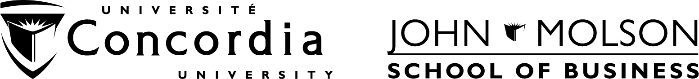
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Clarke Building and Supplies Limited: Navigating Culture, Control, and Change

Ryan Stack and Bertrand Malsch wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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In March 2019, Dan Clarke looked over the latest year-end reports for his family business, Clarke Building and Supplies Limited (CBSL), and felt a sense of dread. With the death of his father—the founder, former chief executive officer (CEO), and chair of the board of CBSL—about six months ago, it was now up to Dan to fill the business’s leading role. Although he had worked for the organization in his youth and knew it remained a profitable venture, Dan’s involvement with the company had, up until the past year, been limited. Although he recognized some potential issues in the structure and operations of the company, he did not have the business background and training to fully articulate them, much less deal with them.

CBSL was a family-run business headquartered in the city of Corner Brook in the Canadian province of Newfoundland and Labrador (Newfoundland), with additional locations across the province in Springdale, Gander, and Grand Falls-Windsor (see Exhibit 1). The business currently included four retail stores as well as the home construction and renovation (HCR) operation. In total, CBSL employed more than 110 people and saw revenues of over CA$12 million[[1]](#footnote-2) for the 2018 fiscal year. The company also benefited from being free of long-term debt and from owning the land and buildings on which its retail stores operated (see Exhibit 2).

Although the business had been good for the Clarke family and for the communities in which it operated, Dan wondered about the company’s future direction and ability to continue as a family business. Although the region had been relatively free of larger competitors, Dan had heard rumours of some of the national building supply chains showing an interest in entering the western Newfoundland market. Dan was especially concerned about the performance of some of CBSL’s retail operations, as well as the company’s difficulties in tracking inventory and monitoring costs and collections on the construction side of the business. While he could see plenty of issues in the organization, he was not sure if he knew any solutions; worse, he was not sure he could achieve buy-in from the managers to implement whatever solutions he devised.

The business’s two revenue streams and different locations made it difficult for Dan to know what was going on at individual locations; it seemed that store managers each had divergent standards and methods of operating. He also had serious concerns about the warehouse operation, which seemed to operate by its own rules entirely. According to Dan,

The stores are all very far apart. It makes it difficult to see what’s really going on there. And the managers and VP [vice-president] [of] retail have been slow with getting me budgets and results reports for stores. We’ve also got our home construction division, which is involved in jobs instead of direct sales. I don’t know how to measure the builders against the stores, or the stores against one another. I don’t know if it would even be fair to do it.

Dan was especially dissatisfied with the lack of budgets and projections from store managers. None of the store managers seemed to have a good idea of how much their store should be making or what costs it should have over a year. Regular reports on store performance were also difficult for Dan to obtain. This information was eventually sorted out each year by the company’s accounting firm, which provided the information with the year-end financial statements, usually about four months into the new year (see Exhibit 3). On a weekly or even monthly basis, it was difficult to evaluate trends in performance for each store. Accounting and administrative software might track these transactions, but managers were not compiling them promptly.

Background: The History and Culture of Newfoundland

Newfoundland’s unique history, harsh geography, and chronically poor economy all contributed to a culture that was distinct from that of mainland Canada. The newest of Canada’s provinces, Newfoundland was brought into Confederation in 1949. Underlying Newfoundland culture was a lasting sense of separateness from the rest of Canada and even North America. Newfoundland had always been geographically isolated from the rest of North America, far removed from any centres of population and wealth.[[2]](#footnote-3)

The island’s historical isolation and hardship forged a close-knit community with a unique language and perspective. Newfoundland had its own recognized dialect of English, including many archaic words and phrases.[[3]](#footnote-4)

The area’s relatively poor farmland stunted early settlement, as Europeans sought the more fertile shores of the Maritimes, Quebec, or Ontario—places that offered the stability of a sedentary farming life. Life in early Newfoundland was tied inexorably to the sea, with small and often isolated fishing communities developing along the coast.[[4]](#footnote-5) The fishing system functioned based on family labour rather than wage labour, with all members of the family taking part in the process.[[5]](#footnote-6) Far from primary thoroughfares and without liquid resources, the people of Newfoundland relied upon one another for survival. Neighbours traded with each other to meet their basic needs. Merchants paid for a product based on credit that was valid only in their shop.[[6]](#footnote-7)

Following near bankruptcy brought on by the Great Depression and disastrous government mismanagement, Newfoundland’s democracy was suspended in 1934, reverting to colonial status, to be administered by an English governor. This status ended in 1949 when, by a slim margin and too much controversy, Newfoundlanders voted to become part of Canada, exchanging any hope of renewed sovereignty for the promises of modernization and social safety nets offered by Canada.[[7]](#footnote-8) This modernization came at a high price for the people of the province. The 1950s saw resettlement of many small outport communities, their residents forced to relocate to larger urban centres.[[8]](#footnote-9) The slow pace and familiarity of the outport lifestyle were still venerated in Newfoundland music, and most residents viewed resettlement with a sense of deep regret.[[9]](#footnote-10)

Despite Confederation in 1949, residents of the province still feel a strong sense of separation from their Canadian Confederates.[[10]](#footnote-11) Newfoundlanders felt a special connection to their home, its history, and the people within it. A national survey showed the Newfoundland sense of connection to its past to be stronger than in any other province in Canada.[[11]](#footnote-12)

The West Coast

While Newfoundland’s capital and cultural centre of St. John’s identified strongly with Anglo-Irish culture and settlement, the west coast of the island of Newfoundland had a somewhat more diverse history. Since prehistoric times, the area’s rich cod stocks had attracted settlement from indigenous peoples, and the L’Anse aux Meadows National Historic Site of Canada, located near Corner Brook, was believed to be the earliest site of European settlement in North America, with evidence of Norse habitation at around 1,000 CE.[[12]](#footnote-13)

Newfoundland’s west coast was settled as early as the sixteenth century by French settlers, who generally fished in the summer months before returning to their homes in the early fall. Due to international treaties and agreements, the French retained fishing rights in the area until the early twentieth century, with their presence still evidenced in place names, folkways, and material culture that endured over the decades.[[13]](#footnote-14)

The most heavily populated city in Newfoundland’s western region was Corner Brook, with a population of just over 19,000. It was the third-largest city in Newfoundland, far behind St. John’s and Mount Pearl in both population and commerce. Still, Corner Brook served as the hub of western Newfoundland, a centralized location that contained many amenities and goods not available in other more rural communities. Although fishing had been a core component of life and culture here, there had also been historical opportunities in industries such as lumber and gypsum harvesting and processing. The city’s paper mill, a major employer for the region, employed over 300 full-time and casual workers, and processed lumber that was useful to a variety of industries.[[14]](#footnote-15)

Company History and Background

Retail Store Founding and Expansion

Dan’s father, Frank Clarke, a self-taught carpenter who saw increasing opportunities in the home supply business, founded CBSL in the mid-1980s. He opened the first Clarke Building and Supplies in Corner Brook in spring 1985. This flagship store still operated today, also serving as the site of the company’s main warehouse.

Frank found demand for good-quality hardware goods so high that he opened a second location in Springdale the following fall, which was run by his brother Bobby. Frank expected to sell primarily to individuals and families interested in do-it-yourself projects, but he soon found that a significant portion of his sales came from contractors doing construction or renovation work on a larger scale. He was happy to sell to these contractors, many of whom were personal friends or relatives, and collect the money upon completion of the work.

Home Construction and Renovation Division

With the ability to acquire materials more cheaply than the average builder, due to his company’s size, Frank also began a small construction company, using part of the retail operation’s space. This venture focused largely on home construction and renovation, using the same supplies and tools that the company sold daily. As he opened new stores and began to offer new services, he chose trusted family members and close friends to manage the daily affairs of the existing businesses: Bobby was put in charge of the retail operations, as he had worked at a retail company in the past; and Alec, another brother of Frank’s, took control of the construction operations, as he had worked several construction jobs and knew the industry.

The growth of the company over the past 30-plus years had been organic, not undertaken with any specific goal in mind, and flowed partly from Frank’s ability to spot and seize upon unexpected opportunities and fill important roles with people he felt he could trust. The family nature and spirit of the business remained and grew stronger over time as new generations of the family became involved, and the Clarke companies became a fixture in the community.

Company Core Values

During his time at the company, Frank discussed a set of values that reflected what he thought the company and its employees should embody. It was company legend that he had first listed these values extemporaneously during a night out with members of Corner Brook’s Board of Trade. The values, which were later written down so that Frank could share his vision with CBSL managers and employees, were known in the company as the “CREST values,” with the acronym CREST formed from the respective values of community, respect, excellence, service, and teamwork, and with reference to the high point of an ocean wave (see Exhibit 4).

Although Frank did not like the idea of creating long formal codes of conduct or employee handbooks, he thought that the CREST values were something that all employees could understand and follow, using their own best judgment. Although Dan had always liked the CREST values, he wondered if it might finally be time to implement a more formal and detailed code of conduct for employees and management to follow.

Present-Day Organization and Key Personnel

Dan served as president and CEO of CBSL, overseeing the strategic operations of the company (see Exhibit 5). After graduating from high school and working a summer at the CBSL warehouse in Corner Brook, Dan had gone off to Memorial University of Newfoundland (Memorial University) in Newfoundland’s capital, St. John’s. He had earned a degree in civil engineering and landed a job with an engineering firm. Although he had eventually transferred to Corner Brook so that he could raise his young family near his own childhood home, he had never involved himself directly with the family business. His older brother, Frank Jr., had been the heir apparent, working with his father since before finishing high school. But Frank Jr. had died tragically young, and so now stewardship of the company fell to Dan.

Randy Clarke and Ed Templeton managed the two divisions—retail and HCR, respectively. Each had been in his role for over 15 years and was supportive of Dan’s decision to take over the company.

Randy was Dan’s cousin—Dan’s Uncle Alec’s oldest son. After spending most of his 20s working on the mainland, Randy had returned to Corner Brook to settle down and start a family. He took control of the Corner Brook store to allow Frank Jr. to focus on his role as VP of retail and to assist Frank Sr. in larger strategic decisions. Randy had taken some management courses at Memorial University’s Grenfell Campus in Corner Brook and had quickly found that he had a knack for store management.

Today, Randy managed the flagship Corner Brook store himself and oversaw the operations of the three other store managers. As the distance between the stores made in-person visits difficult while managing the daily operations of his store, Randy oversaw the other stores mainly via their reports to him and by regular informal conversations with the store managers. He therefore placed a lot of trust in the individual store managers to request materials from CBSL’s warehouse, extend credit to contractors, and make hiring and firing decisions without his direct input.

Ed had worked for the company since his youth. His father had worked for the company’s HCR division and was a lifelong friend of the first HCR head, Alec. Ed had married Alec’s oldest daughter, Karen. He had between three and four crews working under him, depending on the time of year and his ability to secure new jobs. Although he was a hard worker and highly skilled technically, he hated paperwork, including budgets, reports, and invoices. He had several men who were permanent members of his staff, and he hired others as necessary, such as when a job required extra hands or specific expertise.

Retail Operations

CBSL operated four retail locations in the significant population centres of western Newfoundland. These stores sold a wide variety of tools and materials for home improvement projects, including lumber, hardware, paint, flooring, and bathroom supplies. Each store had several sections, with each section staffed by managers and supervisors with specific experience in the area as well as lower-level associates who usually had only a rudimentary knowledge of the area. Each store was run by a store manager, three of whom rose to the position by joining the company as young men and remaining loyal employees. Two of these managers left school before receiving their high school diplomas, while the third completed high school and a trades program before deciding to work at CBSL full-time. In general, store managers were highly competent at sales and people management but lacked a deeper knowledge of business strategy. As Randy had put it to Dan, “They’re all good fellas, though they’re a little rough around the edges sometimes. They understand their stores very well, and they know how to run their people, though sometimes it’s difficult for them to translate that knowledge to us at the office.”

Store managers all took great care in the hiring process, meeting with all new hires to make sure they would be good workers, get along with their co-workers, and follow the CREST values. If the manager decided that a person was not a good fit, then that candidate would not get the job. This situation seldom happened, as most applicants were already members of the community and had a good understanding of the company’s values.

Salaries and Performance

Store managers made a salary of approximately $45,000 per year, which was considered a good living in an area where the annual median income was closer to $30,000 and for workers without a significant post-secondary education.[[15]](#footnote-16) Store managers could also avail themselves of store bonuses if the company remained profitable and their store met target revenues agreed upon by the store manager and VP of retail.

Department managers commanded a salary of about $35,000 per year. They shared in annual bonuses if their department and store both met standard profitability goals set by the store manager and the VP of retail. This process had always been a loose one, as Randy felt it was important to reward managers for their efforts rather than punish them for conditions out of their control—such as downturns in housing starts, which reduced demand from the store’s contractor customers.

With the exception of the small Christmas bonuses that the company paid to everyone, front-line associates and supervisors did not receive annual bonuses as part of the job; however, the associates’ department managers could recommend them for performance bonuses. They also received regular pay bumps based on increased time working with the organization. Front-line associates started at $12.00 per hour, which was above Newfoundland’s minimum hourly wage of $11.15.[[16]](#footnote-17)

Upon promotion, supervisors enjoyed an immediate pay raise of about $1.50 per hour (see Exhibit 6).

Dan was increasingly worried about the way that retail employees were held to account for their performance. On an unplanned visit to the Springdale store last month, Dan had noticed many signs of a lack of discipline: some of the department areas were disorganized, employees seemed more focused on talking to one another or playing on their phones than on paying attention to customers, and one of the doors from the store to the back storage area was left open and completely unmonitored. This encounter led Dan to wonder what controls he might be able to impose in these stores to ensure that proper standards of upkeep, attention, and security were maintained. He also imagined controls to ensure that employees behaved properly would be beneficial; however, he did not have a good idea of what form these controls for both proper standards and behaviour would take.

Retail Customers and Credit

Since its earliest days, the retail operation had sold to two primary types of customers: individual customers who needed to buy hardware supplies for personal projects, and contractors who needed supplies to complete jobs for clients. Individual customers paid retail prices for inventory and worked on a cash-and-carry basis. Contractors enjoyed a slight discount over individual customers, which was justified by the higher quantity of material they tended to buy. They could also buy on credit, a practice that endured from when Frank first sold to his contractor friends. The store did not subject contractors to credit checks or strict repayment terms, or require any proof that a customer worked as a contractor. Although the terms of the credit stipulated that contractors would make payment within 30 days, this was never strictly enforced, and delays of up to 60 or even 90 days were common.

Warehouse and Inventory Management

Most inventory for CBSL came to Newfoundland via ferry, arriving at Port aux Basques, where members of the warehouse team received and transported it by truck along the Trans-Canada Highway to the Corner Brook warehouse. Upon arrival, warehouse personnel logged the items as being at the Corner Brook location until they were requested by another store location or sold.

Other store managers sometimes complained that Randy’s store enjoyed a measure of preferential treatment, receiving new stock, especially of high-value items, ahead of their stores. Questions also persisted about material that showed as present in the system but still took days or weeks to be located and shipped. For his part, Randy seemed content with the system. He had once defended management of the warehouse to Dan, saying,

It’s hard for anyone else to find anything in the warehouse or the lumber yard. Amos Reid has been running the place for over 10 years now, and he’s got his system in his head for organizing everything. He works at his own pace though, and you can’t rush him. Sometimes it takes him some time to update the system and record lumber or flooring or whatever as shipped, but it always turns up. I know people get frustrated, but there’s not a lot that can be done.

Randy was similarly dismissive of charges of favouritism, attributing the situation to the proximity of the warehouse to his store:

Listen, if my store was 150 or 200 kilometres away from the warehouse, I’d have the same kind of delays as everyone else. But the warehouse is right next to where our storefront is, so of course we’ll get things quicker. And if a customer needs something and Amos can tell us where it is, my people will get it on the spot. All of my department managers have access to the warehouse if they need anything.

Although Dan had great respect for Amos, the apparent lack of rigour in the organization of the warehouse was increasingly concerning for him. He wondered what kind of system the company might be able to implement to ensure that inventory was catalogued and delivered efficiently and fairly. The apparent lack of security for the warehouse also gave him pause. It concerned him that an employee could easily take inventory from storage to their store and fail to record the transfer properly. He wondered how easy it would be for an unscrupulous employee to steal materials from the warehouse without warehouse employees, or the company’s inventory system, recognizing the loss.

Home Construction and Renovation

HCR was the branch of the business that could help homeowners or other clients by providing both materials and labour. Most of the division’s customers were members of the community that needed small jobs done quickly and competently. The company quoted customers the costs for these jobs based on an hourly rate and the wholesale cost of the material to be used. This rate kept customers happy and helped the company secure regular work. The division also occasionally did larger jobs, sometimes as subcontractors for larger construction companies. The largest of these had been two years ago when HCR secured work on a new subdivision in Corner Brook. Although HCR had completed the work, Ed, the manager of HCR, was still working on collecting payment. “We did the work; we’ll get our money, don’t worry. It’s the same with the small jobs, and sometimes it takes them a few months to get the money together. Now a scattered one won’t be able to pay in the end, but that’s all you can do about that.”

HCR operated out of the back of the retail locations, except in Corner Brook, where they had a workspace in the warehouse. All members of the construction team had free and unrestricted access to all areas of the warehouse.

Just as he was concerned with the retail division, Dan also worried about a lack of clear direction and control in the HCR division. Ed had no process to show for how he set goals or determined results among the HCR workers. Dan wondered what kind of controls would be appropriate and effective for this division, considering its differences from the retail division.

Conclusion

Reflecting on CBSL’s situation, Dan knew there was a great deal of work to do. Relying on his engineering training, he tried to organize his thoughts. First, it would be important to figure out which issues were the real core problems and which were merely symptoms. Then he would have to develop a plan to sort out the critical problems, including the need to get his managers onside with any decisions he made. It was not going to be easy, but it would be important to ensure the long-term viability of his family’s business.

An earlier version of the case was awarded Second Place in the 2020 John Molson Business Ownership Case Writing Competition sponsored by the Bob & Raye Briscoe Centre in Business Ownership Studies, John Molson School of Business, Concordia University.

Exhibit 1: Clarke Building and Supplies Limited locations and distances

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  | **Distance to Specified Town (Kilometres)** | | | |
|  |  | **Population** | **Corner Brook** | **Springdale** | **Grand Falls-Windsor** | **Gander** |
| **Town Name** | **Corner Brook** | 31,917 | — | 180 | 265 | 358 |
| **Springdale** | 2,971 | 180 | — | 106 | 199 |
| **Grand Falls-Windsor** | 14,171 | 265 | 106 | — | 96 |
| **Gander** | 11,688 | 358 | 199 | 96 | — |

### Source: Adapted by the authors from “Driving Distance Calculator and Driving Directions Newfoundland and Labrador (Canada),” Distance Calculator, accessed April 7, 2021, https://distancecalculator.globefeed.com/Canada\_Distance\_Calculator.asp?state=05.

Exhibit 2: Clarke Building and Supplies Limited—Financial Statements

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Balance Sheet** | | |  | **Income Statement** | | |
| **As at December 31** | **(CA$ Thousands)** | |  | **For the Year Ended December 31** | **(CA$ Thousands)** | |
|  | (Unaudited) | (Unaudited) |  |  | (Unaudited) | (Unaudited) |
| **Current Assets** | **2018** | **2017** |  | **Revenues** | **2018** | **2017** |
| Cash | 17 | 35 |  | Retail | 8,350 | 8,575 |
| Receivables, including holdbacks | 1,990 | 1,435 |  | HCR | 3,870 | 3,925 |
| Inventories | 2,700 | 2,550 |  | Total revenues | 12,220 | 12,500 |
| Total current assets | 4,707 | 4,020 |  |  |  |  |
|  |  |  |  | **Cost of Sales** |  |  |
| Property, plant, and equipment, net | 3,505 | 3,705 |  | Retail | 5,428 | 5,574 |
| Total assets | 8,212 | 7,725 |  | HCR | 1,520 | 1,915 |
|  |  |  |  | Total cost of sales | 6,948 | 7,489 |
| **Current Liabilities** |  |  |  | Gross profit | 5,273 | 5,011 |
| Accounts payable | 2,280 | 1,773 |  |  |  |  |
| Accrued wages payable | 35 | 25 |  | **Expenses** |  |  |
| Total current liabilities | 2,315 | 1,798 |  | Accounting and professional fees | 85 | 85 |
|  |  |  |  | Advertising and marketing | 60 | 45 |
| Commitments and contingencies | 400 | 500 |  | Amortization | 225 | 240 |
| Total liabilities | 2,715 | 2,298 |  | Commissions | 55 | 40 |
|  |  |  |  | Directors’ fees | 150 | 150 |
| **Equity** |  |  |  | Meals and entertainment | 28 | 25 |
| Common stock | 25 | 25 |  | Municipal taxes | 130 | 110 |
| Retained earnings | 5,472 | 5,402 |  | Insurance | 85 | 70 |
| Total equity | 5,497 | 5,427 |  | Interest expense | 8 | 11 |
|  |  |  |  | Office and IT | 82 | 70 |
| Total liabilities and equity | 8,212 | 7,725 |  | Salaries and wages | 3,900 | 3,750 |
|  |  |  |  | Memberships and certifications | 140 | 110 |
|  |  |  |  | Travel and transport | 160 | 130 |
|  |  |  |  | Utilities | 95 | 90 |
|  |  |  |  | **Total Expenses** | 5,203 | 4,926 |
|  |  |  |  | **Net Income** | 70 | 85 |

Note: HCR = home construction and renovation; IT = information technology.

Source: Company files.

Exhibit 3: Clarke Building and Supplies Limited—Retail Revenue by Store, 2018 (CA$ Thousands)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Corner Brook** | **Springdale** | **Grand Falls-Windsor** | **Gander** | **Total** |
| **Revenue** | 3,780 | 1,160 | 2,210 | 1,200 | 8,350 |
| **COGS** | 2,740 | 615 | 1,385 | 688 | 5,428 |
| **Gross Profit** | 1,040 | 545 | 825 | 512 | 2,922 |
| **Size (Square Feet)** | 45,750 | 17,500 | 26,750 | 21,000 |  |
| **Employees** | 33 | 19 | 22 | 16 | 90 |

Note: COGS = cost of goods sold.

Source: Company files.

Exhibit 4: The CREST Values

|  |  |  |
| --- | --- | --- |
| **Value** | **Meaning** | **Examples** |
| **Community** | Positive involvement with the communities of western Newfoundland and commitment to being a good corporate citizen. | Workers volunteer their time to charities (e.g., Habitat for Humanity and Ronald Macdonald House). The company donates building materials to community projects and organizes sponsorships, scholarships, and donations to local charities and individuals. |
| **Respect** | Showing courtesy and kindness to co-workers, customers, and members of the community. | Employees always greet customers at the store entrance, help elderly or infirm customers move materials, and make suggestions on projects. Managers do not harass customers with overdue invoices. |
| **Excellence** | Being the best in everything we do. | The company stands by the quality of its tools and the services it provides, and always looks for ways to be better. |
| **Service** | Going the extra mile to get customers what they need. | The company is always willing to make special orders for and work with customers to make sure their needs are satisfied. |
| **Teamwork** | Helping one another achieve our goals and being better together. | Store teams are always willing to cover for a sick colleague or pick up responsibilities if the store is short-handed. Managers trust employees to do the right thing. |

Note: CREST = community, respect, excellence, service, and teamwork.

Source: Company files.

Exhibit 5: Clarke Building and Supplies LimIted—Organizational Structure

Note: CEO = chief executive officer; VP = vice-president; HCR = home construction and renovation.

Source: Company files.

Exhibit 6: Clarke Building and Supplies Limited—Wages and Salaries before bonuses

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **For the Year Ended December 31, 2018** | | | | |
|  |  |  |  |  |
| **Retail** |  |  |  |  |
|  | **Per Employee (CA$)** | **No. of Employees** |  | **Total Payment (CA$)** |
| **VP** | 60,000 | 1 |  | 60,000 |
|  |  |  |  |  |
| **Stores** |  |  |  |  |
| Store Managers | 45,000 | 4 |  | 180,000 |
| Department Managers | 35,000 | 28 |  | 980,000 |
| Front-Line Associates | 24,500 | 58 |  | 1,421,000 |
|  |  |  |  |  |
| **Warehouse** |  |  |  |  |
| Warehouse Manager | 45,000 | 1 |  | 45,000 |
| Warehouse Supervisors | 38,000 | 2 |  | 76,000 |
| Warehouse Workers | 33,000 | 6 |  | 198,000 |
|  |  |  | **Total Retail** | **2,960,000** |
|  |  |  |  |  |
| **Home Construction and Renovation** | | | | |
|  | **Per Employee (CA$)** | **No. of Employees** |  | **Total Payment (CA$)** |
| VP | 68,000 | 1 |  | 68,000 |
| Managers | 50,000 | 3 |  | 150,000 |
| Crew | 40,000 | 13 |  | 520,000 |
|  |  |  |  |  |
|  |  |  | **Total HCR** | **738,000** |
|  |  |  |  |  |
|  |  |  | **Total Wages and Salaries (before Bonuses)** | **3,698,000** |

Note: VP = vice-president; HCR = home construction and renovation.

Source: Company files.

1. All currency amounts are in CA$ unless otherwise specified. [↑](#footnote-ref-2)
2. Gwynne Dyer, "The Strategic Importance of Newfoundland and Labrador to Canada," Royal Commission on Renewing and Strengthening our Place in Canada, March 2003, accessed July 5, 2020, www.gov.nl.ca/publicat/royalcomm/research/Dyer.pdf. [↑](#footnote-ref-3)
3. Philip Tocque, *Newfoundland: As It Was and as It Is in 1877* (Toronto, ON: J. B. Magurn, 1878); George Patterson, “Notes on the Dialect of the People of Newfoundland,” *Journal of American Folklore* 8, no. 28 (January–March 1895): 27; “A Far Country: Nationalist Sentiment without a State,” *The Economist*, October 12, 2007, accessed February 15, 2020, www.economist.com/news/2007/10/12/a-far-country. [↑](#footnote-ref-4)
4. Victor L. Young, Elizabeth Davis, and James Igloliorte, "Our Place in Canada," *Royal Commission on Renewing and Strengthening Our Place in Canada*, June 30, 2003, accessed May 3, 2020, www.exec.gov.nl.ca/royalcomm/finalreport/pdf/Final.pdf. [↑](#footnote-ref-5)
5. Sean T. Cadigan, *Hope and Deception in Conception Bay: Merchant-Settler Relations in Newfoundland, 1785–1855* (Toronto: University of Toronto Press, 1995). [↑](#footnote-ref-6)
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