



Canada's Business Families

Business families: building a brighter future

*Research commissioned by Creaghan McConnell Group
assessing the impact of privately controlled businesses
on Canada's economy.*



Contents

Introduction	4
The value of business families	5
Highlights.....	6
Building a nation	7
Revenue: where the money comes from	8
Revenue: investing in the future	9
Revenue: training and innovation	10
Taxes: where the money goes	11
Taxes: who pays the most	12
Employment: where Canadians work	13
Employment: quality of work life.....	14
Corporate citizenship: responsible practices..	15
Corporate citizenship: codes of conduct	16
Philanthropy: spreading the wealth	17
Charities: strengthening the nation	18
Institutions: health and culture	19
Sports: preserving Canada's game	20
Education: training future business leaders ...	21
Media: connecting the public	22
Conclusion: seeking corporate champions	23
Approach to the research.....	24

INTRODUCTION

They are boldly ambitious, yet fiercely private. Most Canadians have heard of the people who make up Canada's leading business families, but know little about them. Many come from humble origins, and erected empires in a single generation. Today, their businesses generate huge revenues, pay considerable tax, and provide significant employment. They've helped shape the economic fabric of the country.

Indeed, they nurtured a nation. Canada's business families are the titans who organized the means of production, primed the pump of enterprise, built the factories, and kept the wheels in motion.¹ Now, they're the corporate champions who create jobs, offer training, and spawn innovation.² They're ensuring Canada meets the challenge of a changing global economy.³

This report describes the contributions of Canada's 500 wealthiest "business families," or those families or individuals who started a business, watched it grow, and for the most part continue to have a controlling share (although often with non-family executives now running the day-to-day operations). The families studied, and the companies they founded, were identified via publicly available databases, information from Statistics Canada and Industry Canada, and several mainstream sources including books, magazine and newspaper articles, and online sources. This research was conducted over the spring and fall of 2014.

THE VALUE OF BUSINESS FAMILIES

In recent years, wealth disparity has become a prominent topic in popular media. Conversely, the economic and cultural contributions of business leaders are commonly overlooked. Abroad, much fanfare was paid to the Occupy Wall Street movement and associated protests decrying the wealthiest “one percent.” In Canada, high-profile books have been produced documenting growing inequality.⁴ One author describes the disparity as a global phenomenon that started in the late 1970s.⁵ Even earlier, renowned journalist Pierre Berton wrote extensively about wealth imbalance and a perceived smug, or selfish, Canadian elite.⁶

Similarly, business families gain little favour in historical writings. Prosperity is attributed to the work of politicians. Economic progress occurred by luck, when “fortune smiled”⁷ or Canada was

“blessed”⁸ with growth, or benefitted simply from “good times.”⁹ Commerce is magic. A popular account of 50 Canadians who “changed the world” includes just one corporate titan, Mike Lazaridis, co-founder of BlackBerry. The rest are activists, politicians, scientists, entertainers, artists and hockey players.¹⁰

This report tells a different tale. It provides a “snapshot” of how Canada’s leading business families have stimulated prosperity and wellbeing. Their contribution and influence extend throughout the corporate world and beyond. Business families play a role in many walks of life: corporate and social responsibility, philanthropy and charities, education, media and sports. Many were included in a recent list of the business people with the greatest influence on national politics and policy. They touch our lives daily.

HIGHLIGHTS

» Companies controlled by the 500 wealthiest business families account for 23% of the revenue of all medium and large enterprises in Canada, or \$313 billion.

» In 2012, the 22 largest firms of business families generated \$280 billion, or 30% of the revenues of Canada's 100 largest firms.

» In 2012, three of these firms were responsible for half the spending on R&D of the top 10 private sector spenders.

» In 2010, the top 1% of income earners paid over 20% of all federal and provincial income tax collected, and the top 10% paid almost 55% of all taxes.

» In 2012-2013, the firms of business families contributed 20% of federal corporate tax or \$6 billion.

» These firms account for nearly 15% of all private sector employment in Canada, or nearly 1.6 million positions.

the top 1%

paid over 20% of all federal and provincial income tax collected, and the top 10% paid almost 55% of all taxes.

» The largest of these firms pay an average annual wage of \$64,000, or well above the Canadian average, and provide better benefits in areas such as pensions and vacations.

» Several large family businesses rank among the top 50 corporate citizens in Canada, according to criteria that include environmental performance, innovation and safety.

» Canadian corporations – including those controlled by family businesses — give over \$2.3 billion annually in charitable donations.

» Canada's independent private foundations, many of them founded by business families, distribute \$1.5 billion annually to an array of charity programs.

BUILDING A NATION

They exert tremendous influence on Canadian life. From the Irvings in the east, to the Richardsons on the prairies, to the Pattison empire on the west coast, Canada's top business families have not only shaped most major sectors — think Bombardier, Loblaw, Magna, McCain, Shaw — but contributed in many other ways. They've strengthened communities and improved living standards. By committing to the region of their upbringing, they counteracted the nation's imbalance in economic development.

Most had modest beginnings. They started companies in basements and small towns, in media, manufacturing, the service sector and transportation. If they had one driving force in common, it is the belief that what can be

conceived can be created.¹¹ Like their American counterparts, they attribute their success to hard work and ingenuity.¹²

As described in detail by Peter C. Newman, the country was built on the evolution of family firms into national institutions.¹³ George Weston bought a bread delivery route. John Molson founded a brewery. Ted Rogers created a radio station. Roy Thomson bought a newspaper. John Sobey opened a grocery store.¹⁴ All of them, and many more, converted these modest beginnings into enormous and renowned Canadian companies. Today, the benefits persist across the country.



REVENUE: WHERE THE MONEY COMES FROM

In Canada, family-controlled businesses account for 23% of operating revenue for all medium and large Canadian enterprises, or over \$313 billion.¹⁵ Moreover, family-controlled companies generate about \$280 billion or over 30% of all revenues earned by Canada's largest 100 firms.¹⁶ Large firms in Canada make up 0.3% of all enterprises but generate one-third (29.6%) of all revenue.¹⁷

Companies use this revenue not just to pay taxes, but to spur the reinvestment, diversification, and training necessary for growth and greater employment. In their 2014 analysis of Canada's economic prospects, *Brave New Canada*, Derek Burney and Fen Osler Hampson note that many major Canadian firms are risk-averse, shying away from investments in innovation and training. This conservative approach leads to foreign

takeovers and stagnation, bringing Canada ever-closer to a "branch office" economy.¹⁸ Burney and Hampson cite some of Canada's largest family-controlled businesses as exceptions to the trend; their innovations, investments and diversification are what make these companies succeed.

LINAMAR GOES GLOBAL



Since 1966, when Frank Hasenfratz launched his company from the basement of his Guelph, Ontario home, Linamar has grown to employ 17,000 people and now operates at 40 facilities in 10 countries. Focused on high-quality precision machining, the company carved out a niche-market by investing in its workforce, training workers to meet the specific standards and needs of clients. What began as an autoparts maker now builds components for several industries, including the oil and gas sector, wind and solar energy, and agriculture.¹⁹

REVENUE: INVESTING IN THE FUTURE

Canadians have long lagged behind other major industrialized countries in spending on research and development. Since 2005, R&D spending by business as a percentage of GDP has shrunk by more than 1% per year. On an OECD scale, Canada has fallen from 18th to 25th out of 41 countries, and is the lowest of the G7.²⁰

However, for the largest family-controlled businesses, R&D has proven integral to success. Many of these businesses spend generously on research and development. In 2012, they allocated nearly \$3 billion to R&D, or over half the total of the top 10 spenders.²¹ In fact, just 75 large firms account for half of all private-sector R&D spending in Canada.²²

R&D leads to innovative product development, new employment, and spin-off benefits for smaller firms. At the very least, it prevents Canada from falling further behind. Without R&D investments and consequent global success of “flagship companies,” smaller firms will also suffer and the economy deprived of innovation and growth.²³

BOMBARDIER'S LONG GAME



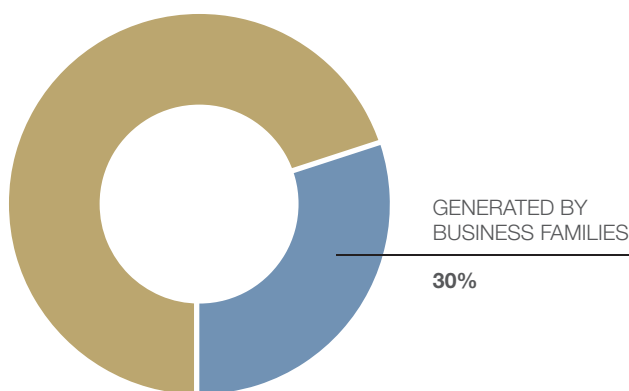
Joseph-Armand Bombardier launched a snowmobile company in Valcourt, Quebec in 1942. Today, Bombardier is the world's third-largest commercial aircraft manufacturer, generating revenues of over \$16 billion in 2012 and employing over 70,000 people worldwide.²⁴ In their book, Burney and Hampson credit the success of Bombardier to a committed long-term strategy. They note that “the Bombardier family has historically held a large stake in the firm,” ensuring the long-term strategy necessary for sustained growth.²⁵

REVENUE: TRAINING AND INNOVATION

Where Canada's private sector falls short in training and innovation, business families are picking up the slack. Canadian companies spent 40% less on employee learning and development in 2011 than they did in 1993.²⁶ The common view is: why spend thousands improving employee skills only to have an ambitious competitor poach them away? Similarly, as detailed in a 2012 report by the OECD, despite Canada's high level of education and significant public investment, our innovation record falls short.²⁷

To offset this lacklustre performance, Canada needs champions. The nation's top business families are reversing this complacency. They exemplify the success that can come from innovation, diversification, and a commitment to their people. Burney and Hampson point to Bombardier, GardaWorld and Linamar as examples showing the way.

REVENUES OF CANADA'S 100 LARGEST FIRMS



FOLLOWING THE MONEY AT GARDAWORLD

Starting in 1995 by taking a second mortgage on his Montreal home, Stephan Crétier has grown GardaWorld into a worldwide company with 45,000 employees and annual global revenues of \$1.4 billion. His vision was to create a customer-friendly, one-stop shopping business model in security, where you call just one number for every related service. Through improved training and enhanced codes of conduct, the firm has become the leading cash-logistics provider in North America, surpassing Brinks.

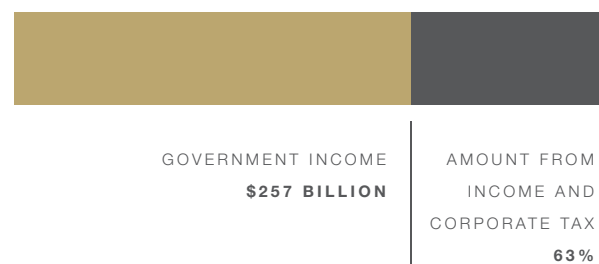
TAXES: WHERE THE MONEY GOES

Canada's business families contribute a sizeable proportion of the taxes needed to support the country. Their contributions fund infrastructure, education and health, old age security, public safety, employment insurance, defence, and social welfare. In 2012-2013, income tax and corporate tax made up 63% of the \$257 billion the federal government took in.²⁸

In 2010, the top 1% of income earners (those earning over \$250,000) paid over 20% of all federal and provincial income tax collected. The top 10% paid almost 55% of all taxes. By contrast, the bottom 50% of Canadian income earners contributed 4% towards the collective personal tax bill.²⁹ If property taxes were included, the proportion of the 1% would be even higher.³⁰

Researchers have documented a growing income disparity.³¹ Others contend that when all variables are accounted for, the disparity is not nearly so

pronounced.³² In 2012, the top 1% of earners took home over 10% of all income earned.³³ But their share has been declining since 2006.³⁴



TAXING THE 1%

In *Tax Me I'm Canadian*, Mark Milke contradicts the impression that Canada's wealthy aren't paying their share of tax. He points to the 2011 Occupy Wall Street movement as the wellspring of demands for higher taxes and greater redistribution. But Canadians earning over \$100,000 are already paying half of all tax. The 21% who fall into the middle class (those earning \$50,000 to \$100,000) pay 37%, while the remaining 73% of Canadians (below \$50,000) pay 17%.³⁵ While government is responsible for ensuring equitable redistribution through transfers and social programs, Canada's wealthiest are providing much of the revenue that contributes to this redistribution.

TAXES: WHO PAYS THE MOST

In 2012-2013, the federal government took in about \$35 billion in corporate tax. Large firms make up 6.6% of all corporate tax filers but contribute 73% of the tax,³⁶ or \$26 billion. Given that family-controlled businesses generate 23% of revenue for medium and large firms, they are roughly responsible for at least \$6 billion, or just under 20% of federal corporate tax.

In 2014, the Canadian Council of Chief Executives (CCCE) conducted a survey to determine if Canada's largest companies are paying enough tax. Several of Canada's largest family-controlled businesses are among the CCCE's members. The study found that, when all forms of tax are tallied, 63 of the country's 150 largest companies (those for which numbers were available) actually paid over \$40 billion in tax in 2012.

This brought the total tax rate paid by these companies to 33.4% for that year, or over double the federal corporate tax rate.³⁷ For every \$1 of corporate income tax paid, there was another \$0.94 in taxes borne such as employment taxes, sales taxes and property taxes. The study found that these firms allocate about 38% of revenue to government in taxes and other payments, 29% to employees, and 33% to shareholders and reinvestment.³⁸

CORPORATE WELFARE

In Canada, many corporations benefit from federal subsidies. Several noted bailouts occurred in recent years that reinforce the impression Canada is awash in corporate welfare. However, family-controlled businesses receive little in subsidies. In 2011, of Canada's 25 largest firms by employee, most family businesses received no subsidies.³⁹ These companies have grown and provided hundreds of thousands of jobs on the strength of their own revenues and innovation.

EMPLOYMENT: WHERE CANADIANS WORK

In Canada, businesses controlled or founded by Canada's 500 wealthiest families provide nearly 15% of all private sector jobs, or 1.6 million positions.⁴⁰ In fact, the 0.3% of firms that make up large enterprises in Canada account for one-third of all jobs, or about 3.5 million positions.⁴¹ Between 2001 and 2011, just 0.2% created an astounding 46% of all new employment in Canada.⁴² Many of these employees work at the largest companies in the land, including many family-controlled businesses.

In September 2014, Statistics Canada reported that 11 million of the 18 million employed Canadians work in the private sector.⁴³ Of Canada's 25 largest companies by employees, 10 are family-controlled businesses that together employ over one million people,⁴⁴ equivalent to the entire population of Saskatchewan. In 2011, the largest private employers were Onex Corp., George Weston Ltd., Loblaw Companies, and Magna International. Rounding out the

top 10 were Bombardier Inc., Thomson Reuters Corp., Empire Company, Power Corp., Rogers Communications and GardaWorld. These 10 companies are responsible for close to 10% of Canada's entire private sector employment. Onex Corp., founded by Winnipegger Gerry Schwartz, today employs 230,000 people worldwide.⁴⁵ Loblaw, Canada's largest grocery chain, has over 190,000 employees nationwide, and is the country's largest private-sector workforce.⁴⁶

1.6 million

jobs in Canada are provided by family-controlled businesses

EMPLOYMENT: QUALITY OF WORK LIFE

For Canada's largest family-controlled businesses, investing in people is a top priority. Their success illustrates the value of this approach. The human resources firm Knightsbridge notes that the best-managed companies in Canada put great emphasis on their workers. These companies strive to create a strong sense of family and transparency in order to drive employee empowerment and passion, which fuels these companies' strong customer focus, entrepreneurial spirit, and results-oriented approach.⁴⁷

Large firms, many of them family-controlled businesses, typically provide better benefits. Insurance and pension coverage at large firms is roughly four times that of small firms. Workers at large firms enjoy better fringe benefits, such as vacation pay, sick leave and bereavement leave.⁴⁸ The survey by the Canadian Council of Chief Executives found that the country's largest firms pay an average annual wage of over \$64,000, well above the Canadian average of \$58,000.⁴⁹ This means a couple with one member earning the average at a large firm and one earning the Canadian average would rank within the top 10% of income-earning families in Canada.⁵⁰

family-controlled businesses
make investments in
people
a top priority

REWARDING WORK AT WESTON



At Weston Foods and Loblaw, Galen Weston ensures employees receive generous compensation and benefits. They can take advantage of a variety of alternative work arrangements, including flexible hours, compressed work weeks and telecommuting. Weston also manages an academic scholarship program for children of employees who attend post-secondary institutions. The company also helps cultivate high-potential employees with leadership training and formal mentoring, and offers career planning services to support their long-term development.⁵¹

CORPORATE CITIZENSHIP: RESPONSIBLE PRACTICES

Increasingly, consumers and employees in Canada expect corporations to embrace a broader sense of values.⁵² To stay in business, firms must not only honour their economic responsibility but also account for the ethical or social impact of their operations. Employee rights and opportunities, customer relations, respect for the environment, and the rule of law internationally have all taken on greater prominence.

Such corporate citizenship benefits the business. A survey found that 90% of Canadians are more likely to purchase goods and services from a company they believe to be socially and environmentally responsible.⁵³ Business families are heeding the call. According to an annual survey conducted by Corporate Knights, several of Canada's largest family-controlled businesses are among the top 50 corporate citizens in the country. The criteria include environmental

performance, taxes paid, innovation, pension fund, safety performance, and employee turnover. The ranking assesses how well companies demonstrate responsible business practices. Bombardier, Cascades, Rogers Communications and Loblaw Companies are among the privately controlled enterprises on the 2014 list.⁵⁴ In 2014, Bombardier ranked 24th out of the 100 top companies worldwide for corporate sustainability.⁵⁵

ENVIRONMENTAL RESPONSIBILITY AT SAPUTO



Launched by Lino Saputo in 1954 in Montreal, Saputo has become the largest dairy producer in Canada, with over 12,000 employees. Saputo is committed to environmentally responsible business practices. The firm annually assesses, and improves, its environmental performance according to a set of key indicators established in 2011. Saputo participates in the EnergyStar Challenge, a US government program that encourages manufacturing facilities to reduce their energy intensity by at least 10% from an established baseline within five years.⁵⁶

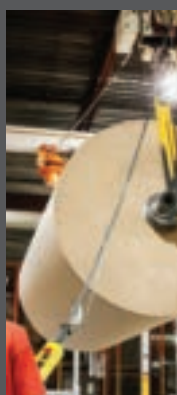
CORPORATE CITIZENSHIP: CODES OF CONDUCT

In Canada, corporate codes of conduct and ethics have become common, spelling out a firm's commitment to ethical conduct in the workplace, in business relationships, and with the community. Many of Canada's business families have embraced this approach. *Maclean's* magazine ranks some of the largest family firms in the top 50 for social responsibility, based on treatment of employees, environmental initiatives, and impact on local communities.⁵⁷

Many family businesses have made codes of conduct central to their mandate. Sobeys, the national food company that began as a meat delivery business in 1907, has a code of conduct that includes a commitment to a working environment of trust, respect and safety. The company supports national initiatives that enhance health and wellness, as well as community events and causes in the neighbourhoods where its employees reside.⁵⁸

Roots Canada, the clothing wear company founded in 1973 by Michael Budman and Don Green, has developed a workplace code of conduct, which sets forth minimum requirements suppliers must meet to do business with the company. Under the code, Roots expects its suppliers to act reasonably in all respects and to do their best to ensure that no abusive, exploitative or illegal conditions exist at their workplaces.

A HISTORY OF SUSTAINABILITY AT CASCADES



Cascades was reared on sustainability: the recovery of waste paper. The Lemaire brothers founded the paper products manufacturer in 1964 in Kingsey Falls, Quebec. It has grown to employ over 12,000 at 100 locations in North America and Europe. Cascades develops unique three-year sustainable development reports that measure the company's progress on 18 indicators, from energy consumption to effluent discharge to worker health and safety.⁵⁹

PHILANTHROPY: SPREADING THE WEALTH

Canada's business families are engaged in an array of philanthropic and community-building activities, such as sponsorship, charitable work, volunteerism, community investments, and environmental sustainability. They donate to numerous causes and organizations, including educational institutions, community groups, service clubs, civic projects, arts and culture groups, athletic organizations, and environmental groups.

Donations range from thousands to millions. Recently, Charles Bronfman sold off 900 works from the Bronfman "Claridge" art collection at Waddington's auction house, and donated the proceeds to Historica Canada, a promoter of Canadian history.⁶⁰

Annually, Canada's corporations make more than \$2.3 billion in charitable donations, according to Imagine Canada, a national organization committed to supporting the country's charities.⁶¹

A 2006 study showed that 80% of all private-sector charitable donations came from large firms and 79% of large firms engage in ongoing charitable initiatives, as compared with 22% of all Canadian firms.⁶² Imagine Canada's 'Caring Company Program' consists of companies committed to championing community investment projects.⁶³ Its members include such large family businesses as James Richardson & Sons, Loblaw Companies, Power Corp. and Rogers Communications.

COMMUNITY COMMITMENT AT POWER CORPORATION



Power Corporation, founded in 1925 by Arthur J. Nesbitt and Peter A. T. Thompson and brought under the leadership of Paul Desmarais in 1968, is an international management company with over 30,000 employees. The firm has a strong community focus, making corporate donations and investments, and encouraging employee volunteer initiatives. It supports organizations and initiatives in arts and culture, environment, education and health, including the Canadian Paralympic Committee, the National Theatre School of Canada, and the Nature Conservancy of Canada.⁶⁴

CHARITIES: STRENGTHENING THE NATION

Many of Canada's business families have established their own foundations for charitable work. These charities support projects in many diverse areas, including the arts, education, the health sector, public policy research, environmental sustainability, international development and social services. Canada's independent private foundations distribute \$1.5 billion annually to an array of charity programs.⁶⁵

The Weston Foundation, for example, undertakes programs in education, land conservation, science and neuroscience.⁶⁶ In Calgary, the Carthy Foundation — created thanks to support from Coril Holdings, founded by Ron Mannix — supports youth and environmental initiatives.⁶⁷

The One Drop Foundation represents another ambitious undertaking. Guy Laliberté founded the entertainment company Cirque du Soleil, which has enjoyed tremendous success, in 1984. Laliberté launched the One Drop Foundation in

2007 with the ambitious goal of ensuring everyone in the world gains access to clean drinking water. The foundation makes use of the circus arts, folklore, popular theatre, music, dance and the visual arts to promote education, community involvement and public awareness of the need to improve water supplies. The foundation also supports technical projects in developing countries that will improve access to water and enhance related elements of community life, such as food security and gender equality.⁶⁸

2.3 billion
in annual charitable donations given by Canadian corporations

INSTITUTIONS: HEALTH AND CULTURE

Many iconic cultural institutions and programs in Canada owe their existence to business families, who recognize that wealth carries a civic obligation.⁶⁹ Across the country, Canada's wealthiest citizens have donated millions to hospitals, opera companies, ballet troupes, theatres, and other cultural and scientific institutions.⁷⁰ In 2014, the Rogers family made the single largest monetary gift in Canadian history, donating \$130 million to establish the Ted Rogers Centre for Heart Research.⁷¹

Other examples abound. In Montreal, the Bronfman family built the Segal Centre for Performing Arts, originally named the Saidye Bronfman Centre for the Arts. In Toronto, Roy Thomson Hall was built thanks to a donation from the Thomson family. In Winnipeg, the recently opened Canadian Museum for Human Rights was the brainchild of media mogul Izzy

Asper and built through the donation and efforts of the Asper Foundation. In Calgary, the Riddell Family Charitable Foundation is a key supporter of Canada's Sports Hall of Fame. Clay Riddell is founder of Calgary-based Paramount Resources. In 2014, Riddell made an enormous donation to the Alberta Children's Hospital, where his wife, now deceased, worked for over three decades.⁷²

CELEBRATING GREAT WRITING

Literature needs benefactors. Some of Canada's greatest literary prizes are the creation of business families. Sponsored by Rogers Communications, the Rogers Writers' Trust Fiction Prize is an annual award for Canada's best work of fiction. The 2014 winner is Manitoba writer Miriam Toew's family tragedy *All My Puny Sorrows*. The Hilary Weston Writer's Trust Prize is awarded to the best work of non-fiction, which in 2014 was *This Changes Everything*, Naomi Klein's examination of the relationship between capitalism and climate change. These prizes have helped some of Canada's strongest burgeoning writers gain widespread public attention.

SPORTS: PRESERVING CANADA'S GAME



Canada's greatest pastime owes much to the nation's business families. As with other professional sports, hockey is a private-sector endeavour that requires leaders of industry to step up. In Canada, many of our wealthiest entrepreneurs have made huge commitments to the ownership and operation of hockey franchises, ensuring "our" game continues to be played in many venues across the country.

In 2008, Daryl Katz purchased the Edmonton Oilers, and demonstrated his commitment to the team by negotiating with the city the construction of a new \$480-million downtown arena.

In 2009, the Molson family, renowned for Molson Brewery, reacquired ownership of the storied Montreal Canadiens, vowing to maintain the team's proud traditions.

In 2011, David Thomson helped bring the Jets back to Winnipeg, providing the real estate necessary to build a new 15,000-seat arena in exchange for a partial stake in the team.

In 2014, Rogers acquired the rights to most NHL games broadcast in Canada, and even took ownership of the iconic Hockey Night in Canada program and the renowned "Coach's Corner" segment starring Don Cherry and Ron MacLean.

EDUCATION: TRAINING FUTURE BUSINESS LEADERS



Canada's business families have contributed to the development of some of the top business schools in Canada. In 2014, the Schulich School of Business and Rotman School of Management were ranked among the Corporate Knights 100 most-sustainable MBA programs worldwide. The rankings are based on how well the schools have integrated sustainability into the learning process.⁷³

In 1995, the Faculty of Administrative Studies at York University changed its name to the Schulich School of Business upon receiving a substantial donation from entrepreneur Seymour Schulich. Today, the Schulich MBA program is ranked No. 1 in the world by the Aspen Institute (a leadership institute based in Washington, D.C.) for doing the best job of preparing future business leaders for the environmental, social and ethical complexities of modern-day business.⁷⁴

Also in 1995, at the University of Toronto, the School of Business was renamed the Rotman

School of Management in honour of graduate and donor Joe Rotman, founder of the Clairvest Group. The School is ranked ninth worldwide by the *Financial Times* for faculty research.⁷⁵ Both schools are ranked among the top seven business schools in Canada.⁷⁶ The list also includes the Sauder School of Business at the University of British Columbia, one of the world's leading business schools. In 2003, the university's business school was renamed after receiving a substantial donation from William L. Sauder, founder of Sauder Industries.⁷⁷

MEDIA: CONNECTING THE PUBLIC



Pick up the newspaper, turn on the television, or send an email, and you're likely to use the product of a company founded by one of Canada's business families. Many of the largest Canadian media enterprises were launched decades ago by business families, including those of Ted Rogers, Roy Thomson, and J.R. Shaw.

Rogers Communications provides millions with broadcasting, publishing, internet and cellular services. The company owns several Canadian magazines, including the popular weekly current affairs publication, *Maclean's*.

Similarly, Thomson Reuters is a major multinational mass media firm created by the purchase of the Reuters Group by the Toronto-based Thomson Corporation, which grew from a single newspaper purchased by Roy Thomson

in 1934 into a global media empire that includes ownership of the *Globe and Mail* and Reuters News Agency.

Calgary-based Shaw Communications provides telephone and Internet services and has ownership in television networks, including Global. Shaw was launched in 1966 by J.R. Shaw as a cable television company that grew to have media interests across Canada and in the US.

CONCLUSION: SEEKING CORPORATE CHAMPIONS

Their influence persists. The legacy of our business families permeates the top business topics of the day. In a recent issue of *The Globe and Mail*, a random selection of business stories makes the point: stories on Rogers Communications' efforts to reach a younger audience, Bombardier's assessment of international investments, Maple Leaf Foods' plans for restructuring, and Thomson Reuters' position on acquisitions.⁷⁸

In 2014, over a dozen founders and senior executives of family-controlled businesses ranked among the top 50 corporate leaders with the greatest influence in politics and policy in Canada.⁷⁹ Without these hard-working risk takers – Canada's "builders" – the Canadian economy would likely have become the branch plant economy so feared by many. Canadians are wary of such a development, expressing concern about head offices being "hollowed out" by foreign acquisitions.⁸⁰

Canadian business families create the revenue, taxes, and employment that puts Canadians to work, at home, in local communities, where people want to live, raise their families, and retire. Canada's business families support the charities and institutions – in the arts, education, and sports – that the population holds dear. They are the entrepreneurs who take risks, diversify, innovate, compete, and persevere. Each day, in all facets of Canadian life, their legacy lives on, while their determination forecasts the future of the nation.

APPROACH TO THE RESEARCH

The original research of this report covered revenues and employment figures for Canadian family-controlled businesses. This information was sought out through publicly available information provided by Statistics Canada and Industry Canada. For revenues, available annual corporate returns for 2009 to 2011 were used, as well as data published in the *Globe and Mail's Report on Business* Top 1,000 Public Companies and Top 350 Private Companies. For taxation statistics, available data for 2009-2011 were used from the Financial and Taxation Statistics (FTS) table. For labour force estimates, available data for 2011-2013 from Labour Force Survey estimates (LFS) were used.

To convert this data into the “story” of the contribution of Canada’s business families, additional research was undertaken that consisted, initially, of a thorough search through current and historical materials, beginning with books obtained from university and public bookstores, from libraries, and downloaded from online sources. Other materials used included magazines, newspapers articles, and reports accessed online from the websites of Canadian, American and European think tanks and research institutions. Materials were also sourced from many of the websites of the companies researched.

Original Research: Creaghan McConnell Group Ltd.

Research and writing: David Wylynko, West Hawk Associates

Design and layout: Lisa Peter Ross, Hill Street Ad & Design

Endnotes

- ¹ Newman, Peter C., 1988. *Titans: How the New Canadian Establishment Seized Power* (Toronto: Viking), p. 5.
- ² Canadian Council of Chief Executives, 2014. *Leadership is...Annual Report 2014*. Ottawa, p. 17.
- ³ Burney, D. and F.O. Hampson, 2014. *Brave New Canada* (Montreal & Kingston: McGill-Queen's University Press), pp. 155-172.
- ⁴ McQuaig, L. and N. Brooks, 2010. *The Trouble with Billionaires* (Toronto: Penguin Canada).
- ⁵ Freeland, C., 2012. *Plutocrats: the Rise of the New Super-Rich and the Fall of Everyone Else* (Toronto: Doubleday).
- ⁶ Berton, P., 1968. *The Smug Minority* (Toronto: McClelland & Stewart).
- ⁷ Bothwell, R., 2006. *The Penguin History of Canada* (Toronto: Penguin Canada), p. 404.
- ⁸ Conrad, M., 2012. *A Concise History of Canada* (New York: Cambridge University Press), p. 226.
- ⁹ Morton, D., 2006. *A Short History of Canada* (Toronto: McClelland & Stewart), p. 335.
- ¹⁰ McGoogan, K., 2013. *50 Canadians Who Changed the World* (Toronto: HarperCollins Publishers).
- ¹¹ Newman, p. 12.
- ¹² *Forbes Magazine*. 2014. Volume 194 Number 5, Oct. 20, 2014, p. 33.
- ¹³ Newman, p. 29.
- ¹⁴ Sobeys Corporation, 2014. <http://corporate.sobeys.com/history/>. Accessed November 2014.
- ¹⁵ *The Globe and Mail*, 2013. "Top 1000: Exclusive rankings of Canada's most profitable companies." www.theglobeandmail.com/report-on-business/rob-magazine/top-1000/top-1000/article12829649. Accessed November 2014.
- ¹⁶ Creaghan McConnell Group (CMG). Top 500 (Excel file unpublished), 2014. *The Globe and Mail*, 2013. Top 1000. Accessed November, 2014. *The Globe and Mail*, 2013. Canada's 50 biggest private companies <http://www.theglobeandmail.com/report-on-business/top-1000/article12832820/>. Accessed November, 2014.
- ¹⁷ CMG, 2014.
- ¹⁸ Burney and Hampson, pp. 156.
- ¹⁹ Burney and Hampson, p. 159-160.
- ²⁰ Burney and Hampson, p. 165.
- ²¹ Research Infosource, 2013. www.researchinfosource.com/pdf/Top%20100%202013%20-Final%20Article.pdf. Accessed November 2014.
- ²² Canadian Council, p. 14.
- ²³ Burney and Hampson, pp. 158-159.
- ²⁴ Burney and Hampson, p. 167.
- ²⁵ Burney and Hampson, p. 164.
- ²⁶ Burney and Hampson, p. 170.
- ²⁷ Burney and Hampson, p. 166.
- ²⁸ Department of Finance, 2014. www.fin.gc.ca/tax-impot/2013/html-eng.asp. Government of Canada. Accessed November 2014.
- ²⁹ Golombek, Jamie, 2013. "Here's what the wealthiest of the wealthy in Canada earn — and pay in taxes." *Financial Post*, March 16, 2013.
- ³⁰ Milke, M., 2013. *Tax Me I'm Canadian: a taxpayer's guide to your money – and how politicians spend it* (Calgary: Thomas & Black), p. 111.
- ³¹ Yalnizyan, A. 2010, *The Rise of Canada's Richest 1%* (Ottawa: Canadian Centre for Policy Alternatives), p. 3.
- ³² Burkhauser, R. V., J. Larrimore, and K. I. Simon, 2012. "A 'Second Opinion' on the Economic Health of the American Middle Class," *National Tax Journal* 65, 1 (March 2012): pp. 7-32.
- ³³ Milke, p. 111.
- ³⁴ Statistics Canada, 2014. <http://www.statcan.gc.ca/daily-quotidien/141118/dq141118b-eng.htm>
- ³⁵ Milke, pp. 110-111.
- ³⁶ Canadian Council, p. 26.
- ³⁷ Canadian Council, p. 5.
- ³⁸ Canadian Council of Chief Executives, 2014. *Total Tax Contribution: Surveying the Canadian Council of Chief Executives*. Ottawa, p. 21.
- ³⁹ Milke, p. 58.
- ⁴⁰ CMG, 2014.
- ⁴¹ Burney and Hampson, p. 167.

- ⁴² Canadian Council, p. 18.
- ⁴³ Statistics Canada, 2014 <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/labr66a-eng.htm>. Government of Canada. Accessed November 2014.
- ⁴⁴ Milke, p. 58.
- ⁴⁵ *Power & Influence*, 2014. "The 50 Business Leaders." Fall 2014 Volume 3 Number 3, p. 36.
- ⁴⁶ *Power & Influence*, p. 60.
- ⁴⁷ Knightsbridge, 2014. <http://kbrs.ca/node/229>. Accessed November 2014.
- ⁴⁸ Canadian Council, p. 19.
- ⁴⁹ Canadian Council, p. 22.
- ⁵⁰ Hunter G., M. Sanchez, and F. Douglas. 2012. *Incomes of the One Percent (and everyone else) in Canada* (Regina: University of Regina), p. 6.
- ⁵¹ George Weston Limited, 2014. <http://www.weston.ca>. Accessed November 2014.
- ⁵² Sexty R.W., 2014. *Canadian Business and Society: Ethics, Responsibilities & Sustainability* (McGraw Hill Education), p. 18.
- ⁵³ Sexty, p. 14.
- ⁵⁴ Corporate Knights, 2014 www.corporateknights.com/wp-content/reports/2014_Best_50.pdf. Accessed November 2014.
- ⁵⁵ Global 100, 2014. <http://global100.org>. Accessed November 2014.
- ⁵⁶ Saputo, 2014. www.saputo.com/futures-candidates/environment/default.aspx?langtype=4105. Accessed November 2014.
- ⁵⁷ *Maclean's*, 2014. "Top 50 socially responsible corporations: 2014." *Maclean's*, June 5, 2014. www.macleans.ca/work/bestcompanies/top-50-socially-responsible-corporations-2014. Accessed November 2014.
- ⁵⁸ Sobeys Corporation, 2014. www.sobeyscorporate.com/en/Our-Company/History.aspx. Accessed November 2014.
- ⁵⁹ Cascades, 2014. www.cascades.com/en/sustainable-development/overview. Accessed November 2014.
- ⁶⁰ *Canadian Business*, 2013. "Canada's 100 Wealthiest people." *Canadian Business*, Nov. 21, 2013. <http://www.canadianbusiness.com/companies-and-industries/richest-people-in-canada-2013-2>. Accessed November 2014.
- ⁶¹ Sexty, p. 170.
- ⁶² Canadian Council, pp. 24-25.
- ⁶³ Imagine Canada, 2014. www.imaginecanada.ca/our-programs/caring-company-program. Accessed November, 2014.
- ⁶⁴ Power Corporation, 2014. www.powercorporationcommunity.com/en. Accessed November, 2014.
- ⁶⁵ Sexty, p. 174.
- ⁶⁶ Weston Foundation, 2014 www.westonfoundation.org. Accessed November, 2014.
- ⁶⁷ Carthy Foundation, 2014. www.carthyfoundation.org. Accessed November, 2014.
- ⁶⁸ One Drop. 2014. <http://www.onedrop.org/en/projects/projects-overview.aspx>. Accessed November 2014.
- ⁶⁹ Newman, p. 123.
- ⁷⁰ Newman, p. 123.
- ⁷¹ *Maclean's*, 2014: <http://www.macleans.ca/society/rogers-family-donates-130-million-to-heart-research/>
- ⁷² *Canadian Business*, 2013. www.canadianbusiness.com/companies-and-industries/richest-people-in-canada-2013-2. Accessed November 2014.
- ⁷³ Corporate Knights. 2014. *The Green Graduate: The Global 100 Sustainable MBAs* (Toronto: Corporate Knights), p. 42.
- ⁷⁴ Schulich School of Business, 2014. http://schulich.yorku.ca/client/schulich/Schulich_LP4W_LND_WebStation.nsf/page/School+Overview?OpenDocument. Accessed November 2014.
- ⁷⁵ Rotman School of Management, 2014. www.rotman.utoronto.ca/Connect/AboutRotman/History.aspx. Accessed November 2014.
- ⁷⁶ Eduniversal Ranking, 2014. www.eduniversal-ranking.com/business-school-university-ranking-in-canada.html. Accessed November 2014.
- ⁷⁷ Sauder School of Business, 2014. www.sauder.ubc.ca/About. Accessed November 2014.
- ⁷⁸ Dobby, Christine. 2014. "Bad language and leather: Roger-Vice partnership targets millennials." *The Globe and Mail*, Oct. 31, 2014.
- ⁷⁹ *Power & Influence*, p. 4.
- ⁸⁰ Burney and Hampson, p. 148.

Further Reading



- Alofs, Paul, 2012. *Passion Capital: The World's Most Valuable Asset*. Toronto: Random House of Canada.
- Berton, Pierre, 1968. *The Smug Minority*. Toronto: McClelland & Stewart.
- Black, Conrad, 2014. *Rise to Greatness: The History of Canada from the Vikings to the Present*. Toronto: McClelland & Stewart.
- Bothwell, Robert, 2006. *The Penguin History of Canada*. Toronto: Penguin Canada.
- Burney, Derek H., and Fen Osler Hampson, 2014. *Brave New Canada*. Montreal & Kingston: McGill-Queen's University Press.
- Canadian Council of Chief Executives, 2014. *Leadership is...Annual Report 2014*. Ottawa: Canadian Council of Chief Executives.
- Classon, George S., 1988 (Signet edition). *The Richest Man in Babylon*. New York: Signet.
- Conference Board of Canada, 2013. *Sharing our Impact: Annual Report 2012-2013*. Ottawa: Conference Board of Canada.
- Conrad, Margaret, 2012. *A Concise History of Canada*. New York: Cambridge University Press.
- Hunter, Garson, Miguel Sanchez and Fiona Douglas, 2012. *Incomes of the One Percent (and everyone else) in Canada*. Regina: University of Regina.
- Mackenzie, Hugh, 2015. *Glory Days: CEO Pay in Canada Soaring to Pre-Recession Highs*. Ottawa: Canadian Centre for Policy Alternatives.
- McQuaig, Linda and Neil Brooks, 2010. *The Trouble with Billionaires*. Toronto: Penguin Canada.
- Milke, Mark, 2013. *Tax Me I'm Canadian: a taxpayer's guide to your money – and how politicians spend it*. Calgary: Thomas & Black.
- Morton, Desmond, 2006. *A Short History of Canada*. 6th ed. Toronto: Random House of Canada.
- Newman, Peter C., 1975. *The Canadian Establishment*. Vol.1. Toronto: McClelland and Stewart.
- Newman, Peter C., 1978. *Bronfman Dynasty: The Rothschilds of the New World*. Toronto: McClelland and Stewart.
- Newman, Peter C., 1981. *The Acquisitors: The Canadian Establishment*. Vol. 2. Toronto: McClelland and Stewart, 1981.
- Newman, Peter C., 1998. *Titans: How the New Canadian Establishment Seized Power*. Toronto: Viking.
- Piketty, Thomas, 2014. *Capital in the Twenty-First Century*. London: Belknap Press of Harvard University Press.
- Sexty, Robert W., 2014. *Canadian Business and Society: Ethics, Responsibilities & Sustainability*. McGraw Hill Education.
- Yalnizyan, Armine, 2010. *The Rise of Canada's Richest 1%*. Ottawa: Canadian Centre for Policy Alternatives.

the family capital company™
family clarity | financial security
innovative insurance solutions



creaghan
mcconnell
group

Creaghan McConnell Group is a uniquely specialized insurance advisory, committed to supporting exceptional business families and their futures. Most business families have well-developed business transition/estate plans, however seldom have they been financially tested or shared effectively with key family members. As a result, many businesses fail to transition successfully from one generation to the next – not due to business problems, but rather to unresolved “family fairness” issues. CMG has a unique process to achieve rigorous financial testing, family clarity, and trusted communication with key family members and advisors. The result is a bigger future for the family *and* the business.