



KEYSTONE
CENTRE

2025 – 2030 Strategic Plan

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Land Acknowledgment

The City of Brandon is located on Treaty 2 land, the unceded territory of the Dakota, and homelands of the Red River Métis.



Background

In December 2024, the Board of Directors of the Keystone Centre engaged the services of Siere to assist in developing a Strategic Plan for the operation, intended to shape and outline their priorities and strategies over the next five years.

In April 2024, the Board of Directors undertook a process to revisit the Vision, Mission and Values for the Keystone Centre. The defining of these played a



significant role in looking at the operation, its position within the community and in how to expand its value to the community. This, in turn, shaped the overall themes for the plan into the following key areas:

- Fostering Community Pride
- Building Financial Sustainability
- Enhancing User Experience
- Expanding Economic Impact
- Strengthening the Organization

This strategic plan outlines the key areas of focus (or priorities) over the next five years. The Board of Director and senior management will use this plan to help guide annual budgeting and resource allocation to effectively implement the strategies contained within. These strategies will be disseminated to staff and other stakeholders to ensure collectively everyone understand their importance and is working together to fulfill them.

The plan is a living document and will be reviewed regularly with an update being provided to the community on the progress.

Vision

To be an innovative world class destination where community meets, experiences, learns and thrives for generations to come.

Mission

To build and strengthen community one experience at a time.

Values

To achieve our vision and carry out our mission, these are the values we all strive to demonstrate through our decision making, in our roles and in carrying out our day-to-day activities:

Stewardship

Innovation

Sustainability

Culture

Integrity

Community

Resilience

Creative

Collaborative

Progressive



Strategic Themes

Uniting to Build a
Prosperous Future

Enhancing User
Experience

Building Financial
Sustainability



Expanding
Economic Impact

Strengthening the
Organization

Uniting to Build a Prosperous Future

According to the 2021 Census data, approximately 70% of Brandon's population is under 50 years old, meaning that over 39,000 of our residents have never known a Brandon, where the Keystone Centre has not played an intricate role in the community. Organizations such as the Provincial Exhibition of Manitoba and the Brandon Wheat Kings have played a significant role in the success of the Centre, from its very beginning. These partnerships and many others contribute approximately \$78.1 million annually to the provincial economy and supports over 2,000 jobs through its operations and events, supporting the economy and in establishing Brandon as a premier destination regionally, provincially and nationally.

As with anything, it can be easy to take for granted something that has always been there; after all, for a majority there has never been a thought given to the Keystone Centre or Provincial Exhibition or the Wheat Kings not being a part of Brandon. The Keystone Centre and its partners have a long history and a story to tell. Our one-of-a-kind venue provides the backdrop, that bring us together and for which we are revered by our guest and visitors alike.

We want the community to take pride in not only the facility itself, but more importantly, in what it provides; experience, vibrancy, learning and education, fun, entertainment, economic advantages, and community.

The Keystone Centre, and its many partners and their events are deeply intertwined and play a crucial role in the overall success of the community. Together, they create a vibrant and dynamic environment that enhances the quality of life for all residents and contributes significantly to the prosperity and identity of Brandon. It is essential for the community to recognize and support these interconnected pillars to ensure the continued success and vitality of our city.



Develop and deliver a community education and engagement plan.

Milestones	Timeframe
Define clear objectives and identify the target audiences.	2025
Engage a consultant to assist in developing key messages, selecting the engagement methods and defining measurables.	2026 - 2027
Collaborate with local organizations, business and community leaders to broaden reach and awareness.	2026 - 2030
Deliver campaign and measure effectiveness.	2026 - 2030

Develop a plan to communicate key metrics to the community.

Milestones	Timeframe
Identify key performance indicators related to partnership health and an ongoing process for communication to the community.	2025

Building Financial Sustainability

The Keystone Centre, as a large-scale multi-use facility, has always been driven to be financially sustainable. The centre has continually balanced the competing priorities of being economically sustainable, with remaining affordable, accessible and true to the ideals under which it was established over fifty years ago.

There is no easy answer to financial sustainability, however it is recognized to be so would help to attract and retain sponsors and partners, enhance the image and reputation of the operation, ease the burden on our Members and the community and would ultimately empower the organization to grow, innovate and better serve the community, as a whole.

It is through ongoing dialogue of the Members on the direction of the facility, innovative approaches to bringing in new business, evaluating operations and expanding how we envision and use the whole facility, that will allow us to become financially sustainable.



Balance the budget

(based on 15% of expense being offset by operations funding grants and generating \$500,000 in additional operating revenue)

Milestones	Timeframe
Conduct a review of all user agreements, contracts and user fees to identify where pricing needs to be adjusted to reflect actual costs.	2025 - 2028
Identify the types of events and programs that are profitable for the operation and focus sales efforts to expand in those areas.	2026 - 2028
Seek out additional naming rights, sponsorship and advertising revenue options.	2026 - 2028
Explore additional leasing options.	2026 - 2030

Review all major contracts and explore value-added delivery models.

Milestones	Timeframe
Identify the major contracts to be reviewed.	2025 - 2026
Conduct a review of all contracts effectiveness in meeting the operation's objectives.	2025 - 2027
Explore alternative solutions and conduct a financial impact analysis on the operation.	2025 - 2027
Provide recommendations to the Board of Directors for consideration.	2026 - 2028

Implement alternative solutions and monitor financial performance to ensure cost benefits are being realized.	2027 - 2032
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Explore and deploy alternative “green technologies” to reduce operating costs.

Milestones	Timeframe
Work with Efficiency Manitoba to identify potential energy efficiency projects.	2025
Prepare an application in conjunction with the City of Brandon to seek out funding under the Manitoba Climate Action Fund.	2026 - 2030

Implement an Asset Management Program.

Milestones	Timeframe
Identify the objectives of the Asset Management Program.	2025
Research software programs and seek out funding to be able to invest in a solution.	2025 - 2026
Conduct a comprehensive asset inventory and assess asset condition and determine criticality.	2026 - 2028
Develop lifecycle management plans related to key assets and facilities.	2026 - 2029
Develop a comprehensive capital budget including an associated risk assessment for presentation to the Members.	2029 - 2030



Enhancing User Experience

The Keystone Centre's facilities, grounds, events, programs and offerings bring together people from across the country and from all over the world. We know that when guests have a positive experience, they are more likely to return, participate in more activities, and help promote the facility to others. This helps us in achieving our mission of building and strengthening community, one experience at a time.

The Keystone Centre, which sometimes is thought of as land and a facility, more importantly exists to facilitate a user experience. The more people feel welcomed, valued, and comfortable the more likely they are to form connections with others, choose to host their events with us, participate in community events, and overall support the facility's initiatives.

As a multi-functional facility, there is opportunity to continue to explore new ways of utilizing our grounds and facilities, to encourage the expanded use of the facility and to enhance the overall user experience.



Complete a review of all major partnership agreements

Milestones	Timeframe
Identify the major partnership agreements to be reviewed.	2026
Seek feedback from user groups, event representatives and other stakeholder groups on user experiences.	2025 - 2026
Explore alternative solutions and changes that need to be made to agreements to enhance user experience.	2025 - 2027
Seek out legal advice and / or work with partners to make changes to agreements.	2025 - 2027

Develop and implement a plan to utilize and enhance the green space.

Milestones	Timeframe
Develop and approve the conceptual plans for the green space and for beautifying the grounds / entrances.	2025 - 2026
Develop a capital campaign by establishing a committee and finding a campaign chair and launch the capital campaign.	2025 - 2028
Identify potential grants, partnerships and sponsorship opportunities.	2026 - 2030
Develop the detailed drawings and tender the work.	2028 - 2030
Kick off the development of the greenspace and entrances.	2027 - 2028

Expanding Economic Impact



The Keystone Centre is an economic driver in the City of Brandon and for the Province of Manitoba. With over 350 events involving 2,800 event days, including agriculture shows, trade shows, conventions, concerts, fairs and sporting events and 400,000 visitors annually, the economic spin off to the region is substantial.

The centre and community have a strong reputation for hosting successful events. As the Keystone



Centre attracts new and different events, it will significantly boost the local economy by attracting visitors spending money on accommodations, dining and other local services. This in turn creates jobs, contributing to the overall economic health of the community.

Innovative approaches to building partnerships, enhancing marketing efforts, diversifying event offerings and measuring our economic impact will continue to demonstrate the value our facility has to all stakeholders.

Develop and implement a national / international marketing relations plan.

Milestones	Timeframe
Define clear objectives and then identify a consultant to develop and carry out the plan.	2026
Assist in developing key messaging, defining target markets and in selecting appropriate channels with the consultant.	2026
Support the launch of the campaign and support the “boots on the ground” aspect of building relationships with potential event groups.	2026 - 2028
Evaluate the effectiveness of the plan on an ongoing basis.	2026 - 2030
Conduct an economic impact study.	2025 - 2030

Host one additional provincial and national event every year.

Milestones	Timeframe
Engage with the Indigenous community to explore options for events and conventions.	2025 - 2026
Work with existing user groups, to explore options to expand their current conventions, tradeshow and events.	2026 - 2028
Develop a list of events and conventions and actively pursue those opportunities.	2026 - 2028
Explore the option to “reverse attract events”, where the Keystone Centre pursue an event and then seeks out a volunteer group to support it.	2026 - 2030

Strengthening the Organization

The Keystone Centre, although generally considered for its facilities, is only as strong and relevant as the people that bring its offerings to life. The people: whether that be the friendly face at the ticket booth, the individual cleaning the stands, the teams that move equipment, or the personality behind centre's marketing, each person plays an intricate role in the overall success and reputation of the operation.

Strengthening the organization is crucial for ensuring its long-term success and sustainability. A skilled and motivated workforce drives the operational efficiency, innovation, and high-quality service delivery, essential for achieving the organization's mission and goals.

Develop an employee attraction and retention strategy.

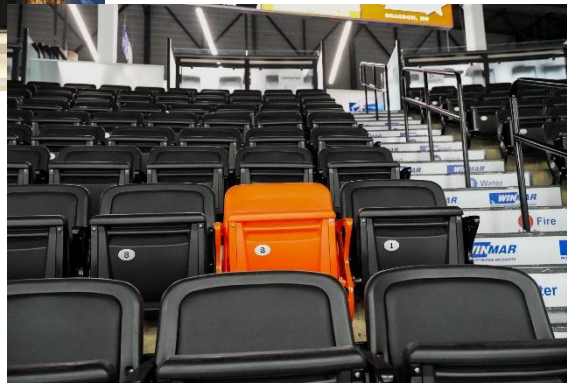
Milestones	Timeframe
Evaluate the positions and personnel requirements of the organization and identify the skills critical to the operation.	2025 - 2026
Explore alternate options in filling the gaps identified above.	2025 - 2026
Complete a wage, salary and benefits review to ensure employees are paid comparative to market.	2026
Engage in training that supports an inclusive and supportive work environment where employees feel valued and respected.	2025
Establish development plans, offering opportunities for career growth through training, mentorship and continuous learning.	2026 - 2030
Establish a system for recognizing and rewarding employees' contributions.	2025

Develop a succession plan for key positions.

Milestones	Timeframe
Outline an organization chart, with roles and responsibilities, that outlines the operation's structure – existing and future needs.	2025
Identify management and critical positions for succession planning.	2026
Develop complete job profiles, including job duties, key responsibilities and process documents for all succession planning positions.	2025 - 2030
Identify potential succession candidates and put in place training and development plans, to support their development.	2027

Conduct annual Board Development.

Milestones	Timeframe
Ensure the strategic plan is reviewed on an annual basis.	2025 - 2030
Ensure that Board Governance training is conducted on an annual basis.	2025 - 2030
Conduct a governance review of the by-laws and all board policies.	2025 - 2026



In Conclusion

In conclusion, the strategic plan for the Keystone Centre outlines a comprehensive roadmap to enhance our community's premier event facility. By focusing on key areas related to building community engagement, and achieving financial sustainability, we aim to create a vibrant and inclusive environment that meets the diverse needs of our patrons. Our commitment to excellence and innovation will ensure that the Keystone Centre remains a cornerstone of cultural, sporting, and entertainment activities for Brandon and throughout the region.

Moving forward, the successful implementation of this strategic plan will require the collective efforts of our Members, dedicated staff, stakeholders, and community partners. By fostering strong collaborations and maintaining open lines of communication, we can effectively address the challenges and seize the opportunities that arise. Regular evaluation and adaptation of our strategies will be crucial to staying aligned with our goals and in responding to the evolving needs of our community.

Ultimately, the Keystone Centre's strategic plan is not just a blueprint for growth, but a commitment to our community's well-being and prosperity. We are excited about the future and confident that, with the support of our community, we can achieve our vision of being “an innovative world class destination where community meets, experiences, learns and thrives for generations to come”.

*The Board of Directors
Keystone Centre*





KEYSTONE
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Supported by:

