and focus on practical, implementable outcomes.



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Canada's print industry, which includes thousands of small and medium-sized businesses, remains a major user of Canada Post for the delivery of marketing mail, direct mail campaigns, transactional print, periodicals, and government communications. Our sector depends on a **reliable, innovative, and financially sustainable postal service** to serve both urban and rural Canadians. To provide this type of postal service, we ask the Government, Canada Post management, and CUPW to look at the crown corporation as a business like any other. As times change, process, structures, tools, and costs must be revisited on a continual basis and must be right sized for it to survive and properly serve its extensive and complex customer base.

CPIA urges the Government of Canada, Canada Post management, and CUPW to act swiftly and collaboratively to implement the report's recommendations. Failure to do so risks not only the continued viability of Canada Post but also the broader business and economic ecosystems that rely on it.

We reaffirm our commitment to work with our members, government stakeholders, and industry partners to support solutions that ensure a modern, efficient, and dependable postal system for all Canadians and we will be in touch with Mark Nailer, Director of Product Management at Canada Post, as recommended in Mr. Hart's response to CPIA on March 4<sup>th</sup> in order to provide additional support and details on our concerns.

As negotiations continue with the union, feel free to share our concerns and support of the Kaplan report at an appropriate time with the CUPW leadership

Thank you for your attention to this important matter.

Yours sincerely,

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**The Canadian Printing Industries Association member organizations:**

