

*Government Orders*

factors of survival are jointly understood and the fruits of success are jointly shared.

The challenge of global competition has caused Canadians to explore new relationships, to ensure survival and enhance success. The barriers between regions and sectors are coming down. Businesses are forming strategic alliances to pool expertise, technology and information. Workers are embracing new skills and young people are becoming attuned to the life long learning that the 21st century will demand.

*[Translation]*

Like so many other companies facing the challenges of an expanding market, Canada Post Corporation has managed to make the necessary adjustments indispensable to future success.

*[English]*

After decades of operating on a taxpayers' subsidy, Canada Post has, for three consecutive years, earned a profit. I might say the people of Canada have directly benefited from these earnings. As the only current shareholder, the Government of Canada has received payments from Canada Post of \$65 million by way of dividends.

The exception to this recent pattern of profitability is the loss which will be recorded for the year just completed largely as a result of the CUPW strike. However, Canada Post management fully expects that the corporation will return a profit at the end of the current fiscal year and will continue to do so in subsequent years.

The introduction of this employee share ownership plan will allow employees to participate directly in the prosperity they create. As we know, businesses that do not offer return on investment or businesses that do not finance their capital needs through other means do not stay in business very long.

Donald Lander, the President and CEO of Canada Post, told the consumer and corporate affairs and government operations committee of this House on October 31, 1989: "Just breaking even means in the long term you go broke. If we at Canada Post fail to invest to keep pace with the competition or to introduce new services and concepts for the business of moving information and goods, the future for the corporation and its employees is bleak".

Canada Post has been doing a lot better than just breaking even. The corporation invests in new technology, plants, equipment and infrastructure at the rate of \$400 million to \$500 million per year, at a total of over \$2 billion since becoming a Crown corporation. That investment has created economic activity and has positively contributed to Canada's competitive position.

Over the past 10 years Canada Post has developed and built new systems, brought in new standards and created a level of efficiency which is second to no other postal system in the world. It handles 50 per cent more mail than it did nine years ago; upwards of 40 million separate pieces to over 11 million homes and businesses every business day. According to the latest business report it has done that with a 98 per cent rate of on time delivery.

In addition, Canada Post's basic letter rate is the second lowest in the western world, measured in terms of the time required by an average worker to earn the price of a stamp. This is an incredible feat considering that we have a population which is sparsely distributed in six time zones across the second largest country in the world with what is among the world's most difficult terrain and weather.

It is these investments that have turned a slow and backward government department, which only sometimes delivered the mail, into a modern, efficient corporation which does what it is supposed to do, namely, deliver the mail on time and at a reasonable price. These investments make Canada Post one of the country's largest users and developers of high-tech systems and equipment.

Canada Post is not a simple, passive purchaser of new technology. Through its partnership with other high-tech companies, it has worked to develop new systems and technologies which are world leaders. We are now selling our expertise to other postal systems around the world.

It is safe to say that ten or even five years ago if any hon. member had suggested that post offices from other countries would be coming to Canada Post to learn better ways to deliver the mail, he or she would have been laughed out of this House, but that is what is happening now. It is happening because Parliament of Canada gave Canada Post management the flexibility to create new and better ways to deliver the mail.