

**Organization.**—Following a major study of the entire Department during the period July 1961 to April 1962, a new organization plan was developed, designed to further the principle of decentralization of authority from Headquarters to the Operating Service and, at the same time, ensure that areas of accountability and control are clearly defined. The Operating Service is organized into 14 Districts, each under a District Director. Ten of the Districts report directly to the Assistant Deputy Postmaster General. In addition, there are two Regions, each consisting of two Districts and a major Post Office, under a Regional Director. These also report to the Assistant Deputy Postmaster General who carries the responsibility for conducting the normal field operations of the Postal Service. Managing the operating and support functions required in the provision of postal service to the public is the responsibility of the local postmaster. District Offices located at strategic points throughout the country assist the postmasters by providing expert technical advice and other assistance, and by performing certain administrative details. The Headquarters organization as developed, groups all operating functions under the Assistant Deputy Postmaster General and all accounting activities and financial controls under the Comptroller; the support functions of personnel, management audit service, planning and public relations each report directly to the Deputy Postmaster General.

Postal service is provided in Canada from Newfoundland to the west coast of Vancouver Island and from Pelee Island, Ont., (the most southerly inhabited point of Canada) to settlements and missions far into the Arctic. Canada's airmail system provides several transcontinental flights daily and constitutes a great air artery from St. John's, Nfld., to Victoria, B.C., intersected by branch lines and connecting lines radiating to every quarter and linking up with the United States airmail system. Since July 1, 1948, all first-class domestic mail up to and including one ounce in weight has been carried by air between one Canadian point and another, whenever delivery can thus be expedited. On Apr. 1, 1954, this service was extended to first-class items up to and including eight ounces in weight. Air stage service provides the only means of communication for many areas in the hinterland. There were approximately 41,825 miles of airmail and air stage routes in Canada in 1961 as compared with 41,069 miles in 1960.

The principal means of mail transportation is the railway mail service that operates along 22,550 miles of track and, in 1961, covered more than 34,900,000 service-miles. A staff of 667 mail clerks prepared the mails for prompt delivery and dispatch while en route in railway mail cars.

The rural mail delivery organization provided direct postal service over approximately 5,600 rural mail routes in 1961, extending over 142,400 route-miles and serving 530,846 rural mail boxes. Rural mail routes are generally circular in pattern and average about 25.7 miles in length. Considerable progress has been made toward the development of mail service by means of group boxes—a service intended for the more densely populated rural areas and for suburban residents not within the area of letter-carrier delivery service. About 2,075 side services were in operation in 1961 to transport mail between post offices, railway stations, steamer wharves and airports, and 1,966 stage services operated to convey mail to and from post offices not located on railway lines. Transportation of mail by motor vehicle on highways is being developed and over 380 such services are in operation, many of them replacing or reducing conveyance by rail. A local exchange of mails between offices on the route is effected by way-mail wallet. In 1961 there were approximately 879 city mail services transporting mail to and from post offices, postal stations and sub-post offices, collecting mail from street letter-boxes and delivering parcel post. The 9,641 land-mail service couriers employed travelled approximately 52,200,000 miles during the year. Land-mail services are performed under a contract system, the contracts being awarded to the person submitting the lowest tender and competent to provide all the requisite equipment.

Coastal mail service is conducted by 31 contractors who operate as far north along the West Coast as Alaska and on the East Coast to the northern part of Labrador.