

PORTAGE LA PRAIRIE AND AREA ECONOMY STUDY

1969 - 1979

FINAL REPORT

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C.F. Framingham

and

D. Freshwater, Consultants

and

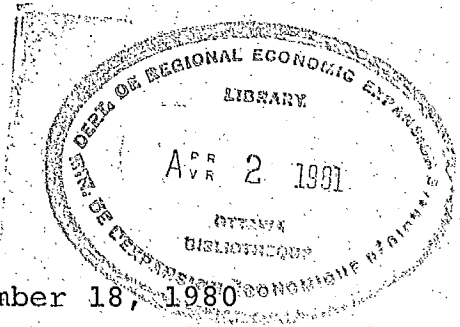
S.D. Coughlin, Project Officer  
Department of Regional Economic  
Expansion

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Contract No. 6160.

September 30, 1980

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December 18, 1980

Dr. G.F. Parsons  
Director, Regional  
Analysis Branch  
Department of Regional  
Economic Expansion  
Bessborough Tower  
601 Spadina Crescent E.  
Saskatoon, Saskatchewan  
S7K 3G8

Mr. E.A. Poyser  
Manager, Development  
and Analysis Branch  
Department of Regional  
Economic Expansion  
400 - 185 Carlton Street  
P.O. Box 981  
Winnipeg, Manitoba  
R3C 2V2

Dear Sirs:

Please find enclosed the final report concerning the Portage la Prairie study conducted under Contract No. 6160.

Dr. Freshwater and I sincerely appreciated the excellent cooperation we received from you and the staff of the Winnipeg office of DREE. In particular, the dispatch with which Shannon Coughlin interacted with ourselves and the Study Advisory Committee concerning data collection and processing, working material compilation and report writing was critical. Without her participation completion of a project framed in the context of the Contract would not have been possible.

The contributions by yourselves and E.W. Somers were instrumental and equally essential to our success.

We enjoyed the opportunity to present the study results to members of the executive of DREE. Should any further such presentation become appropriate we would be most willing to participate.

We trust this report meets with your approval. Should any matters require our further attention please advise.

Yours sincerely,

Dr. D. Freshwater

Dr. C. Framingham

### ACKNOWLEDGMENTS

We wish to express our sincere appreciation to all those who contributed to making this study possible.

The Study Advisory Committee was an essential ingredient of the study process and merit special recognition. Their efforts, willingly given, are gratefully appreciated. They were:

K. Devine	-	City of Portage la Prairie
A. Klassen	-	City of Portage la Prairie
W. Woodman	-	City of Portage la Prairie
S. Lye	-	R.M. of Portage la Prairie
J. Omichinski	-	R.M. of Portage la Prairie
R. Roteliuk	-	Central Plains Development Corporation

The executive support of G. Parsons, E.A. Poyser and E.W. Somers, was critical to our work and we sincerely thank them for their efforts. They, with the meticulous secretarial support of Merle Fundytus, Linda Snezyk, and Theresa Sjoberg, made completion of the project both pleasant and possible.

While we sincerely acknowledge the efforts of many, responsibility for any errors or shortcoming in this report rests solely with the authors.

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## SUMMARY

### Basic Assumptions

1. That the specific purpose of the study was to determine the fiscal viability of the city of Portage la Prairie and rural municipality of Portage la Prairie given DREE and provincial assistance in the development of water services for the city.
2. The evaluation of RDIA funds on industrial firms and the provincial and federal economy were outside the scope of the study.

### Results of Analysis

3. Revenues generated by industrial development of all kinds exceeded costs to the city (Table 3(A)). DREE and provincial assistance for water and sewer services were necessary to assure a positive fiscal position to the city on heavy water-using industries, e.g. McCains.
4. Although revenues exceeded costs in the city for the industrial plants, the city had greater costs than revenues from the associated new housing developed for industrial plant workers. The losses on housing development were less than the revenues from the plants so the aggregate net revenue was positive.
5. The fiscal implications of the industrial development of industry in the city of Portage la Prairie were negative for the rural municipality of Portage la Prairie. Costs associated with industrial labor force who moved into the rural municipality to reside exceeded revenues (Table 3(B)).

Implications Which Can Be Inferred

6. A city like Portage La Prairie could not reasonably assume the risk associated with provision of infrastructure required for industries requiring large capital infrastructure, such as that required for water services without outside assistance.
7. There are economies of size associated with provision of water services infrastructure which necessitates careful selection of a limited number of centres in which major water treatment and distribution systems should be planned: especially given the limited number of industrial development opportunities requiring large quantities of available water for agricultural processing.
8. If centers which are provided with grants to facilitate early phases of industrial development are to be capable of independent funding of subsequent infrastructure, two steps should be taken: (a) early concerted effort to attract industries to utilize most of the new capacity; and (b) establishment of rates for water services utilities which provide for future water service infrastructure expansion and/or replacement.

EXECUTIVE SUMMARY OF PORTAGE IMPACT STUDY

Over the past decade the city of Portage la Prairie has attempted to develop as a multifunction community by encouraging industries to locate within its boundaries. This process has been assisted by approximately \$10 million of federal assistance through various programs administered by the Department of Regional Economic Expansion. Provincial government assistance in the form of loans, guarantees and grants also contributed to this diversification effort. In the 1969-79 period major changes have taken place within the city in terms of the number and type of industries activities and the infrastructure of city services that supports these industries.

Given the magnitude of these changes and the size of the DREE aid it is desirable to evaluate the process of development and the role that DREE played in it. The focus of this study is the local government impacts of development. Both the city and rural municipality governments have been confronted with the need to make major adjustments resulting from the process of development. These adjustments involve changes in the level and size of services provided as well as the mechanisms for financing them. In magnitude they range from multi-million dollar water treatment plants to increasing the frequency of ploughing roads in winter. Although development results in benefits to a community in the form of jobs and income it also brings costs in the form of the need to upgrade services and assume new debts. Not only is the net benefit important so is the distribution of revenues and costs between neighbouring communities. Therefore, the study attempts to measure the relative revenues and costs to the city and rural municipality of Portage la Prairie.

The city of Portage la Prairie is located 84 kilometers west of Winnipeg near the Assiniboine River in an area known as the Portage Plains. The city is one of the earliest settlements in Manitoba and has a long history as an agricultural service and processing centre. Transportation links to the rest of the province and nation are excellent. The city is situated on the main lines of both the CNR and CPR, as well as the four-lane expressway from Winnipeg to Brandon on the TransCanada Highway. Winnipeg is only a one-hour drive away, giving access to a larger variety of commercial, industrial and cultural services. As Table 1 indicates over the past decade the city's population has been reasonably stable, particularly when the national decline in population of small cities over the same period is considered.

TABLE 1

POPULATION

Area	1966	1971	1976	1980*
City of Portage la Prairie	13,012	12,950	12,555	12,663
Rural Municipality of Portage la Prairie	7,481	7,514	7,193	6,346

\* These figures were obtained from censuses taken by the City and the Rural Municipality for the purposes of election roll preparation.

TABLE 2

RURAL MUNICIPALITY OF PORTAGE LA PRAIRIE

	1966	1971	1976
ACRES OF FARMLAND	423,481	433,988	409,445
NUMBER OF FARMS	901	825	690
ACRES UNDER CULTIVATION			
Wheat	89,656	63,450	102,745
Oats	29,911	27,339	18,620
Barley	47,298	86,830	63,223
Rapeseed	4,908	18,700	8,764
Corn	10	151	208
Potatoes	1,666	1,933	2,019
Corn Silage	1,363	531	23
Hay	25,349	26,598	27,109
Flax	36,140	18,712	20,769
Summer Fallow	62,462	59,453	48,310
Strawberries	48	33	35
Vegetables	464	704	925
Tree Fruits	29	18	26
Greenhouse	4	n/a	3
TOTAL	299,308	304,452	292,779 *

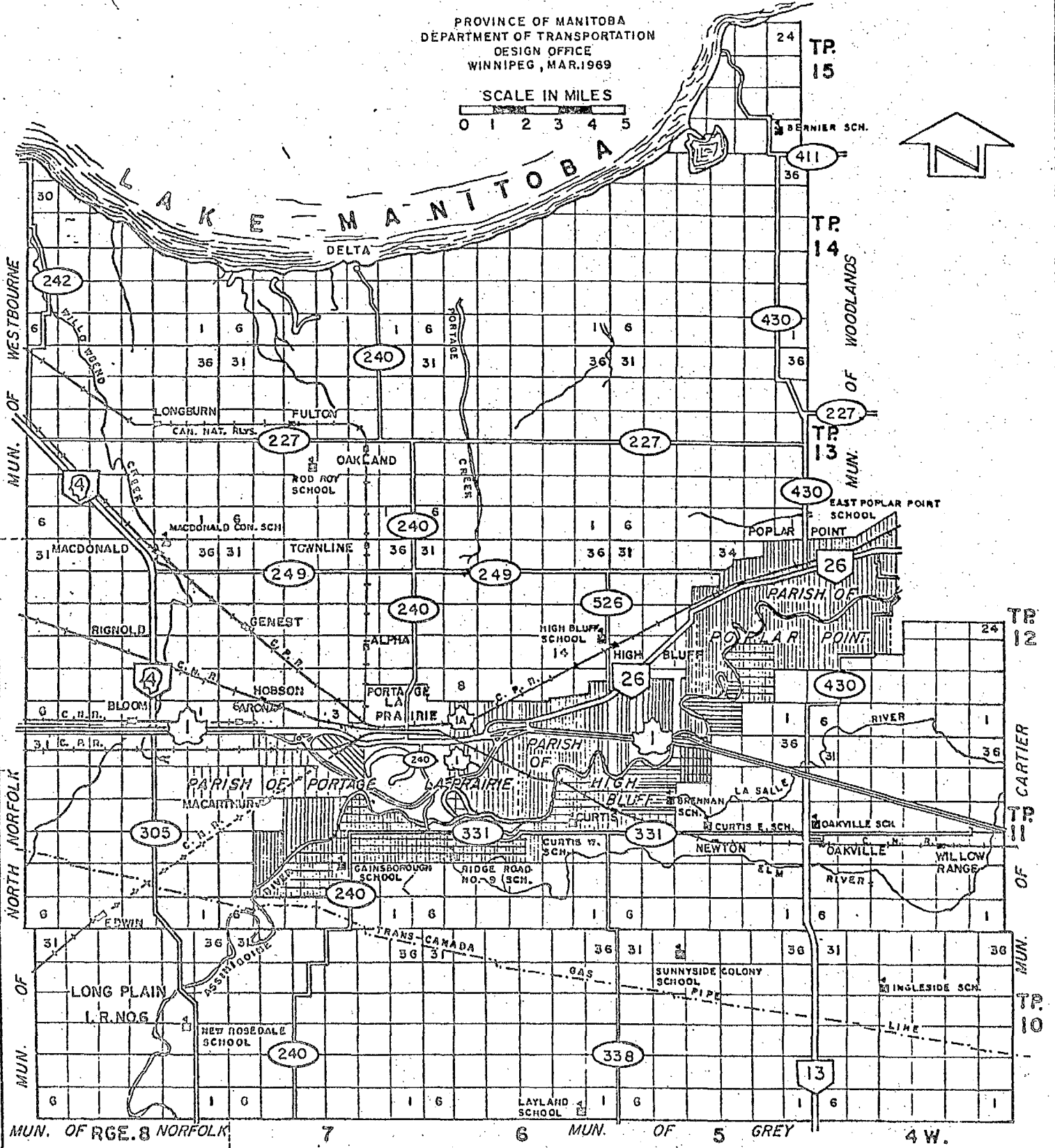
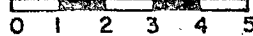
\* Some minor crops are not reported in this total.



# R.M. OF PORTAGE LA PRAIRIE

PROVINCE OF MANITOBA  
DEPARTMENT OF TRANSPORTATION  
DESIGN OFFICE  
WINNIPEG, MAR. 1969

SCALE IN MILES



REVISED - JUNE 1978  
OCT. 1978

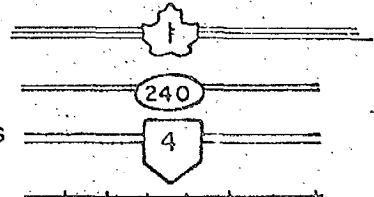
FIGURE 1

TRANS CANADA HIGHWAY

PROVINCIAL ROADS

PROVINCIAL TRUNK HIGHWAYS

RAILWAYS



# Portage and Area Economy

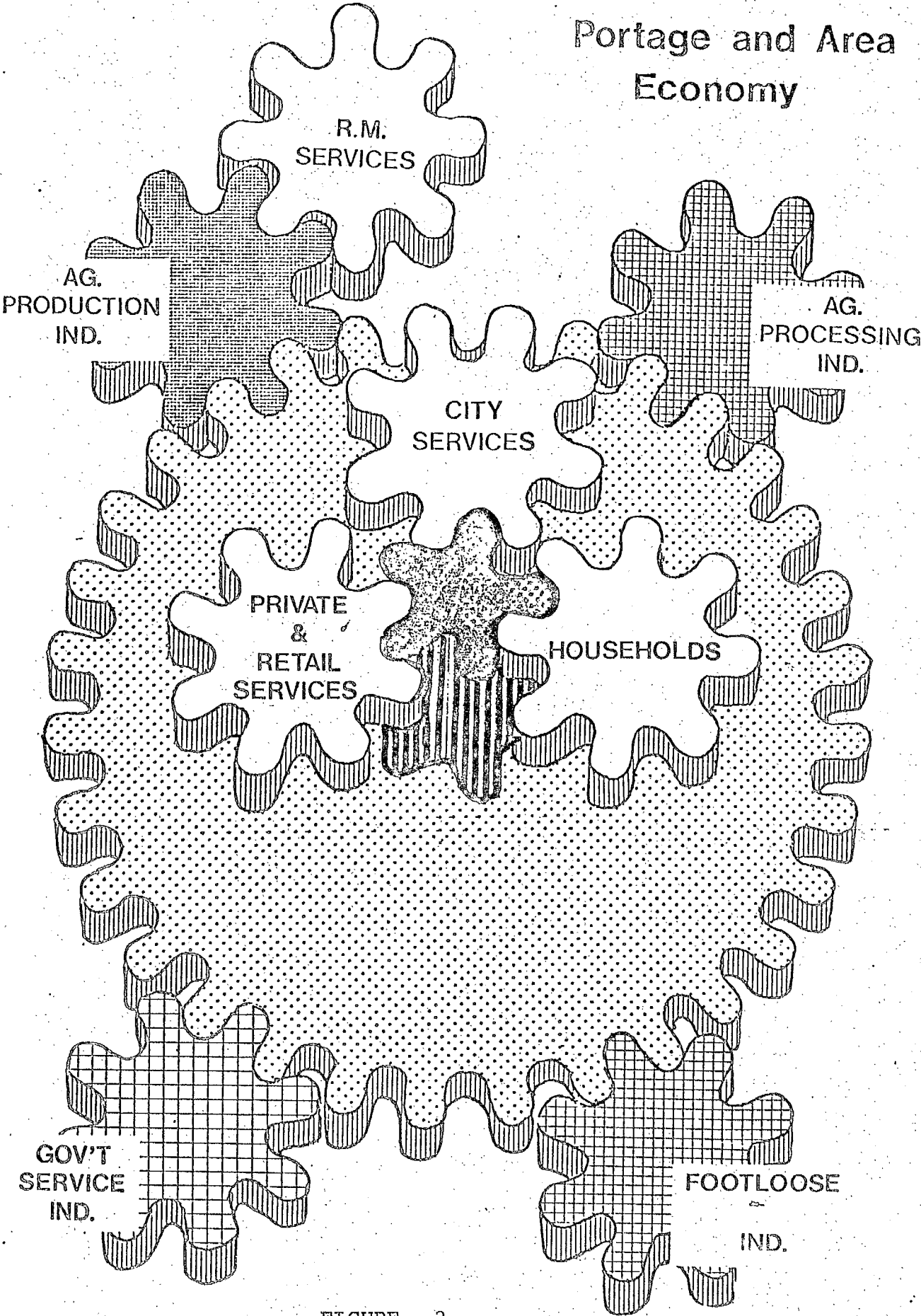


FIGURE 2

The city of Portage la Prairie is embedded in the rural municipality of Portage la Prairie. The rural municipality has an area of 730.5 square mi., with the greatest proportion being in improved crop land. The soil and climate are both favourable for the production of high value crops such as corn and potatoes and there is a significant vegetable industry in areas where water is available for irrigation. The relative location of the city in the rural municipality is shown in Figure 1 while Table 2 indicates changes in the number and size of farms over the past three census periods, as well as changes in the crops grown.

In addition to being the primary service centre for residents of the city and rural municipality, Portage la Prairie is a service and trade centre for a number of other rural municipalities lying primarily to the west and north of the city. For these areas Portage is the closest city offering such facilities as a large enclosed shopping mall, and specialized services. Consequently the city provides employment and services to individuals residing considerable distances away.

In the latter part of the 60's, although the city was primarily an agricultural service centre it did have some diversity. This included an agricultural processing plant, the head office of an insurance company and some provincial government facilities. As farm numbers declined and transportation routes were improved the traditional role of rural service centres declined, leading to out-migration. For Portage to avoid the decline in population experienced by other rural communities it needed to attract alternative industries capable of supporting the city population.

Figure 2 depicts a theory of the economic interactions of the city of Portage la Prairie and surrounding area. The large central gear represents the internal activities of the town involving the relationships between residents, their government and the retail trade. These three groups are found within any community and although essential to the concept of a community are unable by themselves to keep the community viable. For small urban centres such as Portage la Prairie some driving force or revenue generator is required. These "motors" sell outside the community attracting external income to replace leakages from the local retail, residential and government sectors. If these motors are strong enough the revenue they earn is more than enough to offset any leakages and the community grows. In brief a "motor" is any sector which is oriented to providing goods and services outside the particular community in which it is located.

In the case of Portage la Prairie four "motors" have been identified. They are: the historical functions of primary agricultural production, and agricultural processing, with government services and footloose industry being the other two. Government services in this context include senior government facilities that

are oriented to provincial or national concerns so that they deal with more than local residents. As the Portage Plains area lacks raw resources necessary for primary industry other than agriculture and is not a large market any industry that is attracted will be of a type that is capable of transporting its inputs and outputs considerable distances. Such industries have been termed foot-loose because they are not restricted to locating in particular areas.

Any industry requires some minimal level of infrastructure, including: water, power, transportation and other services. However, the base quantity and quality for different types of industry can vary considerably. Typically footloose industries by their nature do not place large demands on community services while agricultural processing plants require large volumes of water and transportation links capable of handling heavy loads. For a community to attract an industry requiring a specialized infrastructure it must either already be in place or the community must be willing to develop it. In the case of Portage la Prairie if the agricultural processing sector was to develop beyond the level in place in the mid 1960's major expenditures on water and sewage treatment facilities were required. Footloose industry by its nature can locate wherever facilities are best suited to its needs. For Portage la Prairie to attract such industry the city had to be able to offer advantageous terms either directly or through an intermediary.

DREE through a number of different programs provided mechanisms which facilitated the city's efforts to enlarge the "motors". These included assistance in upgrading the city infrastructure so that it met the requirements of firms in the agricultural processing sector and also through provision of incentive grants to assist industries locating in Portage la Prairie. Programs reduced the costs of new development to the city or the new firm. In determining the costs and revenues to the city and municipality all affected cost factors were considered as the objective of the study was to measure the revenue and costs to local governments of industrial diversification programs.

The local government receives direct revenues in the form of property taxes and water and sewage charges from new firms. It also receives indirect revenues from any new households that are attracted as a result of new employment. These indirect revenues are received as property taxes and utility charges. On the cost side the city experiences the costs of providing services to the plant and the the new households it helped create. These include the costs associated with new utility capacity, protective services such as fire and police, school charges and local services. In addition the community as a whole receives primary and secondary benefits in the form of new jobs and additional income.(Table 5).

It was mentioned earlier that the distribution of revenues and costs between communities is important. Although a plant is located in the community it can draw its labour force from surrounding areas. In the case of the firms in Portage it is estimated that 70 per cent of the labour force reside within the city, 15 per cent in the R.M. of Portage, and 15 per cent reside within the trading area. Thus the rural municipality acquires new households as a result of the city attracting new industry. Superficially this would appear to be advantageous to the rural municipality but closer examination of their revenues and costs indicates they are worse off as a result of the immigration.

In Table 3 costs and revenues by type of industry for the city and rural municipality are presented. These figures are based on aggregation of costs and revenues at a firm level. Two levels of costs are presented for the city. The lower level assumes that firms are charged for water services on the basis of the portion of costs borne by the city for the sewage and water treatment plant. This deducts all federal and provincial assistance. It also assumes that the total portion of capital cost allocated against individual firms are based on the water they use assuming the plant is being used at full capacity. In the high cost case the total cost of the plant is used and it is assumed that this cost has to be recovered from current users. Currently the water and sewer plant operates at 30 per cent of capacity. These two cases represent polar extremes. The low cost case assumes that users should only be charged for the water they actually need not the excess capacity of the system and the high cost case assumes that no additional water users will be found and all costs should be recovered from current users. It is indicated for government services and footloose industry "motors" the city revenues exceed costs irrespective of the method of cost calculation used while for others, notably agricultural processing net revenues are negative or positive depending on the method of calculation chosen. In general from the city perspective footloose industry and government services provide more revenues than costs while agricultural processing is sensitive to how costs are determined, specifically without external public assistance costs to the city exceed revenue generated. The city also incurs indirect costs associated with the development of new housing for the expanded labour force. These costs include education taxes and an appropriate share of the costs of city services. The revenues generated from these new housing units fail to cover the associated costs as is shown in Table 3. The rural municipality derives no direct revenues or costs from industry locating in the city. It does, however, incur costs to accommodate new households locating within the rural area. In every instance the revenues generated are less than the costs.

TABLE 3  
REVENUES AND COSTS  
1979

INDUSTRY TYPE	REVENUES	COSTS	
		Worst	Best
A. CITY OF PORTAGE LA PRAIRIE			
<u>Direct</u>			
Footloose Industries	104,887	43,047	31,231
Ag. Processing Industries	256,386	362,904	91,826
Government Service Industries	91,992	929	231
SUB-TOTAL	453,265	406,880	123,288
<u>Indirect*</u>			
Footloose Industry Residences	67,712	74,808	
Ag. Processing Industry Residences	91,961	106,710	
Government Service Industry Residences	83,247	91,966	
SUB-TOTAL	242,920	273,484	
TOTAL	696,185	680,364	396,772
B. RURAL MUNICIPALITY OF PORTAGE LA PRAIRIE			
<u>Direct</u>		N O N E	
<u>Indirect*</u>			
Footloose Industry Residences	8,496	15,707	
Ag. Processing Industry Residences	12,073	22,320	
Government Service Industry Residences	10,412	19,250	
TOTAL	30,981	57,277	

\* Costs of residential housing services.

Table 4 indicates the development costs for the sewage and water plants and the cost-sharing arrangements in effect. For the system, the city's share is 60 per cent of the total cost of \$7.35 million.

In addition to the local government revenues and costs there are direct and indirect benefits in the form of jobs and incomes. A uniform employment multiplier of 1.6 was applied to each type of industry to generate indirect jobs. Minimum wages were used to generate indirect income levels. Actual wages were employed to generate direct income levels when available. Where actual wages were not available estimates were based on the industry wage averages by sector. These results are reproduced as Table 5.

In conclusion, a number of points can be given from the analysis. These focus on three broad issues.

1. The distribution of revenues and costs between local governments that results from attracting industry.
2. The role of infrastructure in attracting industry and how it should be paid for.
3. General implications for development assistance to rural communities.

The first point is reasonably obvious. Although the community attracting the industry has the potential for changes in local government revenues to exceed local costs, surrounding communities will experience government deficits unless they have sophisticated cost recovery policies. Further, it is not necessarily the case that an incoming industry will provide as much in local government revenue as it requires in costs for the community it settles in. This is particularly true if the indirect costs and revenues associated with providing additional housing for the workers at the new plants are taken into consideration.

The second point indicates that firms with low infrastructure requirements are more likely to generate positive net local government revenues than those with high requirements. For a local government to be better off with a firm that demands a lot of infrastructure, there may need to be a cost-sharing arrangement with a senior government. Given that there are benefits to the economy of the province and country as a whole, which have not been considered here, such agreements can be justified. Finally, it appears that once infrastructure is in place it makes sense to use it to spread the fixed costs over a larger base.

The final point deals primarily with the situation in rural Manitoba. Given the high capital costs of infrastructure and the possibility of low initial use, it is best to concentrate resources on selected communities in order to foster growth.

TABLE 4

DEVELOPMENT COSTS FOR SEWAGE AND WATER  
AND COST-SHARING

(\$ Million)

	CITY	GRANTS		TOTAL
		Federal	Provin.	
Water Treatment Plant	\$1.95	\$1.25	Ø	\$3.20
Sewage Treatment Plant	2.65	Ø	\$1.50	4.15
<b>TOTAL SYSTEM</b>	<b>\$4.60</b>	<b>\$1.25</b>	<b>\$1.50</b>	<b>\$7.35</b>



TABLE 5

JOB AND INCOME BENEFITS

1979

INDUSTRY TYPE	JOBS		INCOME	
	Direct	Indirect	Direct	Indirect
Footloose	203	122	1,922,416*	771,430
Ag. Processing	290	174	4,407,152*	1,103,856
Government Service Industries	250	150	3,750,000	951,600
Primary Ag.	51	31	323,544	196,664
TOTAL	794	477	10,403,112	3,023,550

N.B. Minimum wage of \$3.05 was assumed for calculation of indirect incomes.

\* Due to the inability to obtain wages and salaries from some of the industries within this group, these figures are not complete.

### STUDY CONTEXT AND PURPOSE

The Department of Regional Economic Expansion of the Government of Canada has through its General Development Agreement provided substantial support to development in and about the City of Portage la Prairie. In order to evaluate the effectiveness and appropriateness of expenditures made in Portage la Prairie and thereby secure a general assessment of similar expenditures in other trade centres it was deemed necessary to study the Portage situation in some detail.

To pursue the study it was decided to conduct:

- (a) an economic analysis of the structure and the economic linkages that existed between sectors of the Portage la Prairie and region economy in 1979; and
- (b) an evaluation of the relationships between selected DREE development projects undertaken under the provision, of the Regional Development Incentives Act (RDIA), the Agricultural and Rural Development Act (ARDA) and the Agricultural Service Centres (ASC) programs, in the context of their economic relationships with Portage la Prairie and its trading area.

To conduct the study, the Study Team and Advisory Committee:

- (a) defined the study region as the economic region served by the town of Portage la Prairie;
- (b) organized the economic analysis to measure the size of the following economic sectors within Portage la Prairie to include:
  - (i) resource related manufacturing industry;
  - (ii) government services;
  - (iii) households;
  - (iv) private services;
  - (v) footloose public and private industry;
- (c) organize the economic analysis to measure the size of linkages between Portage la Prairie and its surrounding land area to include:
  - (i) the farm economy;
  - (ii) rural households;
  - (iii) government services;

- (d) conducted the analysis of government services to specify the following sectors:
  - (i) services related to Portage la Prairie's traditional role as an agricultural service centre;
  - (ii) services related to resource processing in Portage la Prairie; and
  - (iii) services related to footloose Portage la Prairie industries;
- (e) described program expenditures undertaken under the RDIA, ARDA, and ASC programs in the study area during the 1969-1979 period; and
- (f) compared the costs of current municipal services required to meet Portage la Prairie's role as an agricultural service centre with those costs incurred for selected DREE development projects.

Since the City of Portage la Prairie, the rural municipality of Portage la Prairie, Central Plains Development Corporation, and the Province of Manitoba shared a mutual interest in the study with the Department of Regional Economic Expansion, they jointly agreed to support the study through a Study Advisory Committee. Membership on the Advisory Committee is shown in Appendix A.

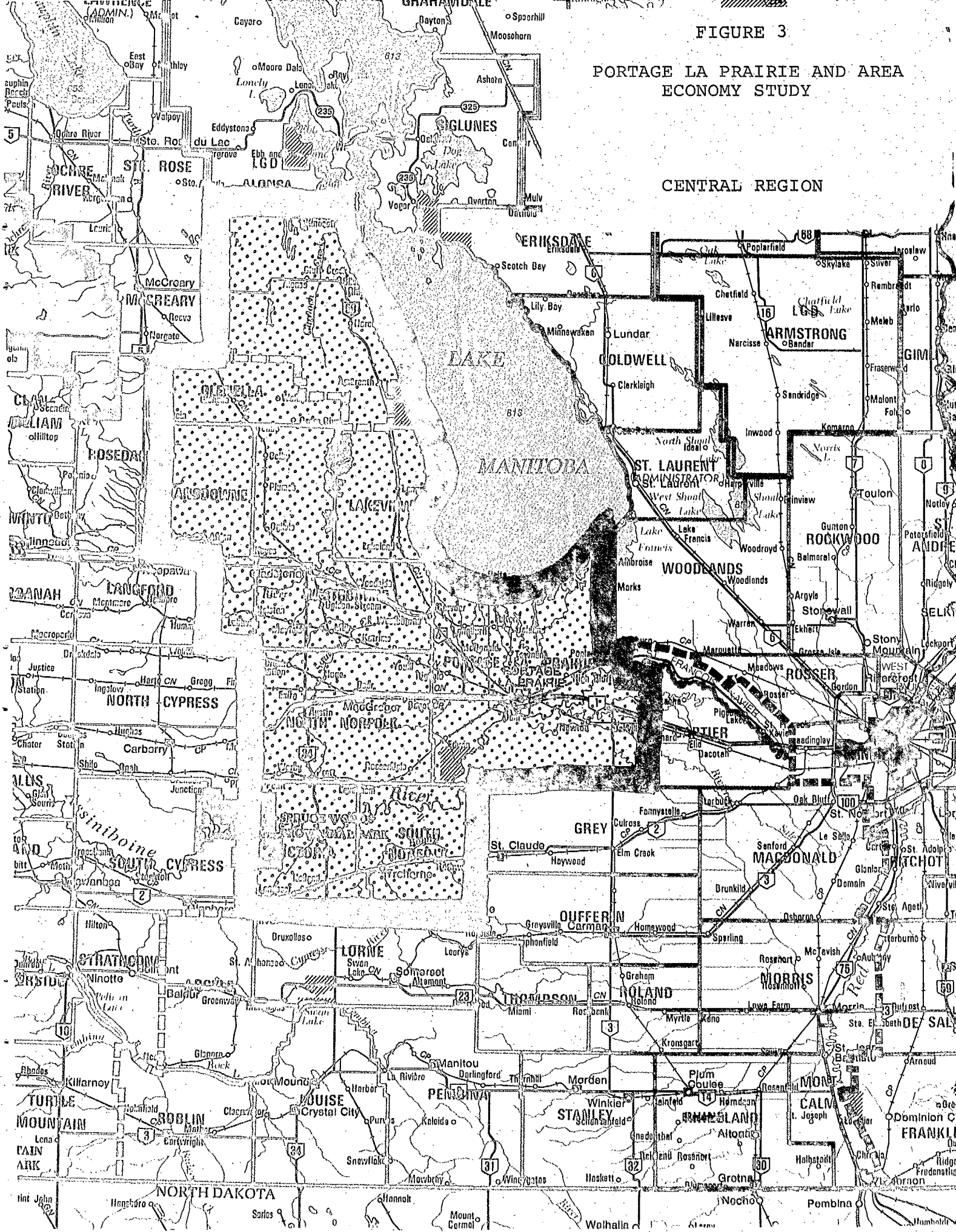
THE STUDY AREA

The study area as identified by the Study Advisory Committee and Consultants is as shown in Figure 3. While primary attention was focussed on the City of Portage la Prairie and the rural municipality of Portage la Prairie which surrounds it, the interrelationship between the Primary Agricultural Production Sector and the City of Portage la Prairie was considered for the entire region.

FIGURE 3

PORTAGE LA PRAIRIE AND AREA  
ECONOMY STUDY

CENTRAL REGION



## HISTORICAL PERSPECTIVE

### City of Portage la Prairie

The City of Portage la Prairie is the fourth largest city in Manitoba. The primary economic function of the municipality is supplying services to industry and an agricultural hinterland. In the past ten years, Portage has undergone significant change with the establishment of an industrial sector that has provided diversity in economic function. This chapter provides an introduction to the City's historical development in order to provide a framework for understanding the transformation of the last ten years, and a background to appraisal of the role of the Department of Regional Economic Expansion in that transformation.

The city is located near the Assiniboine River, 84 kilometers west of Winnipeg on the main line of the CNR and CPR. It is also on two major Canadian highways--the four-lane expressway from Winnipeg to Brandon on the Trans-Canada, and the gateway of the Yellowhead highway to Edmonton and Prince Rupert.

The land in the Portage district is very level and fertile and is known as the "Portage Plains". The rural economy is dependent upon the production of cereal grains, livestock, sugar beets, sunflowers, grass seed, potatoes, rapeseed, onions, carrots and asparagus. The City of Portage la Prairie is the trade or agricultural service centre for the surrounding rural population. The trading area population flows to Portage which offers a wide range and variety of services.

Proximity to the major city of Winnipeg has a number of costs and benefits. Higher order services are available in greater quantity and variety in Winnipeg which may discourage their development in Portage. However, proximity to Winnipeg enables Portage residents to have easy access to the amenities of a large city whenever they wish while being in a smaller urban place which some prefer.

The early history of the city was as a trading post operated by the Hudson Bay Company. In 1832 the Company established a post on the Assiniboine River two miles from the present city site. The post was later moved closer to the current location of the city and then onto Saskatchewan Avenue in 1870. The post was destroyed by fire in 1913 and not rebuilt. Saskatchewan Avenue, now the main thoroughfare, was at one time a pioneer trail leading into the western prairie.

The first white settlement was established in 1851 with the early settlers being of English, Scottish and French descent. The first school was built that same year. The first newspaper "The Marquette Review" was produced in 1876. Three years later, Portage had tri-weekly stage coach service to Winnipeg. A tri-weekly steamer service along the Assiniboine River was also established. In 1880 the town was incorporated and elected its first mayor.

Portage la Prairie became a city in 1907. By that time flour milling had become a significant local industry, producing 500,000 barrels annually for export to Japan, China, Australia and South America.

Processing of agricultural products and supplying services to agricultural producers were the key elements of the local economy. In addition the city possessed several government facilities and some private industry unrelated to agriculture.

In the latter portion of the 1960s Portage la Prairie undertook a major initiative to develop a more diversified economy by trying to attract more light manufacturing to the city. The advantages of this strategy were seen in terms of the creation of skilled industrial jobs, expansion of employment prospects for local labour and reducing the impacts on the local economy of fluctuations in agricultural prices. This strategy involved a major upgrading of the town's physical facilities. Since the existing water and sewage facilities were in need of replacement, a new larger system could be installed without the cost of scrapping useful existing facilities.

During the process of development, a number of grants from the Department of Regional Economic Expansion were made. These grants were to both the city and to companies investing in the city. The provincial government also contributed significantly by locating a number of provincial offices in Portage. In the ten-year period from 1969 to 1979 Portage underwent a major transformation. The objective of this study is to determine whether DREE expenditures influenced the course of that transformation. To do this, it was necessary to examine, in depth, the structure and activity of Portage and its area during the decade from an overview perspective.

In 1971, the population of Portage was 12,950 according to the Statistics Canada Census, and the town had the following characteristics in 1969.

Transportation was available on CNR and CPR daily freight and passenger trains, by CP Transport and smaller local truck transports, by seven daily Greyhound buses, two daily buses from Webb Bus Lines, and by the Portage Flying Club.

The industrial sector of the economy was dominated by a processing plant owned by Campbell Soup Company. A number of small industrial plants were also present. The head office of the Portage la Prairie Mutual Insurance Company and government institutions such as the Manitoba Home for Boys, the Manitoba School for Retardates, the Canadian Forces Base and the Portage Women's Gaol dominated the public service sector. See Table 6 for a sectoral breakdown of firms in the city in 1969.

The water source for the city was the Assiniboine River through a treatment plant with daily capacity of 2,500,000 gallons. Peak consumption was 1,900,000 gallons while average consumption was 1,500,000 gallons. The sewage was treated at the Pollution Control Centre, in aerated lagoons with a surface area of 25 acres. Fire protection consisted of two pumpers, two tankers, a utility truck, eight full-time firemen and 22 volunteers aided by a rescue wagon and two ambulances. Thirteen RCMP (rural and highway detachments) were stationed in the city. Electricity was supplied by Manitoba Hydro through a 115 kilowatt integrated network. Two propane distributors and Inter-City Gas Utilities Limited were also sources of energy. The 1969 Mill Rate was 86.909 for industrial and commercial and 63.73 for residential property. Business tax was 15 per cent of assessed rental value.

Some 413 retail and service firms were present to serve the community and its trading area.

The city was served by two newspapers; one daily, one weekly, and a local radio station. A variety of professional services, financial institutions and real estate firms were present. Cultural and social facilities included a museum, a library and 18 religious denominations. Recreation activities were well developed and included a golf course, exhibition grounds, race track, playing fields, arenas, theatres, swimming pool, bowling alleys, tennis courts and a flying club.

The 1976 population of Portage according to the Statistics Canada Census of Population was 12,555. Through annexation of land from the municipality for the new shopping centre complex constructed on the western side of the city; the pop. of the city has increased to 12,663 by 1980. The city continued to function as a distribution and trade centre for the region, but at a more sophisticated level due to construction of a new mall, expansion of the co-op mall, and overall increases in the number and variety of service establishments.



As shown in Table 6, some 610 retail and wholesale outlets, finance, insurance and real estate businesses and over 196 community personal and miscellaneous services served the community by 1979.

Transportation was available on CNR and CPR daily freight trains, by VIA Rail, by CP Transport, CN Express and smaller local truck transports, by two daily Grey Goose buses, nine daily Greyhound buses, daily Webb Bus Lines buses and by an airport with four runways outside the city.

The industrial sector experienced an increase in activity with the introduction of new firms including the new McCain Foods, Woodstone Foods, Phillips Cables, and Berkley and Co. Government institutions continued to dominate the service sector with the addition of the provincial building to the other previously established institutions. The study approach sectoral delineation of firms is shown in Table 6.

The city has a \$2.86 million water treatment plant and is proceeding with construction of a new \$3.7 million sewage treatment plant. The daily water capacity of the new plant is 5,000,000 gallons with a peak consumption level of 2,200,000 gallons averaging 1,600,000 gallons. The sewage capacity will be 3 million gallons for dry weather flow and 8 million gallons for wet weather flow.

Fire protection has increased to ten full-time and 24 volunteer firemen, four pumpers, a rescue wagon, and three ambulances. The RCMP detachment has increased to 17 members. Manitoba Hydro continues to supply electricity through a 115 kilowatt integrated network. Garbage disposal remains weekly for residential and daily for commercial.

The 1979 Mill Rate is 145.823 for industrial and commercial and 121.627 for residential. Business tax is 9 per cent of assessed value. Facilities include eight elementary schools, two high schools, and three other schools, one hospital with 130 beds, two nursing homes and four senior citizen homes.

The city continues to be served by two newspapers and the local radio station. In addition to radio and television broadcasts from Winnipeg, cable television service is available.

The quantity of professional services available has increased, as well as the number of financial institutions and real estate firms. Cultural and social facilities remain unchanged.

TABLE 6  
CITY OF PORTAGE LA PRAIRIE SECTOR BREAKDOWN

Sector	No. of FIRMS 1969	No. of FIRMS 1979	Change in No. of FIRMS 1969-1979	% Increase from 1969 Base
Ag. Processing Industry	5	6	+ 1	20%
Private and Retail Services	<u>413</u>	<u>610</u>	+197	48
- Agriculture	7	7	0	0
- Manufacturing	16	24	+ 8	50
- Construction	27	46	+ 19	70
- Transportation, Communication, Utilities	27	37	+ 10	37
- Wholesale Trade	25	29	+ 4	16
- Retail Trade	144	206	+ 62	43
- Finance, Insurance, and Real Estate	31	65	+ 34	110
- Community, Business, and Personal Service	136	196	+ 60	44
City Services	12	21	+ 9	75
Footloose Industry	5	10	+ 5	100
Government Service Industries	16	23	+ 7	44

\* 1971 Statistics Canada

\* A listing of firms present in 1969 and 1979 is shown in Appendix A.

A comparison of economic activity over the ten-year period is presented in Table 7. The step up in manufacturing and construction activity in the city is indicated by a marked increase in these areas.

TABLE 7

PORTAGE LA PRAIRIE ECONOMIC STATISTICS 1969 & 1979

	<u>1969</u>	<u>1979</u>
Gross Income	\$31,620,000	\$93,400,000
Retail Trade Volume	\$24,450,000	\$65,840,000
Value of Construction	\$ 2,800,000	\$ 8,187,770
Value of Manufactured Shipments	\$13,500,000	\$28,700,000

Other indicators of economic performance in the city are the financial statements (published yearly) which show trends, strengths, and weaknesses during the period. As summarized in Table 8, Portage has increased its tax imposition 2½ times over the period, yet fiscal, transportation and health expenditures have increased threefold, however, a surplus position has been maintained since 1970.

The City of Portage la Prairie is located in the Rural Municipality of Portage la Prairie. The 1969 population was 6,448. A breakdown of firms by the study sector for 1969 is presented in Table 9. In 1980, the population of the rural municipality was 7,193, and the sectoral breakdown of firms for that year was as presented in Table 9. There has been a marked increase in the private and retail services sector over the decade in the rural municipality, mainly in the area of construction businesses.

The economy of the rural municipality is based on agriculture, especially in the Portage Plains area. Some changes have taken place in planting patterns, to some extent a direct result of the increase in food processing industries in the city over the decade.

TABLE 8

CITY OF PORTAGE LA PRAIRIE 1969-1978

(\$000's)

	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>
<u>GENERAL FUND REVENUE</u>										
Total Tax Imposition	1423	1599	1695	1606	1617	1828	2456	2829	3316	3915
Total Revenue*	1845	2037	2188	2157	2330	2616	3396	3871	4710	5587
<u>GENERAL EXPENDITURES</u>										
Fiscal										
-Education	469	569	551	638	629	858	1259	1531	1770	1991
-Total	1061	1118	1222	1180	1275	1463	1883	2079	2499	3010
Trans- portation	190	238	230	249	249	306	375	413	484	726
Env./ Health	41	38	43	56	68	70	77	96	110	133
Total Expense	1848	2008	2151	2135	2287	2606	3332	3710	4372	5412

\* Includes grants, sales of services and goods, transfers from cash surplus and general reserves.

TABLE 9

RURAL MUNICIPALITY OF PORTAGE LA PRAIRIE -- SECTOR BREAKDOWN 1969 & 1979

Sector	No. of Firms 1969	No. of Firms 1979	Change From 1969 Base	% Change From 1969 Base
Ag. Production Industry	2825	2812	-13	- .5
Ag. Processing Industry				
Private and Retail Services	59	82	+23	+ 39.0
1. Agricultural	3	5	+ 2	+ 66.7
2. Manufacturing	2	6	+ 4	+200
3. Construction	2	11	+ 9	+450
4. Transportation, Communication, Utilities	2	4	+ 2	+100
5. Wholesale Trade	1	2	+ 1	+100
6. Retail Trade	24	22	- 2	- 8.3
7. Finance, Insurance, Real Estate	1	3	+ 2	+200
8. Community, Business, Personal Service	20	26	+ 6	+ 30
City Services	--	--	--	
Footloose Industry	-	-		
Government Service Industries	4	3	- 1	- 25

From the figures in Table 10, the trend toward growing more higher value crops such as potatoes and vegetables is evident. Since 1976, it is estimated that the acreages of these crops have experienced large increases.

TABLE 10

RURAL MUNICIPALITY OF PORTAGE LA PRAIRIE			
ACRES UNDER CULTIVATION			
	<u>1966</u>	<u>1971</u>	<u>1976</u>
Wheat	89,656	63,450	102,745
Oats	29,911	27,339	18,620
Barley	47,298	86,830	63,223
Rapeseed	4,908	18,700	8,764
Corn	10	151	208
Potatoes	1,666	1,933	2,019
Corn Silage	1,363	531	23
Hay	25,349	26,598	27,109
Flax	36,140	18,712	20,769
Summer Fallow	62,462	59,453	48,310
Strawberries	48	33	35
Vegetables	464	704	925
Tree Fruits	29	18	26
Greenhouse	4	n/a	3
<b>TOTAL</b>	<u>299,308</u>	<u>304,452</u>	<u>292,779</u>

The yearly financial statements for the Rural Municipality are summarized in Table 11. The tax imposition has increased fourfold over the decade, and the fiscal expenditures have increased similarly. This has caused a recurring deficit position in the last few years due to increased transportation and environmental health expenditures.

TABLE 11

RURAL MUNICIPALITY OF PORTAGE LA PRAIRIE 1969-1979

(\$000's)

	<u>1969</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>
<u>GENERAL FUND</u>										
<u>REVENUE</u>										
Total Tax Imposition	675	772	824	964	926	1124	1585	1837	1915	2194
Total Revenue*	834	966	1026	1152	1121	1521	1914	2402	2229	2583
<u>GENERAL EXPENDITURES</u>										
Fiscal										
-Education	369	468	457	588	547	748	1120	1359	1440	1590
-Total	431	517	500	672	653	824	1240	1651	1505	1769
Trans- portation	215	193	303	250	272	285	349	441	374	618
Env./ Health	.2	.6	2	2	4	5	6	113	27	22
Total Expense	783	904	986	1083	1105	1328	1914	2454	2157	2672
* Includes grants, sales of services and goods, transfers from cash surplus and general reserves.										

### DREE Involvement

The Department of Regional Economic Expansion has contributed approximately \$10 million to the transformation of Portage la Prairie over the 1969-79 period. These expenditures came through a number of different programs and at various points in the decade. Determination of the opportunities and extent of the impact of these expenditures has not been assessed due to various constraints. However, the study seeks to evaluate how DREE expenditures influenced the pattern of development. A discussion on the nature of the various programs and the specific expenditures in Table 12 will provide an overview of the sphere of influence.

The Agricultural Service Centres Agreement is delivered by PFRA. The overall objective of that program is to strengthen the role of several dominant service centres in providing an adequate level and range of public and private services (water and sewage) to meet the needs of a growing agricultural area and in providing locations to expand non-agricultural employment.

The RDIA program provides incentive grants to new plants for expanding or modernizing plants for most manufacturing and processing industries. The objective of the program is to encourage industry to invest in slow growth areas, resulting in improved opportunities for employment.

Under the Special ARDA program, financial assistance is provided to individuals, groups and communities to establish commercial undertakings for community activities or for primary production (fishing, trapping) which result in the creation of employment opportunities for people of native ancestry.

The General Development Agreement provides a framework for co-operation between federal and provincial governments for a long-range plan of action. Each provincial agreement is a statement of development objectives and the broad federal-provincial strategy for achieving them. Basically they are statements of intent -- making provision for specific subsidiary agreements.

Two of the subsidiary agreements affecting the study area are the Industrial Development Sub-Agreement and the Value-Added Crops Agreement.

The Industrial Development Sub-Agreement objectives are to accelerate the industrial development process through improving knowledge and promotion of industrial opportunities, through technology transfer and by fostering the establishment and development of manufacturing and small business firms. The objective of the Value-Added Crops Agreement is to accelerate the expansion of value-added crops production and improve the efficiency of production and conversion of crops through live-stock into real meats.



TABLE 12

DREE ASSISTANCE

(Dollars)

MAINSTREAM

Agricultural Service Centres		\$2,500,000
------------------------------	--	-------------

RDIA

Connery's Riverdale Farms	\$27,225	
Phillips Cables	906,000	
A.A. Kroeker	19,800	
Berkley & Co.	157,379	
McCain Foods	2,399,915	
Woodstone Foods	385,415	
Total RDIA		3,895,734

SUPPORTIVE

Special ARDA (Portage & Area)

Primary Producers	258,450	
Commercial Undertakings	173,038	431,488

Industrial Development  
Sub-Agreement

Food Products Centre	2,812,000	2,812,000
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Rural Small Enterprise  
Incentive Program

Connery's Riverdale Farms	30,000	
Sun & Snow Machinery	19,071	
A.J. Turner	20,000	
Valve N Head Shop	13,050	82,121

SUB-TOTAL\*

\$9,721,343

Value Added Crops\*

The major portion of the \$18,500,000 in the Agro-Man Agreement has been allocated to the south-central area of Agro-Manitoba. Portage and area projects will focus on production technology demonstrations and investigations. Minimal drainage funds will be allocated. At present, it is estimated that \$1.5 million may be expended on projects in the Portage trade area.

## STUDY METHODOLOGY

The methodology applied to evaluate the impact of DREE grants on Portage la Prairie builds on the traditional notion of export-base analysis first formulated by North in 1955 and since applied extensively in economics and regional science research.<sup>1</sup> The fundamental concept of economic base theory is that within a region there is at least one industry which produces output for final sale outside the region. These exports generate revenues which allow the purchase of goods and services which are produced outside the region. In addition to the export base there are a number of other industries which service the local population, providing goods and services to local producers and consumers. In terms of size whether measured in number of establishments, number of employees, gross sales, or some other measure there is no reason to assume the basic and non-basic sectors should have some fixed proportions.

In an ultimate sense the notion of export base theory culminates in the staple theory developed by Innes.<sup>2</sup> The staple theory was one of the first theoretical attempts to explain the structure and development of the Canadian economy. Innes observed that the pattern of development in Canada had moved from concentration on the production of one primary commodity to another for export purposes. These commodities - fur, fish, lumber, grain, provided the source of external funds. Although a large number of other activities took place to service the basic sector, the driving influences for development were the exports of staples. Where the staple was exhausted or demand declined, the economy faltered.

Although the staple theory has been applied in the context of economic history it is a particularly appropriate methodology for viewing regional development problems in the prairies. The majority of the economic activity in smaller settlements in the prairies revolves around the provision of goods and services to agricultural producers. The export of staple commodities, primarily cereal grains is the principal source of external funds. Thus the well-being of the towns, villages and small cities of the region depend on the income levels of farmers.

An economy that is in this situation can adapt and grow in a number of ways. The first would involve the deepening of the links to the staple by attempting to undertake more processing of the product and supplying more of the services that are required for the production of the staple. The second would involve a broadening strategy of attempting to diversify away from the staple by developing industries that are unrelated to it. The costs and benefits of these various strategies are reasonably apparent.

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1. North, Douglass C., "Location Theory and Regional Economic Growth: in Friedman and Alonso (ed.) Regional Policy: Readings in Theory and Applications, MIT Press 1975

No matter what strategy for development or growth is adopted certain common elements dealing with infrastructure and linkages need to be considered. These include the provision of basic community services, such as roads, water, and public safety. They also include the relationship between the export or basic sector and the non-export or service sector.

The economic interactions of a town, a community, or a region are dependent on its economic and export base. That is the base or resource activity that supports the area itself and provides for the production of exports. Given a base, a town, community, or region has essentially three principal components:

- (a) Industry
- (b) Population
- (c) Services.

These three components interact as illustrated in Figure 4.

As indicated in Figure 4, industry employs people, pays salaries, thereby supporting households. Households, in turn, purchase goods from tertiary industries, food stores, service stations, etc. Both industry and households require services from local government such as water supplies, sewage disposal, schools, roads and fire protection.

A community's viability, welfare, or standard of living is dependent on the strength of its economic and export base to support industry and the ability of the community's people to carefully select industries compatible with its export base and complimentary with respect to the services required. A group of people living together in a location does create some need for business to service consumption needs, but those needs alone are not sufficient to sustain a town. Other industry is needed.

The current study looks at the particular strategy of development adopted by the city of Portage la Prairie. The particular mix of industry that Portage was able to attract involved elements of both deepening and widening of the industrial base. The ability of a community to attract particular types of industry depends upon its ability to provide an environment suitable to the particular needs of that industry at a cost which is competitive with alternate sites. Particular types of industry place heavier demands on certain social services than others. For example, food processing industries require large volumes of high quality water and easy disposal of large volumes of organic wastes. Other industries may require particular types of power or highly skilled labour. Provision of these services is a prerequisite to establishment of the industry. There is a need to provide them for the first time some mechanism has to be found to bridge the initial high costs of establishment and the long spread of payments which recover the cost. Further, where industry is being encouraged

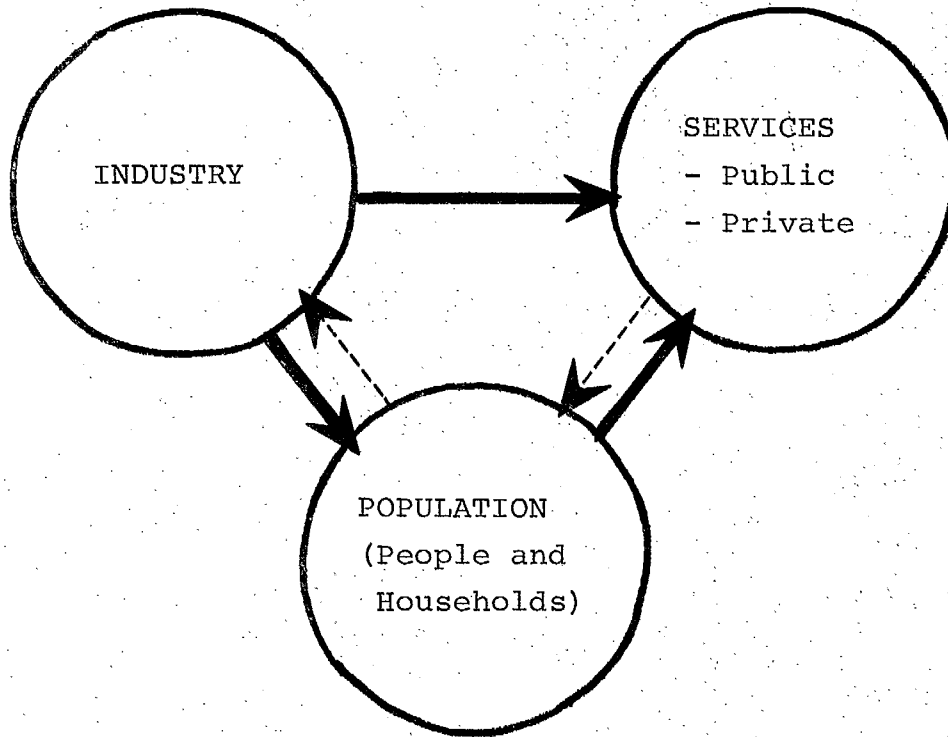


FIGURE 4

The Principal Interacting Components of a  
Town, Region, or Community

for social purposes, to locate in areas that are outside the traditional areas of production or lacking in some of the normal attributes some sort of compensation is often required. As Nicholls (p. 364) points out, a certain amount of seed money for the provision of infrastructure is needed if the process of expanding the industrial base is to take place.<sup>3</sup> The particular pattern of development that takes place depends on the particular attributes of the region, the availability of funds to transform the region, the attributes of competing regions and the demand for industries of various types.

In the case of Portage la Prairie, four major types of industry are found. They are:

- (a) Primary production industry in the form of agriculture.
- (b) Processing or manufacturing industries based on primary products such as food.
- (c) General or footloose industry.
- (d) Exogenous government services.

Where some or all of these kinds of industry are present, the town with its public and private services, forms a nucleus for economic activity.

The strength of that nucleus depends on the complementarity and mutual support of the industry associated with it.

Most towns in rural Manitoba originated with agriculture as the sole or predominant industry supporting their nucleus of public and private services and its related population. The nature of their interaction is represented in Figure 5.

The farm population produces agricultural products. In order to produce those products, they require agricultural inputs such as fuel and household consumption goods such as food and clothing. In addition, they require the education, health and recreation services of their "home town". Their demand for agricultural production inputs and household consumption goods supports retail trade and service industries in their town and contributes to the strength of the town.

In addition to the services provided in the town, the farm population requires rural government or municipal services such as road construction and maintenance. Thus, the agricultural industry supports the farm population and, in turn, the population of the town. The farm and town populations and industries both required public services from the town and rural municipality.

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3. Nicholls, William H., "Industrialization, Factor Markets and Agricultural Development" in Friedman & Alonso (eds) Regional Policy: Readings in Theory and Applications, MIT Press 1975

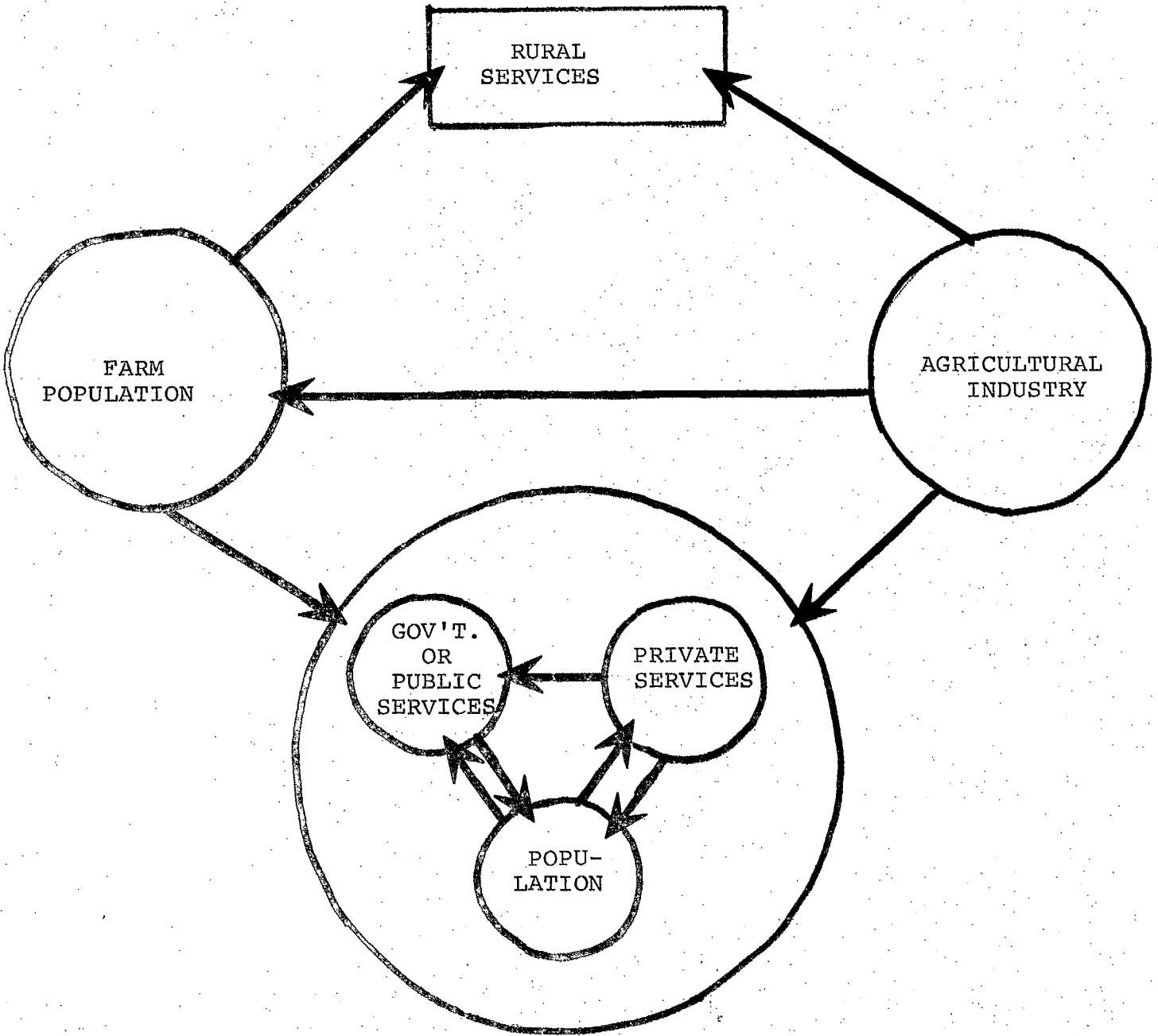


FIGURE 5

Relationship of Farm Households and Primary Agriculture to the Town

Most towns in rural Manitoba still have as a very important component of their nucleus the support of the farm population and primary agricultural production. Some, like Portage la Prairie, have industries of the other three types as well. They relate to the central nucleus of the town in a manner similar to that of agriculture supporting population through employment and requiring services. The nature of their association along with that of agriculture is shown in Figure 6.

The central focus of this study is quantification of the relationships between the four kinds of industry, the households they support, and the city and rural municipality of Portage la Prairie. That quantification will require measurement of the volumes of business activity as represented by:

- (a) wages and salaries
- (b) total employment

In addition, the cost of services required by households and each type of industry as well as the sources of revenue to cover those costs will be required. When quantification is complete, more complete understanding of the interrelationships between the town and rural municipality and their related industries will be provided together with measures of the complementarity among them.

The particular methodology for analysing the contributions to the development of Portage la Prairie made by the various industries involved looking at the structure of the city in 1969 and again in 1979. The difficulty of obtaining anything beyond aggregate indicators of the nature of the economy in 1969 precluded detailed analysis in the initial period. For the 1979 period, employment levels and wage bill by type of industry were used to construct estimators of the numbers of people in the city in non-basic industry employed as a result of the change in the export base over the period. Rough multipliers in the non-basic as a result of the single jobs being created in an export or basic industry. This provided a first approximation of the advantages of the program and a measure of the benefits of the DREE expenditures.

To refine the measure of the benefits of DREE expenditures, more than just new economic activity had to be considered. Where expenditures affected existing activity these impacts were also measured. For example, a new water system services both old and new users and where the new system provides different services, the net change to old users had to be considered.

# Portage and Area Economy

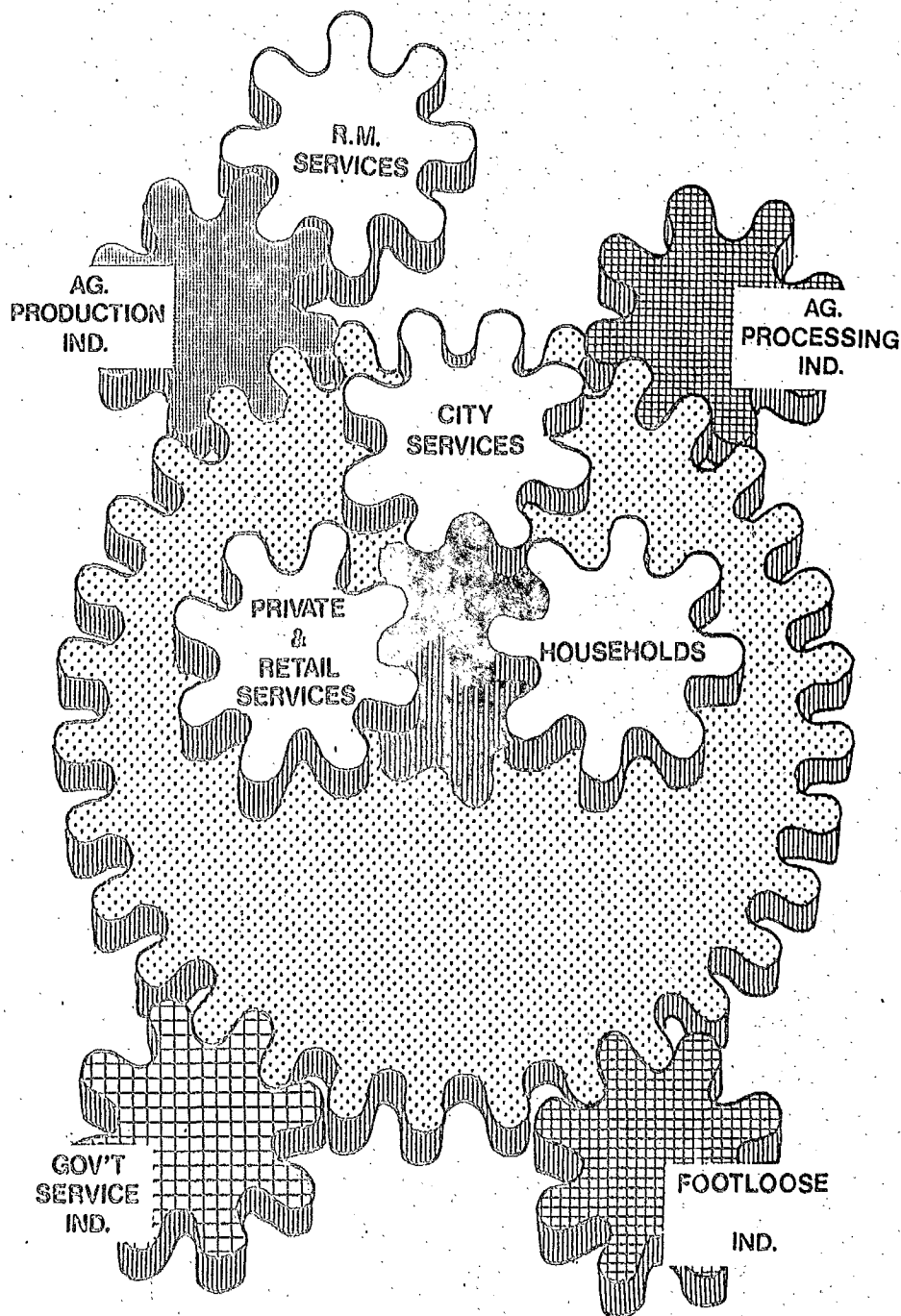


FIGURE 6

The Relationships of the Four Kinds of Support Industry and the Population They Support to the Town.



STUDY METHODOLOGY AS APPLIED

The concepts introduced above were used to determine the specific fiscal impacts of DREE and provincial assistance in the development of local services in the City of Portage la Prairie. This involved the calculation of various costs and revenues associated with new industrial development in the following sectors; 1) Agricultural Production, 2) Agricultural Processing, 3) Foot-loose Industry, and 4) Government Services between 1969 and 1979. The firms involved are indicated in Table 13. To provide an explanation of the procedure employed an example of an hypothetical development is given in Table 14 and its related explanation.

The first part of Table 14 enumerates job and income benefits. The man-years of employment\* figure represents the average annual employment at the firm. The plant wages and salaries in the community are the actual wage and salary bill or where that information was unavailable the average wage times the total man-hours for the year. The resulting two figures represent the total primary benefits. The total secondary benefits, income and man-years of employment were obtained by using a multiplier of 1.6 (reference: The Interlake Study) in order to determine the number of indirect jobs resulting from establishment of the plant and multiplying the man-hours of employment created by the minimum wage for secondary income. The addition of primary and secondary benefits gives the total benefits created by the new plant.

The next portion of the table represents actual revenues to the city and rural municipality from each firm and from the households associated with that firm. In order to calculate property taxes for new homes, firstly firm man-years of employment were divided by the average labour force per household obtained from Statistics Canada<sup>2</sup> to estimate the number of new homes. The total number of households per firm was then allocated on the prevailing employment pattern of 70 per cent residing in the city, 15 per cent residing in the rural municipality and 15 per cent residing outside these boundaries.<sup>3</sup> The actual property taxes associated with these new homes was calculated in two different

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1. McMillan, J. A., C. Lu, C. F. Framingham, Manitoba Interlake Area: A Regional Development Evaluation, Centre for Agricultural and Rural Development, Ames, Iowa, 1975, Chap. 7.

2. The average labour force per household was derived by dividing the number of households in the city in 1979 - 4,200 - by the 1976 Statistics Canada, Portage la Prairie total labour force, age 15 and up - 9,710 - to arrive at 2.3 workers per household.

3. Private communication with firm management personnel.

\* Underlined words and phrases are those items in Table 14 which provided the basis for the analysis of earlier firm case.

manners to provide a range of fiscal impacts. In one, termed the "Average Method" the total residential assessment for the city or the rural municipality was divided by the total number of residences (4,200 for the city, 2,079 for the municipality) and then multiplied by the Mill Rate (121.627 for the city, 99.5 for the rural municipality) to arrive at the average property taxes per home. This figure (\$624 for a city home, \$142 for a rural home) was then multiplied by the corresponding number of households attributed to each plant. The other method termed the "Judgement Method" was based on three rural municipality sub-divisions selected by the Advisory Committee on the basis of their feelings as to the location of the majority of workers residing in the rural municipality, and utilizing the average assessment per household from this data (\$602 per home) in the calculation. For the city purposes, the calculation was made utilizing a subjective estimate of average property taxes of \$850 per home made by city employees.

The property taxes for each new plant were derived from the actual 1979 tax roll.

For utility revenues new plant, detailed water use levels were obtained from the city engineer's office. It was assumed that the sewage output would be the same as the water intake. The number of gallons of water and sewage for each plant was applied against the respective usage rates to arrive at total utility revenues.

Utility revenues from new residences were derived by finding an average water use level per household. In this case, it was also assumed that water input and sewage output levels would be the same. The number of gallons thus determined was multiplied by the usage rates, and then by the number of households in the city associated with each firm to find the utility revenues for those households. This calculation was not done for the rural municipality as no utility services were provided by the rural municipality.

Other tax revenues from new residences were compiled by examining the respective 1979 financial statements for the city and the rural municipality. Revenue from areas such as licences, parking, fines, etc., was aggregated and divided by the estimated number of households to arrive at an average per household. The average figure was multiplied by the number of households attributed to the plant.

The revenues were then totalled to determine: the total revenue from the plant, the total revenue from households associated with the plant, and a grand total.

On the cost side of the table, the first area examined was cost of services provided new development. In the instance of plants locating in the industrial park, the figure included the city's cost of borrowing for the land in the new industrial

park amortized, times the number of acres occupied by the individual plant. For all plants, the figure was composed of both a high and low cost. The lower level of cost assumes that the total portion of capital costs allocated against individual firms is based on the water they use assuming the plant is operating at full capacity. This figure also included federal and provincial assistance to the city, deducted from the total cost of establishing the plants. In the high cost case, the total cost is used and it is assumed that this cost has to be recovered from current users. Currently, the plant operates at 30 per cent of capacity. The low cost case assumes users should be charged only for the water they need, not the excess capacity of the system. The high cost case assumes that no additional water users will be found and all costs should be recovered from existing users. For each firm and household the average daily use was calculated as a percentage of both total capacity (low) and utilized capacity (high). These percentages were then applied to the total cost of establishing the water and sewage plants, \$7.4 million of actual expenditure (high) and the city of Portage's costs of the plants after federal and provincial assistance, \$4.6 million (low) to develop a matrix indicating representative figures. These calculations appeared for the city only, since no additional water utility services were provided to rural areas.

The second area of costs covers services provided new residences for each of the following areas:

- (a) schools
- (b) protective services
- (c) environmental protection
- (d) water and sewage operating
- (e) roads
- (f) other (includes public health and welfare, environmental planning and community development services, economic development services, recreation and cultural services)

The 1979 financial statements for the city and rural municipality were examined and the actual expenditure for each of the areas or group of areas was divided by the total number of respective households to arrive at an average per household. The average for each area was then multiplied by the number of households attributed to the plant to obtain the city and rural municipality's expenses for those particular homes. These costs were totalled to arrive at the cost of providing services to people who established homes due to the new plant.

For total costs, two totals were used -- one with the low cost of providing services to the new development, plus services to the new household, and the other utilizing the latter plus the high cost to the new development.

Aggregated results for each sector using the approach are shown in Tables 15 - 20. These results are discussed in the next section of the report.

TABLE 13

NEW INDUSTRIAL DEVELOPMENT FIRMS IN PORTAGE  
LA PRAIRIE OVER THE 1969-1979 PERIOD

Berkley & Co.

Troy Metals

Phillips Cables Ltd.

Tomalin Transfer

Decor Cabinets

Richlu Sportswear & Mfg. Ltd.

ARC Industries

Woodstone Foods

McCain Foods

McAllister Pea & Seed Cleaners

Provincial Buiding

TABLE 14 NET GAINS TO City Re: Firm X

BENEFITS:

Man years of employment	<u>50</u>
Plant wages and salaries in the community	\$ <u>728,000</u>
Total primary benefits	\$ <u>728,000</u>
	<u>50</u> man years
Total secondary income benefits	
	\$ <u>190,320</u>
	<u>30</u> man years
TOTAL	\$ <u>918,320</u>
	<u>80</u> man years

50 man years X 2080 hrs (1 year of 40 hr weeks) X \$7.00 per hour average  
= \$728,000

30 man years X 2080 hrs X \$3.05 minimum wage = \$190,320

50 man years X .6 multiplier = 30 secondary man years

\$728,000 + \$190,320 = \$918,320 in income benefits

50 + 30 = 80 employees or man years of employment

REVENUE:

Number of households: City	<u>16</u>
R. M.	<u>3</u>
Outside	<u>3</u>

50 employees ÷ 2.3 (see methodology) = 22 new households

22 ÷ 70% = 16 city households

15% = 3 R. M. households

15% = 3 outside households

16 households X \$624 average tax = \$9,984 accrued tax dollars to city

Plant taxes paid as per tax roll.

Plant yearly water usage (1,500,000 gals) X water rate (\$1.05 per 1000 gals) plus plant yearly sewage usage (1,500,000 - assumed the same) X sewage rate (.50 per 1000 gals) = \$1,575 + \$750 = \$2,325 utility revenue from the plant.

Average household water usage (41,572 gals) X 16 new households X water rate (\$1.90 per 1000 gals) plus average household sewage usage (41,572 - assumed the same) X 16 new households X sewage rate (\$1.50 per 1000 gals) = \$1,264 + \$998 = \$2,262 utility revenue from new residents.

Average other tax revenue per household (\$103) X 16 new households = \$1,648

*Property taxes new homes	\$ <u>9,984</u>
Property taxes new plant's additional investment	\$ <u>16,000</u>
Utility revenues from new plant	\$ <u>2,325</u>
Utility revenues from new residents	\$ <u>2,262</u>
Other tax revenues from new residents	\$ <u>1,648</u>
Total revenue from plant	\$ <u>18,325</u>
Total revenue from new residents	\$ <u>13,894</u>
TOTAL REVENUE	\$ <u>32,219</u>

- 39 -

TABLE 14 cont'd

NET COSTS TO City Re: Firm X

COSTS:

Services provided new development \$9,882<sup>L</sup> \$12,208<sup>H</sup>

WATER - Firm X uses .08% of the daily total water plant capacity (5,000,000 gals) or .3% of the daily utilized water plant (1,526,373 gals) for a high cost of \$22,200 and a low cost of \$3,680. These were multiplied by the cost of borrowing \$125,600 per million to arrive at low - 462, high - 2,788

LAND - Firm X occupies - 10 acres X \$942 per acre (the cost to the city of borrowing) = \$9,420 for land in the industrial park.  
 $\$9,420 + \$462 = \$9,882$        $\$9,420 + \$2,788 = \$12,208$   
 (low cost of providing service)      (high cost of providing service)

Services provided new residents:

Schools	\$ 8,960
Protective	4,208
Environment	608
Water & Sewer	928
Other	1,824
Roads	2,800

\$560 average per household X 16 new households	= \$8,960
263 " " " X 16 " "	= 4,208
38 " " " X 16 " "	= 608
58 " " " X 16 " "	= 928
114 " " " X 16 " "	= 1,824
175 " " " X 16 " "	= 2,800

Total services provided new residences \$ 19,328

TOTAL: \$19,328

TOTAL COST \$29,210<sup>L</sup> \$31,536<sup>H</sup>

The low and high services provided new development cost plus the services provided new residences cost.

\$ 9,882 + \$19,328 = \$29,210  
 \$12,208 + \$19,328 = \$31,536

\* "Average Method" used for calculations

NET GAIN TO MUNICIPAL GOVERNMENT SECTOR:

TOTAL REVENUE - TOTAL COSTS	
\$32,219 - \$29,210	= \$3,009
32,219 - 31,536	= 683

## THE ANALYSIS

The analysis presented below relates to the statements of objectives and methods presented in the section entitled Study Context and Purpose. It primarily involves discussing the various functions or industrial activities that take place within the city and relating them to local service requirements and their linkages to the surrounding rural municipality.

Many refer to population as an initial indicator of change and development dynamics. Past trends as analyzed in "Projected Population of Manitoba in 1981, 1986 and 2001 by Region and Urbanization: An Update" project a population of 11,982 for the city of Portage la Prairie in 1981. As indicated in Table 1 a 1980 census taken by the city placed the 1980 population at 12,663 compared to a 1976 population of 12,555. Given the increase in industrial jobs and commercial services, it appears to have resulted in stopping the population decline and beginning an increase. At the same time, the participation rates for the labour force increased slightly over the period and due to shifts in demographic structure (the 20+ age group has increased markedly) the labour force represents a larger portion of the population. Previously this portion of the population was depleted by out-migration of young people seeking jobs.

Over the same period and according to a 1980 Rural Municipality of Portage la Prairie census, its population declined from a level of 7,193 to 6,346.

These statistics provide support for the argument that development programs and industrial activity have been influential in stemming population decline in the city of Portage la Prairie.

Table 6, presented previously, indicates the number and types of businesses in the city of Portage la Prairie in 1969/1979 and the net change over the period provides an indicator of the mix and growth rates of the various industries over the period. It can be seen that only the agricultural retail service sector failed to increase. In percentage terms the increase in the industrial base of the city is more impressive. In two instances finance, insurance and real estate in the private retail service sector and footloose industries, the percentage increase was 100 per cent or higher. This of course must be considered in terms of the size of the various firms within each category. In general, most of these new firms are small single owner establishments providing retail services and generate relatively small employment and income benefits when taken individually. However given that the net increase

in establishments was 219 over the period the aggregate impact is significant. In addition for the agricultural processing, government service, footloose industry and city service sectors the size of the new entries varies far more. Some of these firms have created over 100 new jobs individually. Thus the total magnitude of job and income creation within the city is understated by the number of new establishments.

Within the rural municipality the direction of the change in the industrial base is not as unambiguous. In some sectors particularly government services and primary agricultural production the number of establishments declined over the period. Even within the Private Retail Service sector the number of retail trade establishments fell. These changes are offset by increases in other areas. In percentage terms some types of establishments increased significantly, particularly construction and manufacturing. Taken as a whole, however, industrial activity in the rural municipality did not increase at the same rate as that of the city. This would seem to substantiate the general tendency of the period towards concentration of business activity in larger centres in rural areas. It may also reflect the fact that the city of Portage has reached some sort of critical mass allowing agglomeration effects to induce continued growth.

The remainder of the analysis considers individual industrial sectors and appraises their impacts on the city and rural municipality in terms of job and income creation, municipal revenue and municipal expenditures for city services. Although information was obtained on a plant basis, reports are presented in forms of industrial sectors in order to prevent disclosure of confidential information. The particular sectors of interest are: agricultural processing, footloose industry, government services, primary agriculture. As discussed in the methodology section, tabular worksheets are constructed for each sector indicating the revenues and expenditures associated with services provided by the city. In addition, estimates of jobs and income generated by the sector are developed where possible. These include direct jobs within the sector and indirect jobs brought about through the multiplier effect of those directly employed increasing the demand for local goods and services.

#### Agricultural Processing Industrial, Footloose Industries and Government Service Industries

Tables 15 - 20 present the footloose, agricultural processing and government service industries indicating costs and benefits to the city and rural municipality.. These tables provide the basis for analysis of the relative impacts of benefits and costs on the city and rural municipality of Portage La Prairie. High and low ranges are presented for certain benefits and costs based on alternative assumptions. In particular this refers to the choice of tax



TABLE 15 NET GAINS TO City, Re: Footloose Firms

BENEFITS:

Man years of employment	203	
Plant wages and salaries in the community	\$ 1,922,416*	
Total primary benefits	\$ _____	man years
Total secondary income benefits	\$ 771,430	
	122	man years
TOTAL	\$ _____	man years

REVENUE:

	L	H
Property taxes new homes	38,720	52,615
Property taxes new plant's additional investment	94,030	
Utility revenues from new plant	10,857	
Utility revenues from new residents	8,748	
Other tax revenues from new residents	6,349	
Total revenue from plant	104,887	
Total revenue from new residents	53,817	67,712
Total Revenue	158,704 <sup>L</sup>	172,599 <sup>H</sup>

NET COSTS TO City, Re: Footloose Firms

COSTS:

	L	H
Services provided new development	31,231	43,047
Services provided new residents:		
Schools	34,664	
Protective	16,280	
Environment	2,353	
Water & Sewer	3,591	
Other	7,056	
Roads	10,864	
Services provided new residents:	74,808	
TOTAL COSTS	106,039 <sup>L</sup>	117,855 <sup>H</sup>

NET GAIN TO MUNICIPAL GOVERNMENT SECTOR:

TOTAL REVENUE	-	TOTAL COSTS	
158,704	-	106,039	= 52,665 (Costs Low)
172,599	-	117,855	= 54,744 (Costs High)

TABLE 16 NET GAINS TO City, Re: Ag Processing Firms

BENEFITS:

Man years of employment	290	
Plant wages and salaries in the community	\$ 4,407,152	
Total primary benefits	\$ _____	man years
Total secondary income benefits	\$ 1,103,856	
	174	man years
TOTAL	\$ _____	man years

REVENUE:

Property taxes new homes	55,100	75,055
Property taxes new plant's additional investment	136,548	
Utility revenues from new plant	119,838	
Utility revenues from new residents	7,848	
Other tax revenues from new residents	9,058	
Total revenue from plant	256,386	
Total revenue from new residents	72,006	91,961
Total Revenue	328,392 <sup>L</sup>	348,347 <sup>H</sup>

NET COSTS TO City, Re: Ag Processing Firms

COSTS:

Services provided new development	91,826	362,904
Services provided new residents:		
Schools	49,448	
Protective	23,223	
Environment	3,355	
Water & Sewer	5,121	
Other	10,066	
Roads	15,497	
Services provided new residents:	106,710	
TOTAL COSTS	198,536	460,614

NET GAIN TO MUNICIPAL GOVERNMENT SECTOR:

TOTAL REVENUE	-	TOTAL COSTS	=	
328,392	-	198,536	=	129,856
348,347	-	469,614	=	121,267

TABLE 17 NET GAINS TO City, Re: Gov't Service Industries

BENEFITS:

Man years of employment 250  
 Plant wages and salaries in the community \$ 3,750,000  
 Total primary benefits \$ \_\_\_\_\_ man years  
 Total secondary income benefits  
 \$ 951,600  
150 man years  
 TOTAL \$ \_\_\_\_\_ man years

REVENUE:

Property taxes new homes 47,500<sup>L</sup> 64,685<sup>H</sup>  
 Property taxes new plant's  
 additional investment 90,760  
 Utility revenues from new plant 1,232  
 Utility revenues from new residents 10,756  
 Other tax revenues from new residents 7,806  
 Total revenue from plant 91,992  
 Total revenue from new residents 66,062<sup>L</sup> 83,247<sup>H</sup>  
 Total Revenue 158,054<sup>L</sup> 175,239<sup>H</sup>

NET COSTS TO City, Re: Gov't Service Industries

COSTS:

Services provided new development 231<sup>L</sup> 929<sup>H</sup>  
 Services provided new residents:  
 Schools 42,616  
 Protective 20,014  
 Environment 2,892  
 Water & Sewer 4,414  
 Other 8,675  
 Roads 13,355  
 Services provided new residents: 91,966  
 TOTAL COSTS 92,197<sup>L</sup> 92,895<sup>H</sup>

NET GAIN TO MUNICIPAL GOVERNMENT SECTOR:

TOTAL REVENUE	-	TOTAL COSTS	
158,054	-	92,197	= 65,857
175,239	-	92,895	= 82,344

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TABLE 13 NET GAINS TO RM, Re: Ag Processing Firms

BENEFITS:

Man years of employment	_____	
Plant wages and salaries in the community \$	_____	
Total primary benefits \$	_____	man years
Total secondary income benefits	_____	
\$	_____	man years
TOTAL	\$ _____	man years

REVENUE:

Property taxes new homes	<u>2,683<sup>L</sup></u>	<u>11,378<sup>H</sup></u>
Property taxes new plant's additional investment	-	
Utility revenues from new plant	-	
Utility revenues from new residents	-	
Other tax revenues from new residents	<u>695</u>	
Total revenue from plant	-	
Total revenue from new residents	<u>3,378<sup>L</sup></u>	<u>12,073<sup>H</sup></u>
Total Revenue	<u>3,378<sup>L</sup></u>	<u>12,073<sup>H</sup></u>

NET COSTS TO RM, Re: Ag Processing Firms

COSTS:

Services provided new development	-
Services provided new residents:	
Schools	<u>14,893</u>
Protective	<u>227</u>
Environment	-
Water & Sewer	-
Other	<u>302</u>
Roads	<u>6,898</u>
Services provided new residents:	<u>22,320</u>
TOTAL COSTS	<u>22,320</u>

NET GAIN TO MUNICIPAL GOVERNMENT SECTOR:

TOTAL REVENUE	-	TOTAL COSTS	_____
3,378	-	22,320	= -18,942
12,073	-	22,320	= -10,247

TABLE 19 NET GAINS TO RM, Re: Footloose Firms

BENEFITS:

Man years of employment \_\_\_\_\_  
 Plant wages and salaries in the community \$ \_\_\_\_\_  
 Total primary benefits \$ \_\_\_\_\_ man years  
 Total secondary income benefits \_\_\_\_\_ man years  
 \$ \_\_\_\_\_  
 TOTAL \$ \_\_\_\_\_ man years

REVENUE:

Property taxes new homes 1,888<sup>L</sup> 8,008<sup>H</sup>  
 Property taxes new plant's additional investment - \_\_\_\_\_  
 Utility revenues from new plant - \_\_\_\_\_  
 Utility revenues from new residents - \_\_\_\_\_  
 Other tax revenues from new residents 488 \_\_\_\_\_  
 Total revenue from plant - \_\_\_\_\_  
 Total revenue from new residents 2,376<sup>L</sup> 8,496<sup>H</sup>  
 Total Revenue 2,376<sup>L</sup> 8,496<sup>H</sup>

NET COSTS TO RM, Re: Footloose Firms

COSTS:

Services provided new development \_\_\_\_\_  
 Services provided new residents:  
 Schools 10,479  
 Protective 161  
 Environment \_\_\_\_\_  
 Water & Sewer \_\_\_\_\_  
 Other 213  
 Roads 4,854  
 Services provided new residents: 15,707  
 TOTAL COSTS 15,707

NET GAIN TO MUNICIPAL GOVERNMENT SECTOR:

TOTAL REVENUE - TOTAL COSTS \_\_\_\_\_  
 2,376 - 15,707 = -13,331  
 8,496 - 15,707 = - 7,211

TABLE 20 NET GAINS TO RM, Re: Gov't Service Industries

BENEFITS:

Man years of employment	_____	
Plant wages and salaries in the community	\$ _____	
Total primary benefits	\$ _____	man years
Total secondary income benefits	\$ _____	man years
TOTAL	\$ _____	man years

REVENUE:

Property taxes new homes	2,314 <sup>L</sup>	9,813 <sup>H</sup>
Property taxes new plant's additional investment	-	-
Utility revenues from new plant	-	-
Utility revenues from new residents	-	-
Other tax revenues from new residents	599	
Total revenue from plant	-	-
Total revenue from new residents	2,913 <sup>L</sup>	10,412 <sup>H</sup>
Total Revenue	2,913 <sup>L</sup>	10,412 <sup>H</sup>

NET COSTS TO RM, Re: Gov't Service Industries

COSTS:

Services provided new development	_____
Services provided new residents:	
Schools	12,844
Protective	196
Environment	_____
Water & Sewer	_____
Other	261
Roads	5,949
Services provided new residents:	19,250
TOTAL COSTS	19,250

NET GAIN TO MUNICIPAL GOVERNMENT SECTOR:

TOTAL REVENUE	-	TOTAL COSTS	_____
10,412	-	19,250	= - 8,838
2,913	-	19,250	= -16,337

revenue from new homes and the appropriate cost of providing water and sewage services. The rationale for each of these ranges has been developed previously in the methodology section. In the net gain entry two figures are reported. The low one is calculated using property taxes as reported in the municipal accounts and water services based on full capacity utilization for the plant. The high figure is based on assessed values as calculated from the sample of subdivisions and water costs based on full cost recovery from existing users. Other combinations are of course possible, in particular the situation where high revenues are combined with low costs and vice versa but the situations chosen were felt to be more representative of the likely range of the net gain.

In addition, jobs and income are not apportioned among the city, rural municipality and remainder of the trading area in accordance with the 70:15:15 rule. Thus benefits in terms of total job and employment associated with any particular industry type are presented on the table for the city and nothing is shown for the rural municipality. This procedure was employed because estimates of wage bills had to be made for a number of the individual plants and it was not felt to be appropriate to further decompose these estimates. This ratio is however employed in allocating new workers to residences in the city, rural municipality and the rest of the trading area.

As can be seen from the table, the three industrial types produced different numbers of jobs. Agricultural processing created the largest number of jobs and the largest wage and salary bill. On average given the assumptions necessary to estimate them, wages and salaries associated with new jobs does not vary between industry types. However, it was found that at a firm level there can be considerable variability in wages and salaries between firms within one industry type. Thus, the payroll associated with a particular firm could be higher or lower than that for the industry average.

In terms of net benefits to the city, the greatest net gain is associated with the agricultural processing sector followed by government and finally footloose industry. However, agricultural processing requires the greatest level of investment and has the highest costs associated with it. This suggests that where capital is constraining, it may be more profitable for a community to avoid trying to attract agricultural processing industries despite their large revenues. The tables also indicate that in every instance new residences cost the city more than they return in fees and taxes. This is true even where the high level of property taxation is employed. In all cases the new industries generated fees and taxes for the city which exceeded their costs. For the rural municipality the local municipal costs and benefits of industrial development take place in the form of servicing new residents and charging them for these services. There are, of course, associated benefits in terms of employment and income but to the extent they influence the local government it is through additional demands for services and revenues from the provision of services.

Given that the city fails to fully recover the costs of servicing new households, it is not surprising to observe the same phenomenon in the rural municipality. In fact, the magnitude of the loss is proportioned to the number of new residents. Higher property tax revenues reduce the losses considerably but fail to offset them entirely. Given that the rural municipality continues to generate a surplus in its operations, it appears that there must be fairly extensive cross-subsidization of new residences in the rural municipality by farms, existing residences and/or commercial activity.

### Primary Agriculture

Over the 1966-76 period, total acreage in agriculture in the Rural Municipality of Portage and the Portage trading area was reasonably stable but the acreages of the various crops changed significantly. Although a large proportion of these changes are the result of changing national and international conditions, reflected in changing product prices, some portion of the change can be explained by the presence of processing facilities in Portage that create a demand for particular crops, primarily potatoes. In order to estimate the impact of these changes in agricultural production on the town of Portage and the Rural Municipality, a comparison of cropping patterns in 1976 and 1966 was developed.

The procedure involved estimating costs of production for the ten primary cropping activities in the area based on 1976 Census of Agriculture crop acreage information. These costs were compared with hypothetical cost and production data based on 1976 total acreages and costs per acre and 1966 cropping patterns. This procedure provides an indicator of the net changes in production and costs of production over the 1966-76 interval. Costs of production were based on representative farm costs and were obtained from ongoing research within the Department of Agricultural Economics and Farm Management, University of Manitoba. The cost figures provide indicators of the value of purchased and unpurchased inputs in the production process. Attention is focussed on the purchased inputs for these are typically obtained from local businesses. Thus any increase in purchased inputs, such as fertilizer, seed cleaning machinery or labour, will have job and income generating effects on the town of Portage and in the smaller communities in the area. For example, potato production increased beyond the levels expected from projecting the 1966 cropping pattern. This led to increased purchases of inputs providing income and jobs in the industries supplying these inputs to the farms. The dollar value of these increased sales provides an indicator of the related benefits. The actual magnitude depends, of course, upon the profit margin of the local retailer and the extent to which local retailers expanded employment and expenditures within the study area.



For current purposes, it was assumed that there are no net tax advantages to the municipality and that non-operating inputs remain constant. Thus although more potato harvesters may be purchased, as a result of greater potato acreage, there will be fewer combines purchased. The calculations also neglect the effect of income on purchases by farm operators. Any increase in farm income will result in increased purchases within Portage but measurement of these income effects would be very difficult.

Measures of costs of production for selected inputs are presented in Tables 21-26. They indicate estimated aggregate costs and differences in the costs of production between 1966 and 1976 for the Rural Municipality of Portage and the trading area as a whole. Considering the first three tables dealing with the Rural Municipality of Portage, the tables show that the major expansion of activity occurred in the production of wheat and barley with major declines in oats, flax and summer fallow. Potato and grain corn costs increased to a lesser extent and corn silage expenditures declined. In aggregate Table 21 shows that variable costs measured in 1978 dollars increased by \$416,000 over what would have been the case had the 1966 cropping pattern prevailed. The only category where expenditures declined was in fuel expenses. Local activities such as seed cleaning and treating, fertilizer and chemical purchase and application, potato storage and crop transport all increased over projected levels, thereby creating additional income and employment.

Tables 24, 25 and 26 deal with the trading area consisting of the Rural Municipalities of Glenella, Lansdowne, Lakeview, Westbourne, North Norfolk, South Norfolk, Victoria and Alonsa. Although the magnitudes of the differences in costs of production are much higher it is correspondingly more difficult to determine the impact of these increased purchases on the City of Portage. Leakages from the local economy are likely to be high so that the increased dollar value of farm purchases is offset by the fact that these purchases are much less likely to take place in Portage.

For the trading area, a similar pattern of shifts in cropping pattern is observed - oats, flax, summer-fallow and corn silage declined in importance with increases occurring primarily in barley and hay. Potatoes, however, exhibited a large increase in costs. This indicates that the primary expansion of potato production took place not in the Rural Municipality of Portage, but in the rest of the trading area. Total variable costs increased by approximately \$2.5 million beyond what would have been expected with the 1966 cropping pattern.

TABLE 21

## DIFFERENCES IN SELECTED COSTS OF PRODUCTION BETWEEN 1966 AND 1976 CROPPING PATTERNS FOR THE RM OF PORTAGE LA PRAIRIE

	<u>WHEAT</u>	<u>OATS</u>	<u>BARLEY</u>	<u>RAPE SEED</u>	<u>CORN</u>	<u>POTATOES</u>	<u>CORN SILAGE</u>	<u>HAY</u>	<u>FLAX</u>	<u>SUMMER FALLOW</u>	<u>TOTAL</u>
Fuel	25218	-28625	33337	7172	516	2659	-3507	4576	-27866	-16156	-2676
Répairs	41680	-53834	58490	12760	840	7989	-3945	5115	-50645	-10028	8422
Fertilizer	189835	-183650	231993	72404	5420	9100	-16254	4792	-139339	0	174301
Chemicals	72269	-37107	83796	18044	1863	9516	-5600	0	-112192	0	30589
Seed Treatment	3035	-5536	4849	7399	0	1814	0	0	-2789	0	8772
Seed	56156	-29685	58794	2605	2015	14829	-7763	3029	-68412	0	31568
Twine	817	0	758	0	0	0	0	3042	0	0	4617
Labour	45416	-53952	63036	12043	1159	12048	-7417	12774	-56118	-22131	6858
Corn Drying	0	0	0	0	3170	0	0	0	0	0	3170
Potatoe Storage	0	0	0	0	0	25149	0	0	0	0	25149
Mrkt. Transport	15294	-27800	28791	3284	3170	18291	0	0	-9098	0	31932
TOTAL VARIABLE COST	449721	-420192	563692	135674	18152	101393	-44485	33313	-372581	-48203	416484

## SELECTED ELEMENTS OF COST OF PRODUCTION FOR MAJOR CROPS IN THE PORTAGE LA PRAIRIE TRADING AREA, BASED ON THE 1966 CROPPING PATTERN AND 1978 PRICES

TABLE 22

	<u>WHEAT</u>	<u>OATS</u>	<u>BARLEY</u>	<u>RAPE SEED</u>	<u>CORN</u>	<u>POTATOES</u>	<u>CORN SILAGE</u>	<u>HAY</u>	<u>FLAX</u>	<u>SUMMER FALLOW</u>	<u>TOTAL</u>
Fuel	627488	487355	207945	21406	243	34539	34174	441717	232709	285451	2373027
Repairs	1037096	916545	364849	38076	394	103781	38443	493684	422938	177187	3592993
Fertilizer	4723568	3126673	1447091	216048	2533	118216	158382	462506	1163626	0	11418643
Chemicals	1798211	631756	522696	53846	873	123625	54565	0	936915	0	4122487
Seed Treatment	75536	94264	30250	22081	0	23563	0	0	23297	0	268991
Seed	1397320	505405	366739	7776	944	192654	75645	292314	571313	0	3410110
Twine	20340	0	4729	0	0	0	0	293614	0	0	318683
Labour	1130058	918551	393204	35936	542	156514	72270	1232906	468641	391033	4799655
Corn Drying	0	0	0	0	1482	0	0	0	0	0	1482
Potatoe Storage	0	0	0	0	0	326701	0	0	0	0	326701
Mrkt. Transport	380562	473316	179589	9804	1482	237619	0	0	75979	0	1358351
TOTAL VARIABLE COST	11190141	7153835	3516110	404832	8479	1317183	433460	3215425	3111421	851670	31202556

SELECTED ELEMENTS OF COST OF PRODUCTION FOR MAJOR CROPS IN THE PORTAGE LA PRAIRIE TRADING AREA, BASED ON THE 1976 CROPPING PATTERN AND 1978 PRICES

TABLE 23

	<u>WHEAT</u>	<u>OATS</u>	<u>BARLEY</u>	<u>RAPE SEED</u>	<u>CORN</u>	<u>POTATOES</u>	<u>CORN SILAGE</u>	<u>HAY</u>	<u>FLAX</u>	<u>SUMMER FALLOW</u>	<u>TOTAL</u>
Fuel	661099	372026	381956	57696	2537	62332	20098	554387	119710	203921	2435762
Repairs	1092649	699654	670158	102638	4124	187300	22611	619609	217569	126578	3742890
Fertilizer	4976601	2386783	2658061	582420	26630	213360	93156	580476	598599	0	12116086
Chemicals	1894537	482256	960097	145150	9158	223114	32092	0	481973	0	4228377
Seed Treatment	79577	71956	55558	59518	0	42520	0	0	11983	0	321112
Seed	1472168	385805	673631	20953	9903	347701	44491	366874	293898	0	3615424
Twine	21425	0	8681	0	0	0	0	368505	0	0	398611
Labour	1190589	701185	722243	96868	5692	282474	42506	1547392	241079	279349	5109377
Corn Drying	0	0	0	0	15576	0	0	0	0	0	15576
Potatoe Storage	0	0	0	0	0	589636	0	0	0	0	589636
Mrkt. Transport	400944	361309	329871	26419	15576	428854	0	0	39084	0	1602057
TOTAL VARIABLE COST	11789586	5460970	6458516	1091355	89192	2377288	254952	4035612	1600598	608427	33766496

DIFFERENCES IN SELECTED COSTS OF PRODUCTION BETWEEN 1966 AND 1976 CROPPING PATTERNS FOR THE PORTAGE LA PRAIRIE TRADING AREA

TABLE 24

	<u>WHEAT</u>	<u>OATS</u>	<u>BARLEY</u>	<u>RAPE SEED</u>	<u>CORN</u>	<u>POTATOES</u>	<u>CORN SILAGE</u>	<u>HAY</u>	<u>FLAX</u>	<u>SUMMER FALLOW</u>	<u>TOTAL</u>
Fuel	33611	-115329	174011	36290	2294	27793	-14076	112670	-112999	-81530	62735
Repairs	55553	-216891	305309	64562	3730	83519	-15832	125925	-205369	-50609	149897
Fertilizer	253033	-739890	1210970	366372	24097	95144	-65226	117970	-565027	0	697443
Chemicals	96326	-149500	437401	91304	8285	99489	-22473	0	-454942	0	105890
Seed Treatment	4041	-22308	25308	37437	0	18957	0	0	-11314	0	52121
Seed	74848	-119600	306892	13177	8959	155047	-31154	74560	-277415	0	205314
Twine	1085	0	3952	0	0	0	0	74891	0	0	79928
Labour	60531	-217366	329039	60932	5150	125960	-29764	314486	-227562	-111684	309722
Corn Drying	0	0	0	0	14094	0	0	0	0	0	14094
Potatoe Storage	0	0	0	0	0	262935	0	0	0	0	262935
Mrkt. Transport	20382	-112007	150282	16615	14094	191235	0	0	-36895	0	243706
TOTAL VARIABLE COST	599445	-1692865	2942406	686523	80713	1060105	-178508	820187	-1510823	-243243	2563940

SELECTED ELEMENTS OF COST OF PRODUCTION FOR MAJOR CROPS IN THE RM OF PORTAGE LA PRAIRIE, BASED ON THE 1966 CROPPING PATTERN AND 1978 PRICES

TABLE 25

	<u>WHEAT</u>	<u>OATS</u>	<u>BARLEY</u>	<u>RAPE SEED</u>	<u>CORN</u>	<u>POTATOES</u>	<u>CORN SILAGE</u>	<u>HAY</u>	<u>FLAX</u>	<u>SUMMER FALLOW</u>	<u>TOTAL</u>
Fuel	196820	73872	105754	9480	39	13857	6875	87595	64126	67599	626007
Repairs	325299	138928	185551	16863	47	41639	7734	97900	116546	41960	972467
Fertilizer	1481612	473936	735952	95690	303	47432	31865	91717	320653	0	3279160
Chemicals	564033	95760	265828	23848	105	49601	10978	0	258180	0	1268333
Seed Treatment	23692	14288	15383	9779	0	9453	0	0	6419	0	79014
Seed	438288	76608	186512	3443	113	77298	15219	57967	157433	0	1012881
Twine	6379	0	2404	0	0	0	0	58225	0	0	67008
Labour	354457	139232	199972	15915	65	62797	14540	244491	129140	92602	1253211
Corn Drying	0	0	0	0	177	0	0	0	0	0	177
Potatoe Storage	0	0	0	0	0	131082	0	0	0	0	131082
Mrkt. Transport	119368	71744	91333	4341	177	95339	0	0	20937	0	403239
TOTAL VARIABLE COSTS	3509943	1084368	1788204	179305	1014	528495	87208	637635	857397	201689	8875258

SELECTED ELEMENTS OF COST OF PRODUCTION FOR MAJOR CROPS IN THE RM OF PORTAGE LA PRAIRIE, BASED ON THE 1976 CROPPING PATTERN AND 1978 PRICES

TABLE 26

	<u>WHEAT</u>	<u>OATS</u>	<u>BARLEY</u>	<u>RAPE SEED</u>	<u>CORN</u>	<u>POTATOES</u>	<u>CORN SILAGE</u>	<u>HAY</u>	<u>FLAX</u>	<u>SUMMER FALLOW</u>	<u>TOTAL</u>
Fuel	222038	45247	139091	16652	545	16516	3368	92171	36260	51443	623331
Repairs	366979	85094	244041	29623	887	49628	3789	103015	65901	31932	980889
Fertilizer	1671447	290286	967945	168094	5723	56532	15611	96509	181314	0	3453461
Chemicals	636302	58653	349624	41892	1968	59117	5378	0	145988	0	1298922
Seed Treatment	26727	8752	20232	17178	0	11267	0	0	3630	0	87786
Seed	494444	46923	245306	6048	2128	92127	7456	60996	89021	0	1044449
Twine	7196	0	3162	0	0	0	0	61267	0	0	71625
Labour	399873	85280	263008	27958	1224	74845	7123	257265	73022	70471	1260069
Corn Drying	0	0	0	0	3347	0	0	0	0	0	3347
Potatoe Storage	0	0	0	0	0	156231	0	0	0	0	156231
Mrkt. Transport	134662	43944	120124	7625	3347	113630	0	0	11839	0	435171
TOTAL VARIABLE COSTS	3959664	664176	2351896	314979	19166	629888	42723	670948	484816	153486	9291742

Expenditures on inputs to agriculture can be expected to benefit Portage through the generation of increased income and labour requirements for those supplying inputs. In order to estimate the impacts of these increased expenditures, some assumptions about the level of value-added in Portage are required. Thus, a quarter of a million dollar increase in purchase of implements would benefit Portage to the extent that the implement dealers' profits and costs remain within the city. The wholesale cost to the dealer of the machines would immediately leave the area producing no benefits.

It would seem reasonable to assume that as distance from Portage increases, the likelihood of farm input purchases taking place declines. Thus, a farmer in the Rural Municipality of Portage is more likely to make purchases within the City than one living in Alonsa. Consequently, the value of purchases must be weighed by distance from the City. Two weights are used, one for the expenditures within the City and one for expenditures occurring within the remainder of the trading area. Within the Rural Municipality of Portage, we assume a one hundred dollar purchase generates twenty dollars of value-added in Portage. Within the remainder of the trading area, a one hundred dollar purchase was assumed to generate only five dollars of value-added.

Using these assumptions, the aggregate net direct benefit to the City of Portage from changes in agricultural production was \$190,000 with \$83,000 coming from the Rural Municipality of Portage and \$107,000 coming from the remainder of the trading area. These are the direct benefits or primary expenditures. As before, there are secondary or multiplier effects associated with these primary revenues. In this case, the aggregate revenue flow generated as a result of net changes in agriculture is \$304,000.

#### Results of Analysis

The analysis indicates that from the perspective of the city government of Portage La Prairie industrial development, irrespective of type, provides more direct revenues than costs. In the case of industries that make heavy demands on services this will only be true if the cost of providing these services is shared with a senior level of government either provincial or federal. Federal government assistance through DREE-PFRA with the water treatment plant and provincial government assistance with the sewage treatment plant reduced the costs to be borne by the city to a level that could be managed. It further appears that once such infrastructure is in place it is better to make more use of it than less. Typically the marginal cost of adding an incremental unit to capacity or of providing that unit to a customer is small relative to the fixed costs associated with the plant. Thus once the plant is constructed and it has excess capacity the city should endeavour to attract new industry as soon as possible to spread the costs over the largest possible base for as long as is possible.

Indirect revenues to the city, from new residences do not cover costs for servicing these residences. This suggests that where new employees will come from outside the city and require new development the total revenues to the city, from plant and housing, may not exceed total costs. For the examples employed in Portage this was not the case. If a city has excess capacity in terms of serviced lots and vacant housing the costs would of course be reduced. It can also be inferred that a new firm which did not provide the city with very much in the way of revenue but required large numbers of new employees could easily cost the city more in total than it brings in. This analysis is of course ignoring the private benefits to existing city residents and businesses of more jobs and income created by the new firm and its workers.

In the Rural Municipality of Portage, the impacts of the new firms on local government finance were negative. Since the Rural Municipality receives little benefit in the form of increased expenditures by residents and local businesses the impact of new development falls almost entirely on local government. The analysis indicates that local revenues from new housing fail to match the costs of servicing the new housing and the families within them. Even with the assumption of a significantly higher assessed value for new housing net revenue is still negative. This suggests that the rural municipality should be concerned as to whether it wants to continue to allow new residential development particularly since existing property owners are essentially subsidizing the services provided to new residents.

The analysis suggests that on the whole the city of Portage la Prairie's effort to diversify its economic base has been successful. In part this is a result of the natural advantages of the area but to a considerable extent it is a result of conscious decisions by various levels of government. At a local level the city was willing to absorb a fairly heavy debt load to upgrade its infrastructure so that industries could be accommodated. At the provincial level loans and grants were made available to the city and the decentralization program of the provincial government resulted in the transfer of a number of government branches to the city. At the federal level cost sharing programs through DREE-PFRA provided money for infrastructure while RDIA grants provided an incentive to a number of industries to establish their operations. In summary, it appears that where there are some natural locational advantages and willingness of various levels of government to exploit these advantages it is possible to induce growth in a local economy.

APPENDIX A

SECTOR ACTIVITY BREAKDOWNS BY "GEAR" FOR THE  
YEARS 1969 AND 1979.

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- A.1 City of Portage La Prairie - 1969
- A.2 Rural Municipality of Portage La  
Prairie -1969
- A.3 City of Portage La Prairie - 1979
- A.4 Rural Municipality of Portage La  
Prairie - 1979

1969

A.1

PORTAGE LA PRAIRIE AND AREA ECONOMY

ACTIVITY BREAKDOWN BY "GEAR"

City of Portage La Prairie

AGRICULTURE PRODUCTION INDUSTRIES

AGRICULTURE PROCESSING INDUSTRIES

B.C. Pea Growers  
Campbell Soup  
Portage Feed Mill  
Prairie Abbatoir

FOOTLOOSE INDUSTRIES

Chicken Delight of Canada Ltd.  
Mayfair Glassware and Gifts  
Portage La Prairie Mutual Insurance Co.  
Webb Bus Lines Ltd.  
Western Processing and Cold Storage

GOVERNMENT SERVICE INDUSTRIES

Children's Aid Society  
Canada Agricultures  
CFB  
Liquor Control Commission  
Department of Mines and Natural Resources  
Department of Health and Social Services  
Manitoba Home for Boys  
Court House and Gaol



1969

PORTAGE LA PRAIRIE AND AREA ECONOMY

GOVERNMENT SERVICE INDUSTRIES (continued)

Manitoba School for Retardates  
Department of Agriculture  
Highways Department  
Manitoba Hydro  
Manitoba Pool Elevators  
Manitoba Telephone  
Portage Business College  
Veterans Land Administration

CITY SERVICE INDUSTRIES

Canada Manpower  
Canada Pension Plan  
City Library  
City of Portage La Prairie  
Friendship Centre  
Municipality of Portage La Prairie  
Portage General Hospital  
Portage School Division  
Portage Rotary Housing  
RCMP  
Sheriff's Office  
Department of Indian Affairs

PRIVATE AND RETAIL SERVICES

Agriculture

Animal Clinic  
Animal Hospital  
Army, Navy and Air Force Veterans  
George Dr. (Vet)  
Thomson Dr. I. (Vet)  
United Grain Growers  
Victoria Feeds

Manufacturing

Enterprise Press  
McCulley's Upholstering  
Daily Graphic

1969

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Manufacturing (Continued)

Parker's Machine Shop  
Portage Aluminum Products  
Portage Concrete Products  
Portage Taystee Bakery  
Portage Leader  
Portage Memorials  
Portage Soda Water Works Ltd.  
Pragnell Bakery  
Textile Mfg.  
Richardson Mfg. (1973) Ltd.  
Guinn and Simpson  
Vopni Press

Construction

Attwood Electric  
Custom Asphalt Paving  
Dolphin Sales  
Ellwood - McRorie Ltd.  
Fast Bros. Ltd.  
Forsythe Coal Co.  
Jessiman Carpentry  
Johnston J.T.  
Koko Platz Builders  
Kyle R.J.  
Lamb G.  
Laramée Construction  
Lee T.E.  
Leitch Peter  
Midland Refrigeration  
Mil-Jeanne Flowers  
Moon Construction  
Moose Construction  
Nelson River Construction Ltd.  
Nu-Way Decorating Co.  
Portage Masoney  
Prairie Implements  
Quinn Construction

1969

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Construction (Continued)

Winnipeg Construction Co.  
Woyiwada Construction  
Lasina, M.  
Portage Septic Tank Clearing

Transportation, Communication, Utilities

Ace Taxi  
Allied Van Lines  
Arrow Taxi  
CFRY Radio Station  
CP Transport  
CN Rail  
CP Rail  
Favorite Transport  
Greyhound Bus Lines  
Ideal Van Lines  
Inter-City Gas  
Love's Transfer  
Mac's Messenger Service  
Malion Ambulance  
Maxwell's Trucking  
McDonald, E.  
Meseyton Cartage  
Nichols Taxi  
Portage Cartage and Storage  
Portage Taxi  
Royal Transportation  
Rudy's Lite Deliveries  
Smith Taxi  
Tomalin Truck Service  
Trans Canada Pipe Lines  
Upward Transfer  
Brendan O'Brien Travel Service

Wholesale Trade

Al's Machinery Sales  
Assiniboine Feeders  
Ashbury Farm Equipment  
Case Paver and Equipment Ltd.

1969

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Wholesale Trade (Continued)

Christianson Ltd.  
Cockshutt Sales  
Gillam H. & Son  
Gillis & Warren  
Henderson Farm Equipment  
International Harvester Sales  
John Deere Farm Implements  
Massey-Ferguson Implements  
New Holland Dealer  
Palendat Bros. Farm Equipment  
Pells Restaurant Supply  
Portage International Farm Equipment  
Portage Propane Ltd.  
Prairie Gas  
Portage Tires  
Red River Grain Co. Ltd.  
Richardson, James & Sons  
Rudy's Farm Supply  
Shell Canada Ltd. (bulk)  
Texaco Canada (bulk)  
Vust Ltd.

Retail Trade

Adams Furniture  
Agnew Surpass Shoe Stores  
Alsip Brick Tile and Lumber  
Avenue Automatic Service  
B A Service Station  
Bakushka Refrigeration  
Bargain World Ltd.  
Barrett's Sales and Service Ltd.  
Beaver Lumber  
Beese Food Store  
Bill's Meat Market  
Bill's Service  
Bill's Shoe Shop  
Bing's Auto Body  
Bottomley's Furniture  
BOWES Sales  
BOWES Signs  
Bradley's Esso Service (2)  
Bridge Road Service Station

1969

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Retail Trade (Continued)

Campbell's T.V., Radio & Hi Fi  
Canada Safeway  
Carmichael Plumbing and Heating  
Central Shell Service Station  
Chuckwagon Esso  
Cobbe's Plumbing & Heating  
Cook's Jewellery  
The Corner Store  
Craftsman Shop  
Crescent Creamery  
Curren's Grocery  
D & M Shell  
Dale Service Garage  
Darragh's Shoe Centre Ltd.  
Davis Radio Service  
Davis Service Station  
Delta Motor Products Ltd.  
Dillon Electric  
East End Shell  
Eatons  
Electrolux  
Fairbairns Men's Wear  
Fae-Kin Stationers  
Faincombe Confectionery  
Firestone  
Ford Sales & Service  
Forsythe's Ski-doo Shop  
Gabel's Jewellery Co.  
Garland & Wilson Jewellers  
Gibs Sports Shop  
Gorden's Groceteria  
Greenberg's Groceteria  
Gulf Oil Canada  
Hargreaves Portage Drug Store  
Hebner Hardware  
Hill's East Rexall Drugs  
Hill's West Rexall Drugs  
Hobby Centre  
Hollingsworth & Co.  
Human's Service  
Imperial Oil Ltd.  
Inspirational Fabrics  
James S.S.  
Johannesson's Shopping Centre  
Johnston Motor Rebuilders  
Keddy J.A. Ltd.

1969

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Retail Trade (Continued)

Kelly's Garage and Snack Bar  
Ken's Plumbing  
Kitson's Service Station  
Linden's Flowers  
Little Vegas Service Station  
MacDonald's Food Market and Sporting Goods  
Macleods  
Majestic Heating and Air Conditioning  
Makarchuk TV Service  
Malron Texaco  
Marg's Layette  
Mark's Grocery  
Mau Fashions  
Mai's Groceteria  
Mason Heating  
Maxwell Studios and Camera Shop  
McCleary's Ladies Wear  
McLean's Radio and TV  
McLeods Auto Repair  
McVety General Store  
Metropolitan Stores  
Nawey's Clothes for Men  
North American Lumber  
North End General Store  
North End Gulf Service  
North Star Oil  
Old Mill Service Station  
Panko's Food Centre  
Pat's Aviation  
Penman's Music and Variety  
Plains City Electric  
Portage Auto Body  
Portage Garage  
Portage Mobilehome Co. Ltd.  
Portage Pharmacy  
Portage Second Hand Furniture Store  
Porter's Texaco  
Rabkin's Department Store  
Ralph's Department Store  
Ralph's Fabric Centre  
Ralph's Warehouse Clearings  
Reid George  
Reimer Food Services  
Revelstoke Building Materials  
Rodgers and Son Ltd.  
Rogers Auction Service

1969

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Retail Trade (Continued)

Romyn Plumbing and Heating  
Royalite Oil Co.  
Ryshak's Grocery  
Saan Stores Ltd.  
Semrich Glass and Building Supply  
Sherwin-Williams Co.  
Simpson-Sears  
Singer Co. of Canada Ltd.  
Sleik, C. (auctioneer)  
Smith Motors  
Snider Hardware  
Strutt Plumbing & Heating  
Stylerite Department Stores Ltd.  
Sylvester's Shoes Ltd.  
Tecza Mercury Sales Ltd.  
Tony's Service  
Tots n Teens  
Trading Block  
The Treasre Chest  
Tucker's Auto Wrecking  
U-Haul  
Used a Bit Shop  
The Vogue  
Wall Plumbing & Heating  
Watkins Quality Products  
West End Gulf Service  
West End Electric  
Western Bearing & Auto Parts  
Westward Enterprises  
White Auto Body  
Wishart's Service  
Woolworth F.W.

Finance, Insurance and Real Estate

AVCO Finance Ltd.  
Bank of Montreal  
Bank of Nova Scotia  
Brown Insurance Agency  
Brunswick Mortgage Co.

1969

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Finance, Insurance and Real Estate (Continued)

Canadian Imperial Bank of Commerce  
Cuthbert-Lyon Ltd.  
Deeley W.J. & Associates  
Delta Adjustment & Appraisal Co.  
Delta Investments  
Farm Credit Corp.  
Finlayson D.G.  
Household Finance  
Industrial Acceptance Corp.  
Investors Syndicated Limited  
McCutcheon's Realty  
Metheral Rental Agency  
Metropolitan Life Insurance Co.  
Niagra Finance  
Northland Homes & Apartments  
Paramount Investment Group  
Portage Agencies  
Portage Credit Union  
Portage La Prairie Credit Exchange  
Royal Bank of Canada  
Stewart-Greenslade Agencies  
Tilley Realty Ltd.  
Tyler Insurance  
Vanguard Agencies  
Victory Grocery  
Wawanesa Mutual Insurance Co.

Community, Business and Personal Service Industries

A & W Drive In  
Albion Hotel  
Asseltine Dr.  
Beauty Nook Salon  
Bell, L.D. (PCA)  
Benny's Lunch Bar  
Bergerman, Dr.  
Beth David Synagogue  
Bible Baptist Church  
Bill's Catering  
Dr. Black



1969

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Community, Business and Personal Service Industries (Continued)

Bienkarn W. & Co. (PCA)  
Boy Scouts of America  
Burger House  
CAA Emergency Service  
C & L Janitor Service  
Casey's Welding  
Central Plains Development Corp.  
Chamber of Commerce Tourist Bureau  
Chicken Delight  
Chicken Villa  
Chuckwagon Bill's Restaurant  
Classic Coiffeures  
Classic Facials  
Collier & Rae (Drs.)  
Columbus Club Hall  
D-Jay's Pizza  
Dairy Queen  
Dann's  
Delta Lanes  
Dick's Cafe  
Elk Club  
Elliot Dr.  
Evangelical Mennonite Church  
Evergreen Memorial Garden  
Fairfield Dr.  
First Baptist Church  
First Presbyterian Church  
Ford Dr.  
Fort La Reine Motel  
Frontier Portage Motel  
Galloway K. (CA)  
Gallinger, Dr.  
George Dr.  
Gibson Dr.  
Gilroy R. (LLB)  
Gordon Motor Inn  
Gray's Welding  
Greenberg & Greenberg  
Gulf Coffee Shop  
Hamlin Dr. G.  
Hay Decorating  
Hetherington Dr.  
High Bluff United Church

1969

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Community, Business and Personal Service Industries (Continued)

Hi-Way Motel  
Holiday Retreat Nursing Home  
Hotel Portage  
Irvin's Barber Shop  
Isaryk Painting & Decorating  
Jimmy's Cafe  
Jim & Bob's Barber Shop  
Kang Dr.  
Kay's Beauty Shoppe  
Kentucky Fried Chicken  
Kin Glen Home  
Laundry Queen  
Logan R. (opt.)  
Lutheran Church  
MacDonald K. (opt.)  
Magic Wave Shoppe  
Mayfair Farm  
Mayfair Hotel  
Mayfair Motel  
McKenzie United Church  
McMaster Funeral Home  
McRae J.  
Milady's Beauty Salon  
Miller, Miller, & Miller  
Dr. Mir  
Museum  
Nicks Cafe  
Old Mill Motels  
Olympia Cafe  
Orange Hall  
Pauet Dr. (dentist)  
Pentecostal Church  
Reith's Cleaners  
Portage Alliance Church  
Portage Auto Driving School  
Portage Billiards  
Portage Curling Rink  
Portage Denture Clinic  
Portage Flying Club  
Portage Golf Club  
Portage Hotel  
Portage La Prairie Industrial Ex. Association  
Portage Photo Studio  
Portage Plains United Way  
Portage Teen Club  
Portage Lanes Bowling Alley

1969

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Community, Business and Personal Service Industries (Continued)

Prairie Medical Associates  
Provista Hall  
Rae & Collier Drs.  
Rennie, Dr.  
Rey's  
Roland's Hair Styling  
Royal Canadian Legion  
Russ & Joanne's Coffee Shop  
St. Andrews Crescent Heights  
St. John's Catholic Church  
St. Mary's Anglican Church  
Salvation Army Citadel  
Sandven L - locksmith  
Schwesinger Dr. G.  
Seventh Day Adventist Church  
Sharp, E. hairdresser  
Sharpe Dr. D.  
Shewfelt's Laundry  
Sing, Chas (bist)  
Smith, Dr. H. (dentist)  
Smith Dr. W. (dentist)  
Southside Athletic Club  
Stasiuk Dr.  
Sunset Motel  
Thomas Dr.  
Thorne, Gunn, Helliwell & Christenson CA's  
Trimble's Funeral Chapel  
Trinity United Church  
Ukrainian Catholic Church  
Varga Dr.  
Violet's Beauty Shop  
Westgate Inn Motel  
Westview Mennonite Brethren Church  
Winters Dr.  
Yellow Quill Motel  
Lola's Lunch

1969

A.2

PORTAGE LA PRAIRIE AND AREA ECONOMY

ACTIVITY BREAKDOWN BY "GEAR"

Rural Municipality

AGRICULTURE PRODUCTION INDUSTRIES

AGRICULTURE PROCESSING INDUSTRIES

PRIVATE AND RETAIL SERVICES

Agriculture

Manitoba Pool Elevators  
New Rosedale Hatchery  
UGG Buyer

Manufacturing

Hiebert Fisheries - St. Ambroise  
Newton Enterprise

Construction

Newton Builders  
W C & R Construction

Transportation, Communication, Utilities

Pritchett Transfer  
Oakville Transfer

Wholesale Trade

Imperial Oil

Retail Trade

Dyer's Garage - Poplar Point  
Glennie Tire Sales - MacDonald  
Hextall's Lumber Yard

1969

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Retail Trade (Continued)

Jackson General Store - Layland  
Johnston Heating  
Lacroix Garage - Poplar Point  
Murray General Store  
Rink's Sole Store - Macdonald  
Sentinel Service and Restaurant  
Snap On Tools  
Blight and Blight Machinery  
Boddy Merchant's  
By Pass Service Station  
Creed Service Station  
Lee Hardware  
Lee's General Store  
Len's Electric  
Nicholl's Service  
Nicol General Store  
North American Lumber  
Portage Consumers Co-op (O.B.)  
Vezey & Campbell Garage  
Watson Appliance Repair  
Clever General Store

Finance, Insurance and Real Estate

Portage Credit Union (O.B.)

Community, Business, Personal Service

Donley's Riding Stable  
East Poplar Point School  
Green Head Lodge  
Hall's Service Station - Poplar Point  
Hextall's Hunting Lodge  
Hiebert's Cafe - St. Ambrose  
High Bluff School District  
High Bluff United Church  
Highwater Shooting Club

1969

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Community, Business, Personal Services (Continued)

Lakewood Country Club  
Mallard Lodge

Poplar Point Rink  
Portage Country Club  
Richardson Shooting Lodge  
St. Ambroise Rectory

Andrew's Garage

Newton Mennonite Brethren Church  
Oakville Curling Club  
Oakville School  
United Church

CITY SERVICES

FOOTLOOSE INDUSTRY

GOVERNMENT SERVICE INDUSTRIES

Delta Waterfowl Research Station  
Government of Canada - Portage Community Pasture  
- Canadian Forces Base - Southport  
Manitoba Government - Department of Tourism and Recreation - Lynch's  
Point Point  
- Department of Industry, Trade & Commerce -  
Macdonald  
Manitoba Government - Tourism and Recreation

1979

A.3

PORTAGE LA PRAIRIE AND AREA ECONOMY

ACTIVITY BREAKDOWN BY "GEAR"

City of Portage La Prairie

AGRICULTURE PRODUCTION INDUSTRIES

AGRICULTURE PROCESSING INDUSTRIES

McAllister Pea and Seed Cleaners  
B.C. Pea Growers Ltd.  
Campbell Soup Company  
McCain Foods Ltd.  
Prairie Abattoir  
Woodstone Foods Ltd.

FOOTLOOSE INDUSTRIES

Troy Metal Industries  
Phillips Cables Ltd.  
Webb Bus Lines Ltd.  
Mayfair Glassware & Gifts  
Portage la Prairie Mutual Insurance Co.  
Westco Storage Ltd.  
Tomalin Transfer  
Decor Cabinets  
Richlu Sportswear & Manufacturing Ltd.  
ARC Industries  
Berkley & Co.

GOVERNMENT SERVICE INDUSTRIES

Delta Waterfowl Research Station  
Children's Aid Society  
Group Foster Home  
Central Region Work Activity Project  
Prairie Agricultural Machinery Institute  
Agriculture Canada  
Canada Pension Plan  
Health and Welfare  
Manitoba Dept. of Agriculture  
Economic Development  
Education  
Fitness, Recreation and Sport

Government Service Industries (cont'd)

Health and Community Services

Highways & Transportation

Mines, Natural Resources and Environmental Management

Municipal & Urban Affairs

Tourism & Cultural Affairs

Manitoba Housing & Renewal Corporation

Manitoba Indian Agricultural Program

Manitoba Research Council

Union of Manitoba Municipalities

Portage School For Retardates

Agassiz Centre for Youth

Correctional Centre for Women



1979

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES

Agriculture

Animal Clinic  
Bodie John Aerial Applicator  
Braden Agri Sprayers  
Gulay JP Air Service  
O'Grady P., Dr. (Vet.)  
Plains Potatoes  
Thompson, J., Dr. (Vet.)

Manufacturing

Beverage Services Ltd.  
Canada Packers  
Pic A Pop  
The Pop Shoppe  
Portage Creamery  
Tastee Bakery  
Victoria Feeds  
D&A Draperies  
Betty's Upholstering  
Decor Cabinets  
Gary's Upholstering  
McDonald Decorative Woodworks  
Central Manitoba Shopper & News  
Daily Graphic  
MacGregor Herald  
Murray Printing Limited  
Norquay Printers  
Portage Leader  
Vopni Press  
Parker's Machine Shop  
Pat's Welding & Machine  
Piston Ring Service  
Mid City Concrete Ltd.  
Portage Concrete Products

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PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Construction

Attwood Electric  
Balin Construction Ltd.  
-Bergeron R. Ready Mix Cement  
Bowler Electric  
  
Chrest, Fred  
Clearwater Pools and Hotel Tubs  
Comfor Home Insulating Systems  
Customer Asphalt Paving  
Dillon Electric  
Dolphin Sales Ltd.  
Ducharme Landscaping & Excavating  
Ellwood-McRorie Ltd.  
-Forsythe A. Coal Co. Ltd.  
Forsythe Enterprise Ltd.  
Fred's Contracting  
Garnham, Doug Construction  
Garnham, Stanley Heavy Equipment  
Hewitt Builders  
Halben Construction  
Koko Platz Builders  
Koppen Maurice  
Lamb Construction  
Lamb Electric Ltd.  
Loewen Steel Structure  
McDonald Earl (painter)  
Midland Refrigeration Co.  
Moon Construction  
Moose Construction  
Murray's Eavestroughing  
Mutter Bros.  
  
Plains City Electric  
Plains City Radiator  
Portage Septic Tank Cleaning Service  
Prairie Insulators Ltd.  
Pyramid Masonry  
RDL Construction Ltd.  
Romyn & Roy Ltd.

1979

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Construction (Continued)

Tomalin Construction  
Town & Country Masonry  
Westend Electrical Contractors  
Westport Steel Structures Ltd.  
Woodward Construction

Transportation, Communication and Other Utilities

B-line Delivery Services  
ACE Taxi  
Allied Van Lines  
Armstrong the Mover  
Arrow Taxi  
Bus Depot  
CN  
CP  
CFRY Radio Station  
Ideal Van Lines  
Intercity Gas Utilities Ltd.  
JB Enterprises  
Jim's Cartage  
Kulba Trucking  
Lamont Travel Service  
Malron Ambulance Service  
Manitoba Hydro  
Manitoba Telephone  
Nicholls Trucking  
Nichol's Taxi  
North American Van Lines  
Portage Aviation  
Portage Cartage & Storage Ltd.  
Portage Community Cablevision Ltd.  
Portage Flying Club  
Portage Taxi  
Portage Truck Centre  
Quantas Airways  
Smitty's & Portage Taxi  
Tomalin Transfer  
Trans-Canada Telephone System  
Trans-Canada Pipeline Stn.  
Transx Ltd.  
U-Haul Co. Ltd.

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PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Transportation, Communication and Other Utilities (Continued)

Upward Transfer  
Vlair Flying Service  
Webb Bus Lines Ltd.  
Westco Storage Ltd.  
Zaroski Construction

Wholesale Trade

Ag-Chem Equipment Co.  
Briggs AM Ltd.  
Buhr, Enterprises  
Camden's Auto Wrecking  
Carghill Grain  
Case Power & Equipment Ltd.  
Christianson Ltd.  
Co-op Implements  
Coca Cola Ltd.  
Chem Agro Ltd.  
Esso Chemical Canada  
Gillis & Warren Ltd.  
Imperial Oil  
John Deere Farm Implements  
Manitoba Dairy Co-operators Ltd.  
Massey Ferguson Implements  
McDonald Machinery  
- Munro Farm Supplies Ltd.  
New Holland Implements (Sperry)  
Pels Restaurant Supply  
Portage Canpak International Ltd.  
Portage Propane Ltd.  
Portage Tire  
Prairie Gas  
Rogers & Son Ltd.  
Shell Canada Bulk Sales  
Texaco Canada Bulk Stn.  
United Grain Growers  
Vust Ltd.

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PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Retail Trade

Agnew Surpass Shoe Stores  
Andy's Auto Glass  
Andy's Towing  
Audio 1 Ltd.  
Artcraft Studio  
Avenue Automatic Ltd.  
Barretts Sales & Service Ltd.  
Beaver Lumber Co. Ltd.  
Bakushka, C. (Refrigeration)  
Bill's Service  
Bill's Shoe Shop  
Bert's Carpet & Upholstry Cleaning  
Blights-Portage (IH)  
Betty's Auto Supply  
Bettomley's Furniture  
Big Form Sales  
Bowes  
Bradley's Esso Service  
Bridge Road Service Stn.  
Bumper to Bumper  
Busy Finger Knit Shops  
Bowes Auction Mart  
Campbell's TV & Radio  
Canada Safeway Ltd.  
Canadian Tire  
Cantage Ceramics  
Carpet Your World  
Carmichael Plumbing & Heating  
Chime Bldg. Centre  
City Centre Esso Service  
Cobbe's Plumbing & Heating Ltd.  
Coles the Book People  
Coltart Auction Services  
The Corner Store  
Craftsman Shop  
Custom Home & Leisure Ltd.  
  
Dan & Pete's Auto Body  
D&M Ice Cream Parlor  
Datsun Glen's Portage  
Davis Radio Service & Electric  
Delta Grocery  
Delta Home Furnishings

1979

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Retail Trade (Continued)

East End Shell  
Eaton's  
Ed's Plumbing & Heating  
Electrolux of Canada  
Evangel Book Shop  
F&M Corner Store  
Edmonson Chevrolet Oldsmobile Ltd.  
Ed's Glass & Aluminum Centre  
5th Avenue Grocery  
Firestone Canada Ltd.  
Floodway Taving  
Ford Sales & Service  
Gabel's Jewelry Ltd.  
Fiesta Fabrics  
Funk's Music Centre  
Fuzzy Orange  
Gallagher Refrigeration & Air Conditioning Ltd.  
Garland & Wilson Jewellers  
Greenberg's Groceteria  
Gretchen's Gallery  
Gulf Canada Limited  
H&R Lumber  
Hans Christian Toy Store  
High Bluff General Store  
Hill's East Rexall Drugs  
Hill's West Drug Store Ltd.  
Hiwa Ceramics  
Home of Army & Navy  
Herman's Service  
Hutch's Auto Body  
Inspiration Fabrics & Fashions  
Irene's Gallery of Macrame  
Irwin Clayton Amway Dist.  
Island Park Pontiac Buick GMC Ltd.  
Jack Fraser's Mens Wear  
Jen-Teb Ltd.  
Jubiler Music Portage la Prairie Ltd.  
Kaz's Meat Market  
Kelly's Sales & Service  
Ken's Plumbing & Heating Ltd.  
Keystone Sporting Goods  
Kirby Vacuum Co.  
Kirschman Mfg. Freeway Campers

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PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Retail Trade (Continued)

Kitson's Service Station  
Krazy Shirts Canada  
Leader's Refrigeration  
Linden Rent All  
Linden's Flowers  
Liquor Control Commission  
Lo-Cost Drug Mart Ltd.  
Lo-Cost Mall Drugs  
Laundry Queen  
Lovett's Import Sales & Service Ltd.  
Macdonald's Food Market & Sporting Goods  
MacFarlane Appliance Service  
Macleods  
Macrame Magic  
Makarchuk TV Service  
Mariposa  
Mark's Grocery & Confectionary  
Marr Fashions  
Mayfair Glassware & Gifts  
McCleary's Ladies Wear  
McIvor's Garage & Snack Bar  
McLaughlin Sales  
McLean's Antenna & Sound  
Mellen's Meat Market  
Memory Card & Gift Shop  
Merchant Retail Services Ltd.  
Meseyton Harvey  
Metropolitan Stores  
Marquette Gravel Supply Ltd.  
Midtown Market  
Mike's Bicycle Shop  
Mil-Jeanne Flowers  
Mogs Music  
Narvey's Clothes for Men  
  
Niakwa Pizza  
North American Lumber  
North End Royalito  
Panke's Food Centre  
Penman's Music & Variety

1979

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Retail Trade (Continued)

Person's Paint & Wall Covering  
Plainsman Esso Service  
Port West Electric  
Portage Auto Body  
Portage Car Clinic  
Portage Consumers Co-operative Ltd.

Portage Discount Sales  
Portage Fabrics & Textile Centre  
Portage Floor Craft  
Portage Garage  
Portage Leisure & Truck Centre  
Portage Second Hand Store  
Portage Stamps & Supplies  
Portage Supermarket Ltd.  
Portage Toyota  
Portage Turbo S.S.  
PortWest Music Centre  
Power Vac (West Man.)  
Prairie Automotive and Industrial Supplies Co. Ltd.  
Prairie Florists  
Prairie Radiators  
Precision Glass Ltd.  
Premet Marketing Limited  
Preston Auto Repairs  
Queen's Knight Originals  
R&R Compact Sales  
R&T Electronics  
Rabkins Departmental Store  
Ralph's Texaco Service Station

Reesor's Jewellery (1978) Ltd.  
Reimer's Antenna Service  
Reitman's  
Richlu Sportswear Manufacturing Ltd.  
Robinson Stores  
Rogers Auction Service  
Ryshak's General Store  
Ryshak's Laundro-Mat and Dry Cleaning  
Saan Stores  
Sado Marketers  
Salvation Army Thrift Store  
Scott's Heating Service  
Sears (Simpson Sears Ltd.)  
Semrick Glass & Building Supply



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PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Retail Trade (Continued)

7-Eleven Food Stores (2 branches)  
Shaklee Products  
Sherwin-Williams  
Shewfelt's Plumbing & Heating  
Singer Company of Canada  
Slalk, C. (auct)  
Smith Motors Ltd.  
Snap-On Tools  
Sterling's Gaseteria  
Strutt Plumbing & Heating  
Stylerite Department Stores  
Super Shell Service  
Suzuki Motorcycles & Accessories  
Sun & Snow Enterprises  
Tecza Mercury Lincoln Sales & Leasing Ltd.  
The Old Mill S.S.  
Tony's Service  
The Trading Block  
The Treasure Chest  
Used A Bit Shop  
The Variety Shoppe  
Village Furniture Loft  
Wall's Garage  
Walt's Gas & Auto Body  
Ward Electric  
Watkins Quality Products  
  
Western Muffler Centre  
White Cross Pharmacy (1965) Ltd.  
Woody's Auto Body  
Woolco Department Store  
Woolworth F. W. Ltd.  
Zatina's General Store

Finance, Insurance and Real Estate

AVCO Financial Services  
Bank of Montreal  
Bank of Nova Scotia  
Bowes Realty  
Canada Imperial Bank of Commerce  
Capital Insurance Services

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PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Finance, Insurance and Real Estate (Continued)

Chipper Realty Ltd.  
City Centre Apts.  
Century 21 Wheat City Realty  
Clayton Agencies (1972) Ltd.  
Co-op Insurance Services  
  
Cuthbert-Lyon Ltd.  
D. Jay Realty  
Delta Investments  
Downtown Apts.  
Earl, R. B. Company  
Farm Credit Corporation  
Federated Insurance Co. (Wpg.)  
Finlayson Real Estate  
Fletcher-Mutual Life of Canada  
Elias Realty  
Green's (Lloyd) Realty  
Greenslade Insurance  
Household Finance Corp. of Canada  
Investors Syndicated Limited  
Isaryk's Rental Agency  
J. Funk Realty Ltd.  
Jack Leader Realty  
Kent Realty  
Krause Realty  
Leader, Jack Realty  
Manitoba Agricultural Credit Corporation  
McCutcheon's Realty  
Mellco Realty Ltd.  
Midway Home Sales  
Mobile Home Estates  
Monarch Life Assurance Co.  
Mutual Life of Canada  
Norquay Developers  
Northland Homes & Apartments Ltd.  
Paramount Investment Group Ltd.  
Park Realty Ltd.  
Portage Agencies Ltd.  
Portage Co-op Insurance Services  
Portage Credit Union  
Portage Mall Administration  
Portage Realty & Insurance Agency Ltd.  
Portage Rotary Housing Ltd.  
Robinson Realty  
Royal Bank

1979

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Finance, Insurance and Real Estate (Continued)

Scotia Bank (two branches)  
Singh & Co. Consultants in Real Estate  
Skerwood Mobile Home Estates  
Southport Credit Union  
Stewart Greenslade Limited  
Tilley N. M. Realty Ltd.  
Toronto-Dominion Bank  
Treeland Realty  
Tyler N.D. Insurance  
Tyler Realty  
Valleyview Realty Ltd.  
Vanguard Agencies Ltd.  
Westward Enterprises Limited

Community, Business and Personal Service Industries

Alcoholics Anonymous  
Black, Dr.  
Canada Vision  
Central Medical  
Collier, Howden and Rae Doctors  
Davis, Dr.  
Enns, Dr.  
Fairfield, Dr.  
Foot Care Centre  
Ford, Dr.  
Galwin, Dr.  
Graham, Dr.  
Holiday Retreat Nursing Home  
Howden, Rae and Collier Doctors  
Lagowski, Dr.  
Lions Prairie Manor  
Logan, Dr. (opt)  
Mitchell, W.K., Dr.  
Murray, Gerald, Dr. (opt)  
Oral Arts Denture Laboratory  
Parrott, F.W., Dr. (dent.)  
Portage Chiropractic Office  
Portage Clinic (Drs. Lagowski, Rasmidata)  
Portage Vision Services  
Prairie Dental Lab  
Prairie Medical Associates (Drs. Collier, Howden, Rae, Black,  
Taylor, Peters)  
Drs. Rennie, Sharpe, Halprin  
Dr. Ross

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PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Community, Business and Personal Service Industries (Continued)

Ryan, Grant Dental Laboratory  
Schellenberg, Dr. W. (dent.)  
Schwesinger, Dr. G.  
Sharpe, Dr.; Rennie, Dr; Halparin, Dr.  
Stasiuk J., Dr. (dent.)  
Young W.H., Dr. (dent.)  
Young Wm., Dr.  
Alliance Church  
Bible Baptist Church  
Church of Christ  
Evangelical Mennonite Church  
First Baptist Church  
First Presbyterian Church  
High Bluff United Church  
Kingdom Hall  
Lutheran Church  
McKenzie United Church  
Murray United Church  
Pentecostal Highway Tabernacle  
Portage Christian Academy  
St. Hyacinth's Catholic Church  
St. John's Catholic Church  
Salvation Army  
Seven-day Adventist Church  
Trinity United Church  
Ukranian Catholic Church  
Ukranian Greek Orthodox Church of St. Nicholas  
Arena Rink  
Cinema Centre  
Fort La Beire Museum and Tourist Bureau  
Eddy's Pool Hall  
High Bluff Co-operative Community Club  
High Bluff Curling Rink  
Kirchoffer Lodge  
North Side Athletic Club  
Orange Hall  
Portage Curling Rink  
Portage Golf Club  
Portage Lanes Limited  
Prairie Lanes Bowling Alley  
Robertson, Garry Music Services  
Sandy's Amusement Centre  
Southside Athletic Club  
Westend Community Club  
Westwinds Camping Resort

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PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Community, Business and Personal Service Industries (Continued)

Anderson John (barrister)  
Christianson and Christianson  
Credit Bureau of Portage La Prairie  
Deely and Associates  
Barak Investigations Ltd.  
G & S Decorating  
Gallaway, Lapchuk and Nicoll  
The Gallery  
Greenberg and Greenberg  
Hay Decorating  
K. Ronald Accounting  
Lee Farm Services  
Mac's Messenger Service  
McBurney Land Surveys  
Miller, Miller and Miller  
Olson Typewriter and Office Supplies  
Pollock, Harvey (QC)  
Portage Ad Agency  
Portage La Prairie Livestock Information Service  
Sing and Sing (best)  
Thorne Riddell and Co.  
Totegan Management Group  
Troniak and Watson (best)  
U & R Tax Services  
Voice-Pagers Ltd.  
Andy's Tailors & Cleaners  
Beauty Nook Salon  
Bob's Barber Shop  
Braden's Barber Shop  
Classic Hair Designs  
Cliff's Barber Shop  
Evergreen Memorial Garden's  
The Hairbenders  
House of Hair  
John's Hair and Skin Care Centre  
Kathy's Beauty Salon  
Kay's Beauty Shoppe  
McKelvey's Restaurant  
Omega Funeral Home  
Perth's Cleaners Launderers and Furriers  
Roland's Hair Styling  
Skin Kare Place  
Trimble Funeral Chapel  
A & W Drive Inn  
Albion Hotel  
Burger House  
Chicken Villa

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PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Community, Business and Personal Service Industries (Continued)

Dairy Queen  
Delta Drive In  
Dew Drop Inn Lunch Bar  
Dick's Cafe  
Fort La Reire Motel  
Eva's Country Style Restaurant  
Gorden Motor Inn  
Hi-Way Motel  
Hotel Portage  
Island Park Concession  
Kentucky Fried Chicken  
Nick's Cafe  
Manitoba Inn  
Mayfair Motel  
Mayflower Restaurant  
McDonald's Restaurant  
Mr. Chicken  
Niakwa Pizza  
Olympia Cafe  
Oinenbl Pearl Restaurant  
Pizza Place  
Portage Hotel  
Rolling Pin Restaurant  
Shell Prairie Inn  
Smitty's Pancake House  
Sonny-Chan's Chinese Food  
Submarine & Dairy Delight  
Sunset Motel  
Trifon's Pizza and Spaghetti House  
Wayne's Inn  
Westgate Inn Motel  
Westward Village Inn  
Yellow Quill Motel  
Addison Security Ltd.  
Army Navy and Air Force Veteran's in Canada  
Boy Scouts of Canada  
Big Brothers of Portage  
C & B Truck and Car Rental  
CAA Emergency Service  
Chamber of Commerce  
Columbus Club  
Consumers Association of Canada  
D & M Taxidermy  
Elks Club  
Economy Rent A Car

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PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Community, Business and Personal Service Industries (Continued)

Gray's Welding  
International Association of Fire Fighters  
Manitoba Government Employees Association  
Mike's Welding  
Murray's Welding  
Oddfellow's Towers  
Oldmahn Young Studio  
Planned Parenthood Manitoba  
Portage Citizens Radio Club  
Portage Day Care Centre  
Portage and District Arts Council  
Portage and District Terriers  
Portage Industrial Exhibition Association  
Portage Photo Studio  
Portage Plains United Way Corp.  
Prairie Photo Studio  
R & N Janitor  
Royal Canadian Legion  
St. Hyacinth Catholic Women's League  
St. John's Club  
Sooter Portrait Studio  
Tourist Convention Association of Manitoba  
Wee World Day Care Centre  
West End Citizens Co-operative Association  
Westend Day Care Centre

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PORTAGE LA PRAIRIE AND AREA ECONOMY

ACTIVITY BREAKDOWN BY "GEAR"

Rural Municipality

AGRICULTURE PROCESSING INDUSTRIES

Connery's Riverdale Farms

PRIVATE AND RETAIL SERVICES

Agriculture

Almasippi Irrigation Farms  
Braden Agriculture Sprayers  
Manitoba Pool Elevators  
Ciba-Geigy Canada Ltd. (research farm)  
UGG Buyer

Manufacturing

Lake Manitoba Co-op Fisheries - St. Ambroise  
Newton Enterprises Ltd.  
Manu-Fab Building Components  
Oakville Signs  
Newton Builders  
Nu-Way Cobtractors

Construction

Lamb Construction  
Cann Build Construction  
Portage Crane Service  
Ron Woods Roof Maintenance  
Sandor Construction Limited  
A.K. Contracting  
Central Canadian Structer  
Elm River Industries Ltd. (centr)  
Melnychuk Construction  
Flamand Roofing -St. Ambroise  
Town and Country Masonry Ltd.

Transportation, Communication, Utilities

Hales Transfer  
Hunt Brothers Building Movers  
Pritchett E.A. & Sons Trucking  
Oakville Transfer



1979

PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Wholesale Trade

Esso Chemical Canada  
Portage Consumer's Co-op Ltd.

Retail Trade

Abco Supply and Services  
B & E Distributing  
Cryler's Corner Store  
George's Garage  
Gregoire's General Store  
Hextall's Lumber Yard  
Lacroix Garage - Poplar Pt.  
Murray's General Store  
Red's Auto Body  
Rolly's Workshop  
St. Ambroise General Store  
Sentinel Service & Restaurant  
Wall's Garage  
Way-Jay Enterprises Ltd. - Poplar Pt.  
By Pass Service Station  
Creed Service Station  
Jackson's General Store  
Len's Electric  
Nicol RD General Store  
Norquay Chevrolet Chev.  
Vezey's Garage  
Williams Elect. Supplies

Finance, Insurance, and Real Estate

Comer WR Insurance  
Portage Credit Union Ltd  
Grant Insurance

Community, Business, Personal Service

A & J Welding  
Carter Dr. Oakland  
Flying Mallard Lodge  
Gainsborough Community Club  
Gladue's Carpet Cleaners

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PORTAGE LA PRAIRIE AND AREA ECONOMY

PRIVATE AND RETAIL SERVICES (Continued)

Community, Business, Personal Services (Continued)

Hextall's Hunting Lodge  
Highwater Shooting Club  
K. Ranch Stables  
Lakewood Country Club  
Macdonald Hall  
Patuson Shooting Lodge  
Poplar Point Alliance Church  
Poplar Point Community Club

Portage Country Club  
St. Ambroise Rectory  
St. Ambroise School

Yellowhead Cafe  
Curtis Ridge Community Club  
Harsany, Dr. I.  
Newton Mennonite Brethern Church  
Oakville Community Hall  
Oakville Curling Club  
Oakville Motor Hotel  
Oakville School  
Rempel Welding  
United Church

CITY SERVICES

FOOTLOOSE INDUSTRY

GOVERNMENT SERVICE INDUSTRIES

Government of Canada - Department of National Defence  
Government of Manitoba - MREM - Lynch's Point, St. Ambroise  
University Field Station (Delta)

HC Framingham, C. F.  
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M3  
F732

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