

Appendix A: List of Interviewees and Other Documents

Appendix A – List of Internal and External Interviews

Part 1: Internal Interviewees

Dwayne Anderson	Member, Board of Directors
Rheal Cenerini	Director, Strategies and Relations (Farmer Relations and Operations)
Gord Flaten	Director, Product Development and Marketing Support
Larry Hill	Member, Board of Directors Chair, Audit, Finance and Risk Committee
Adrian Measner	President and Chief Executive Officer
Gord Menzie	Chief Financial Officer
Margaret Redmond	Executive Vice-President Corporate Services
Ward Weisensel	Chief Operating Officer

Part 2: External Interviewees

Greg Arason	Former President and Chief Executive Officer of the CWB
Keith Bruch	Vice President, Operations, Paterson Global Foods
Bill Dobson	President, Wild Rose Agricultural Producers, a farmer from Paradise Valley, AB
Terry Hildebrandt	President, Agricultural Producers, Association of Saskatchewan, a farmer from Langenburg, SK
Doug Matthies	Deputy Minister of Saskatchewan, Agriculture and Food
Barry Mehr	Deputy Minister of Alberta Agriculture, Food and Rural Development
Brian Oleson	Professor, Agribusiness Chair in Cooperatives and Marketing, University of Manitoba
David Rolfe	President, Keystone Agricultural Producers, a farmer from Elgin, MB
Barry Senft	Executive Director, Canadian International Grains Institute
Jason Skinner	General Manager, Northwest Terminal Limited
Barry Todd	Deputy Minister of Manitoba Agriculture, Food and Rural Initiatives

The Economic Impact Analysis of the Canadian Wheat Board

Part 3: Additional Documents Reviewed as Part of the Study

• The CWB's 2003-04 Annual Report
• Benchmarks to Measure CWB's Performance – Recommendations, by Richard Gray, June 2001
• CWB: Branding and Customer Relationship Management, by GPC Research
• The CWB 2003-04 Statistical Tables
• Performance Evaluation of the CWB by Daryl F. Kraft, W. Hartley Furtan and Edward W. Tyrchniewicz, January 1996
• Statistics Canada
• The CWB and Barley Marketing, Price Pooling and Single Desk Selling Report by Dr. Andrew Schmitz, Dr. Richard Gray, Dr. Troy Schmitz and Dr. Gary Storey, dated January 1997
• Information from various websites including:
- Canadian International Grains Institute (www.cigi.ca)
- Government of Saskatchewan (www.gov.sk.ca/newsrel)
- Saskatchewan Association of Rural Municipalities (www.sarm.ca)
- Farm Assist (www.farmassist.ca)
- The Port of Churchill: Opportunities for a New Millennium (www.quantumlynx.com/sarm/policy/documents/church.htm)
- The Nipawin Journal (www.nipawinjournal.com)

Appendix B: Glossary

Appendix B – Glossary of Terms

Direct impacts are the initial, immediate economic impacts generated by a company's initial expenditures. For example, the direct impacts of the CWB's purchase of goods from an office supply company would be the income the office supply company generates and the jobs created as a result of the sale of those goods.

Indirect impacts are the impacts of, for example, the office supply company sustaining its operations by purchasing goods and services (e.g., electricity, advertising, cleaning staff, etc.) necessary for their business. Note that the indirect impacts of the *Gross Output* measure would also include these impacts for all parties in the chain of transactions triggered by the CWB's initial expenditures.

Induced impacts arise from the spending of individuals and business incomes that are generated by the direct and indirect impacts originating from a company's initial expenditures. For example, induced impacts would arise as a result of employees of the office supply company spending a portion of their wages on goods and services for personal enjoyment (e.g., meals, entertainment, etc.)

Gross Output measures the annual economic impact (i.e., the direct, indirect and induced impacts) of all transactions that occur in an economy as a result of a company's initial expenditures. In the case of the CWB, such transactions are triggered by its administrative, capital and direct expenditures, as well as the premiums it generates for farmers through the marketing of wheat, durum and barley. For example, the *Gross Output* value would include the economic impact of a transaction between the CWB and an office supply retailer for goods purchased by the CWB, the economic impact of the transaction between a wholesale company and the retail office supply company for those same goods, the economic impact of the transaction between the wholesaler and the manufacturer of the goods, and so on. Thus, under the *Gross Output* approach, the economic impact of the same item can be counted several times. To eliminate the double counting in the *Gross Output* measure, *Value Added* or *Gross Provincial Income* is calculated.

Gross Provincial Income ("GPI") also known as Value Added or Gross Domestic Product ("GDP") measures the annual net economic impact (i.e. the direct, indirect and induced impacts) of a company's initial expenditures. It represents the sum of all value added contributed at each stage of production. Only final outputs are counted, intermediate inputs are netted out..

Direct Sales are the value of goods and services purchased for on-site operations. *Direct sales* are the portion of revenues from the activity that excludes taxes, depreciation, wages and salaries, and net profits. The turnover of goods and services required to sustain the activity are *total sales*.

Labour Income includes the total salaries and wages generated in the economy by the employment impacts.

Employment is expressed as the number of equivalent full time jobs indicated in person years. As is the case with the monetary measures, employment impacts can be direct, indirect or induced.

Taxes in the model are linked with the level of government that is receiving them. For example, taxes on corporate profits are shared between the federal and provincial governments and local (municipal) governments collect business and property taxes. These amounts are included in *Gross Output* and *Value Added*.

Multipliers In the measurement of economic impacts, a dollar spent circulates and re-circulates within the economy, magnifying the effects of the original expenditure. This process is referred to as an economic multiplier effect.

Appendix C: Detailed Economic Results