

# Saskatchewan's top 100 firms

*First ever rating of  
Saskatchewan-based companies*

**I**t is difficult to settle on just one criterion to measure the premier businesses in this province. Sales volume is one of the most impressive and readily available figures to use. The principal complaint against that is that a high volume turnover is no indication of wealth, or necessarily profits. To this end, other indicators we consider are employee counts, years in business and net worth.

These figures can create puzzles as well. A holding company with relatively few employees can hold controlling interest in several major firms. We have tried to weigh that in our review, asking most major companies to include all subsidiaries, not just holding company figures.

Years in business can say a lot about a firm's tenacity in the marketplace, but as companies merge, takeover and divest their holdings, the age of a business is obscured. Net worth is probably the best indi-

cator of corporate strength, however, actual figures are available only in a portion of instances.

Bearing this in mind, we also find other peculiarities, which by and large, we have eliminated. Schools, universities, hospitals and nursing homes have been eliminated from this list. Federal, provincial and municipal offices have also been dropped.

## Unique economy

Crown corporations have been left in the report.

A quick review of the TOP 100 shows immediately that Saskatchewan does indeed have a unique economy. The populist co-operative movement, which has powerful roots in Saskatchewan, is a potent factor in the provincial economy. Similarly, crown corporations account for a significant amount of commercial activity.

For that reason we have opted to take an in-depth look at the role the two forces have in the economy. Traditionally, our editorial stance has not involved in-depth coverage of crown corporations or individual co-operatives but rather has focused on corporations. But in view of the profile of both crowns and co-ops in the TOP 100, writers Carol Boese and Alex Docking were commissioned to review the role of each and the impact they have had through their evolutions in Saskatchewan.

Ranking Saskatchewan's TOP 100 companies has not been tried before (to the best of our knowledge) and represents a major effort both in research and writing. All figures contained in this report have been compiled by our editorial staff and then confirmed with the individual companies as of July 1, 1984. We trust they provide a reasonably sound estimation of the key players in the provincial economy.

No.	Company	Sales Volume	Total Employees <i>Sask-based</i>	Chief Executive Officer	Date Formed	Net Worth
1.	Saskatchewan Wheat Pool Regina	\$2,273,778,000	3977 2836	J.M. Fair	1924	949,765,000
2.	Federated Co-operatives Ltd. Saskatoon	1,375,000,000	1950 745	W.H. Thompson	1928	188,000,000
3.	Saskatchewan Power Corporation, Regina	634,040,000	3321 all	Bruce Campbell	1929	232,287,000
4.	Saskatchewan Telecommunications, Regina	326,100,000	4400 all	Frank Degenstein	1947	155,200,000
5.	Saskatchewan Government Insurance, Regina	290,056,526	1273 all	Donald Black	1945	insurance fund 32,317,758 A.A.I.A. reserve 14,891,030
6.	Interprovincial Co-operative Saskatoon	216,000,000	50 46	Harold Empey	1940	5,200,000

No.	Company	Sales Volume	Total Employees <i>Sask-based</i>	Chief Executive Officer	Date Formed	Net Worth
7.	Potash Corporation of Sask. Saskatoon	215,737,000	1826 1805	Steve Harapiak	1975	602,673,000
8.	IPSCO Inc., Regina	192,000,000	1611 1005	Roger Phillips	1956	175,253,000
9.	International Mineral and Chemical Corporation Canada Ltd., Esterhazy	191,526,000	1200 1000	J.A. Nightingale	1952	n/a
10.	CSP Foods Ltd., Saskatoon	180,000,000	650 344	Ken Sarsons	1975	n/a
11.	Prince Albert Pulp Company Ltd., Prince Albert	150,000,000	1000 995	Harry A. Macdonald	1965	n/a
12.	Dairy Producers Co-operative Ltd., Regina	137,700,000	700 700	Gunnar Pederson	1972	36,891,000
13.	Sask. Oil & Gas Corporation Regina	136,047,000	250 250	William Douglas	1973	141,106,000
14.	Agra Industries Limited Saskatoon	132,000,000	2500 250	B.B. Torchinsky	1960	45,000,000
15.	Army & Navy Department Store, Regina	100,000,000	1300 450	Garth Kennedy	1919	n/a
16.	Credit Union Central, Regina	93,113,000	220 220	Norm Bromberger	1937	n/a
17.	Co-operators Life Insurance Co., Regina	91,922,000	184 153	T. Haalboom	1982	20,373,000
18.	Cairns Homes Limited Regina	82,319,000	200 200	C.L. Grozell	1952	n/a
19.	Co-operative Trust Company of Canada, Saskatoon	81,387,000	242 146	E.J. Gebert	1952	34,049,000
20.	Many Islands Pipelines (Canada) Regina (SaskPower subsidiary)	70,860,000	18 9	Barry Stewart	1978	70,600,000
21.	McCallum Hill Ltd., Regina	n/a	250 235	Paul Hill	1903	n/a
22.	Amok Ltd., Saskatoon	54,017,000	320 320	Jean-Pierre Slama	1967	84,690,000
23.	Saskatoon Co-operative Association, Saskatoon	53,500,000	345 345	M. Nicholaichuk	1936	5,900,000
24.	Pioneer Co-operative Asso- ciation Ltd., Swift Current	50,642,306	350 350	S. Dryland	1936	n/a
25.	Hunters Sport Shop Ltd. North Battleford	50,000,000	85 85	Harry Bondar	1946	n/a
26.	Nelson Lumber Company Ltd., Lloydminster	49,589,377	350 300	Raymond J. Nelson	1949	n/a
27.	United Pharmacists Enter- prises Ltd., Saskatoon	49,000,000	51 51	Jack Candler	1973	5,000,000
28.	Boychuk Group of Compa- nies, Saskatoon	46,000,000	140 115	Mike Boychuk	1947	n/a
29.	Sherwood Co-operative Asso- ciation Ltd., Regina	44,653,000	280 280	William Evitts	1931	n/a
30.	Morris Rod-Weeder Com- pany Ltd., Yorkton	n/a	350 280	Adeleine Morris	1929	n/a
31.	Pioneer Trust Company Regina	42,209,000	60 45	Will Klein	1974	17,780,000
32.	Sherwood Credit Union Ltd. Regina	40,225,000	240 240	Les Tendler	1937	7,908,000

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33.	Saskatchewan Housing Corporation, Regina	34,368,757	200 200	Calder Hart	1973	n/a
34.	Saskatchewan Forest Products Corporation, Prince Albert	31,500,000	418 418	D.B. Loyd	1946	10,682,000
35.	Wheaton Chevrolet Oldsmobile, Regina	31,000,000	90 90	Will Wheaton	1984	n/a
36.	Sterling Distributors 1963 Ltd., Saskatoon	31,000,000	142 68	Fred A. Peters	1907	2,500,000
37.	Weyburn Inland Terminal Ltd., Weyburn	30,049,949	23 23	A.L. (Roy) Levee	1974	n/a
38.	Concorde Group of Companies, Saskatoon	30,000,000	75 75	Leslie Dube	1977	n/a
39.	Prince Albert Co-op Association Ltd., Prince Albert	29,783,000	200 200	Wayne Pearson	1940	n/a
40.	Regina Motor Products 1970 Ltd., Regina	29,303,000	85 85	Blaine Ledingham	1970	n/a
41.	Percival Mercury Sales Ltd. Regina	29,225,000	117 117	G.E. Huber	1963	n/a
42.	Co-operators Data, Regina	29,000,000	336 213	T. Haal bloom	1983	747,805
43.	Ward Johnston Electric Ltd. Regina	27,600,000	100 60	Ward B. Johnston	1929	n/a
44.	Cavalier Enterprises Ltd. Saskatoon	27,500,000	750 550	Don Leier	1960	n/a
45.	Saskatoon Credit Union, Limited, Saskatoon	26,470,000	199 199	J.L. Deutscher	1939	10,499,000
46.	Pioneer Life Assurance Company, Regina	26,214,222	50 45	Will Klein	1971	12,543,000
47.	Plains Poultry Ltd., Wynyard	26,000,000	210 210	Ralph Effler	1952	n/a
48.	Dale Tingley Motors Ltd. Hague	26,000,000	54 54	Dale Tingley	1977	n/a
49.	Willock Industries Ltd. Regina	25,000,000	340 190	G.T. Campbell	1969	n/a
50.	Prairie Malt Limited, Biggar	24,500,000	55 55	A.D. Huffman	1976	n/a
51.	Anaheim Management Ltd. Saskatoon	24,000,000	14 14	Richard Crenian Larry Machula	1981	n/a
52.	Redhead Equipment Ltd. Regina	24,000,000	85 85	Gordon L. Redhead	1946	3,250,000
53.	Saskatchewan Minerals Chaplin	24,000,000	186 186	J.C. Mills	1945	n/a
54.	North Battleford Co-op Association, North Battleford	23,400,000	180 180	Arnold Schneider	1932	12,000,000
55.	Sask. Computer Utility Corporation, Regina	23,077,000	166 166	A.L.M. Nelson	1973	2,780,000
56.	Bi-Rite Drugs Ltd., Regina	n/a	350 350	C.F. Chlopan	1969	n/a
57.	Lloydminster District Agricultural Co-op Association Lloydminster	22,692,000	175 175	L.J. Doucet	1914	12,780,000
58.	Sherwood Chevrolet Oldsmobile Inc., Saskatoon	22,000,000	79 79	Sherwood Sharfe	1969	n/a
59.	Crestview Chrysler Dodge Ltd. (Knight Nissan incl.) Regina	21,800,000	100 100	Edward A. Knight	1968	n/a

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60.	SED Systems Inc., Saskatoon	21,000,000	300 285	Alex Curran	1965	8,000,000
61.	Jubilee Ford Sales (1983) Ltd. Saskatoon	20,000,000	84 84	Vaughn Wyant	1970	n/a
62.	Dodge City Auto Ltd. Saskatoon	20,000,000	70 70	Daniel Ens	1979	n/a
63.	Sask. Economic Development Corporation, Regina	19,587,000	55 55	Gordon Campbell (acting)	1963	21,614,000
64.	Bennett Dunlop Ford Sales Limited, Regina	19,400,000	74 74	Gordon Bennett	1974	n/a
65.	Western Sales (1981) Ltd. Rosetown	19,200,000	35 35	D. Friend	1966	n/a
66.	The Leader Post Limited Regina	18,400,000	280 278	Jim Struthers	1883	n/a
67.	Saskatchewan Mining Devel- opment Corporation Saskatoon	18,238,000	133 133	Roy Lloyd	1974	n/a
68.	Auto Clearing 1982 Ltd. Saskatoon	18,000,000	70 70	Henry Savoie	1982	n/a
69.	Weyburn Co-operative Asso- ciation Ltd., Weyburn	17,513,309	125 125	Isabelle Butters	1926	3,581,000
70.	Estevan Co-operative Limited Estevan	16,473,000	123 123	Gerald Seipp	1946	2,212,187
71.	Develcon Electronics Ltd. Saskatoon	16,100,000	222 180	Nigel Hill	1974	9,512,000
72.	Kindersley Transport Ltd. Saskatoon	16,000,000	280 180	Erwen Siemens	1962	n/a
73.	Beeland Co-operative Asso- ciation Ltd., Tisdale	15,919,000	85 85	Doug Meachem	1939	1,788,000
74.	The H.A. Roberts Group Ltd. Regina	15,729,000	100 80	W.J. Bronstein	1969	n/a
75.	ASL Paving Ltd., Saskatoon	n/a	160 160	n/a	1950	n/a
76.	Frigstad Manufacturing Ltd. Frontier	15,000,000	175 173	Thomas A. Mundy	1970	n/a
77.	Prince Albert Credit Union Limited, Prince Albert	14,800,000	105 105	Ben Plemel	1942	3,600,000
78.	Moose Jaw Co-op Associa- tion Limited, Moose Jaw	14,500,000	125 125	E.E. Christensen	1942	2,091,000
79.	Yorkton Co-operative Asso- ciation Limited, Yorkton	14,397,000	82 82	Ron McClenaghan	1940	1,639,000
80.	Pineland Co-op Association Nipawin	14,100,000	70 70	Stan Granatier	1929	199,155
81.	Nelson Motors & Equipment (1976) Ltd., Avonlea	14,000,000	28 28	Walter C. Nelson	1959	n/a
82.	F.T. Leach Brokerage Ltd. Regina	n/a	16 16	F.T. Leach	1951	n/a
83.	Southwest Pro-Ag Ltd. Swift Current	13,900,000	27 27	Gordon Carey	1976	809,000
84.	Sask. Transportation Com- pany, Regina	13,696,000	304 304	Don Castle	1946	n/a
85.	Patrick Pipeline Ltd. Saskatoon	13,000,000	150 150	Bill Patrick	1966	n/a
86.	Manning Mercury Sales Ltd. North Battleford	13,000,000	52 52	Monty Manning	1962	n/a

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87.	The Delta Co-operative Association Ltd., Unity	13,000,000	70 70	Norm Potter	1929	3,609,000
88.	Smith-Roles Ltd., Saskatoon	n/a	150 150	Clemence Roles	1943	n/a
89.	Canadian Motors Ltd. Regina	12,900,000	45 45	William T. Patton	1922	n/a
90.	Melfort Co-operative Association Ltd., Melfort	12,700,000	65 65	E.C. Schneider	1914	1,497,000
91.	Meadow Lake Consumers Co-op Association Meadow Lake	12,165,000	65 65	Jim Herr	1945	2,080,000
92.	Borderland Co-operative Ltd. Moosomin	12,100,000	65 65	Paul Wenaas	1937	2,108,000
93.	Ens Toyota Ltd., Saskatoon	12,000,000	53 53	Danny Ens	1970	n/a
94.	Jay Dee Equipment Ltd. Swift Current	12,000,000	23 23	Allan Smith	1975	1,200,000
95.	Tisdale Sales & Service Ltd. Kindersley	12,000,000	37 37	John Boquist	1955	n/a
96.	Jarvie Farm Equipment 1976 Ltd., Saskatoon	11,000,000	30 30	Brian Jarvie	1971	n/a

The following companies, we believe, should be ranked within the TOP 100, however, they declined to offer definitive sales figure information.

Intercontinental Packers Limited, Saskatoon  
1200 employees 920  
CEO — M.F. Mitchell

Kramer Tractor Ltd., Regina  
210 employees *all*  
CEO — Donald E. Kramer  
Formed 1944

Saskatoon Drug & Stationery Company Limited,  
Saskatoon  
(Pinders)  
400 employees 300  
CEO — Richard Pinder

Remai Investments Company Ltd., Saskatoon  
700 employees *all*  
CEO — John V. Remai  
Formed 1957

### Saskatchewan's Top 15 Employers

Company	Total Employees	Sask-based Employees	Company	Total Employees	Sask-based Employees
1. Saskatchewan Telecommunications	4400	all	10. International Mineral and Chemical	1200	1000
2. Saskatchewan Wheat Pool	3977	2836	11. Prince Albert Pulp Co.	1000	995
3. Saskatchewan Power Corp.	3321	all	12. Cavalier Enter.	750	550
4. Agra Industries	2500	250	13. Dairy Producers	700	all
5. Federated Co-ops	1950	745	14. C S P Foods	650	344
6. Potash Corp of Saskatchewan	1826	1805	15. *Key Lake Mining Corp.	450	all
7. IPSCO Inc.	1611	1005	*KLMC is a flow-through company and has no sales income.		
8. Army & Navy	1300	450			
9. Saskatchewan Government Insurance	1273	all			

\*All the above figures were confirmed with the individuals or companies involved. Several others declined to confirm our information claiming confidentiality. Those would have brought the total to 100 companies.