

Keystone Centre

Site Master Plan



This report was completed by OC Leadership and TBD Architecture + Urban Planning on June 27, 2024 for the Keystone Centre.

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01

Introduction

Executive Summary

The Keystone Centre operates on 90 acres of City Centre lands and manages over 540,000 square feet of interconnected multi-purpose space. Hosting over 1,500 annual events and generating over \$62 million in regional economic activity each year (2012 Study), as well as approximately \$6 million in annual direct tax revenue, the Keystone Centre is one of the City of Brandon's largest Tourism, Event, and Cultural Economic drivers. As the Keystone Centre faces operational and financial pressure from aging infrastructure, recovery from COVID-19, and inflationary headwinds, the Board of Directors commissioned a site master plan to explore future planning while concurrently investigating opportunities for financial sustainability.

In 2019, the Board of Directors developed the Keystone Centre Growth Strategy, which outlined a number of strategic, sales, marketing, and financial priorities. Within the financial priorities, the organization outlined a short-term operational and capital plan that determined the need for \$750,000 in annual operating funds and \$1.5 million in ongoing capital maintenance support to maintain the safety and quality of service while also supporting the financial targets within the plan. This plan outlined a multi-year operational and capital strategy in detail and compared performance results to similar venues across the country.

The Keystone Centre (like many other live event, sport, recreation, conference, and cultural facilities) was deeply impacted by the events of the Global Pandemic and faced forced closure in support of local health authority management during this time. Throughout the management of the global pandemic, the Keystone Centre was eligible for some grant opportunities, thereby reducing the overall potential impact to the organization. As the business operations of the Keystone Centre were slowly able to return to "normal," the ability to source grant funding diminished while the expense burden of operating 540,000 square feet of infrastructure remained high and revenue opportunities lagged behind 2019 expectations.

In 2021, MNP was engaged to develop a long-term sustainability plan, initiated by the Province of Manitoba as one of the Owners of the Keystone Centre. The results of this work suggested that there is some opportunity for improved financial performance with enhancements to external event space, improved utilization performance, and

the development of vacant land for commercial purposes. In 2023, as a response to the MNP report and in recognition that decreased financial performance recovering from COVID-19 was heightening the risk of financial sustainability for the Keystone Centre, Altus Group was engaged to conduct a land analysis of vacant land on the Keystone Site. Two parcels of land known as Parcel A (6.22 Acres) and Parcel B (5.76 Acres) were identified as primary commercial opportunities, with a projected land lease rate of \$1.32-\$1.75 per square foot.

In 2023, TBD Architecture + Urban Planning and OC Leadership were engaged to perform a detailed Site Master Planning exercise for the Keystone Centre. This process would advance with four key phases and priorities. For the purpose of this executive summary, each phase and key findings from the study have been included below:

01

Phase One: Historical Background Research Phase

A. Historically, the financial performance of the Keystone Centre has been highly predictable with annual EBITDA resulting in a modest positive or negative financial result. Although annual EBITDA performance was essentially breakeven in most operating years, a material negative capital variance and Net Income variance was consistent.

B. 2022/23 Financial performance for the Keystone Centre forecasted a significant financial loss from operations and suggested an elevated risk that would require immediate action from the ownership group to sustain operations. The projected loss is \$1.2 million for the period.

C. The Keystone Centre has projected positive operational earnings within the five-year business plan, and the plan outlines a \$440,000 annual investment from operations to support capital maintenance. Without positive EBITDA, the ability to self-finance the required capital investment will be at risk.

D. The funding models for the Winnipeg Convention Centre and the Keystone Centre were compared. The funding for the RBC Winnipeg Convention Centre is \$5.68 per square foot (\$1.5 million) and the funding for the Keystone Centre is \$0.69 per square foot (\$375,000) by the Province of Manitoba. Similarly, the funding for the RBC Convention Centre is \$4.92 per square foot (\$1.3 million) and the funding for the Keystone Centre is \$0.69 per square foot (\$375,000) by the respective Municipalities. It is important to note that the Keystone Centre operates at a forecast loss of \$1.2 million while the RBC Winnipeg Convention Centre operates at an earnings position of approximately \$200,000 after all funding support.

E. The consultancy team was able to speak with interested investors for long-term lease opportunities specific to Parcels A and B, and there was apparent interest in securing the lands for commercial purposes. It was anticipated that Parcel A would provide an annual current value of \$416,000 per operating year and Parcel B would provide \$385,000 per operating year for an annual benefit of approximately \$800,000 per year. This would provide a new source of financial support and would utilize approximately 13% of the current operating lands at the Keystone Centre.

02

Phase Two: Strategic Alignment Phase

A. The Board of Directors and Administration agreed that the Keystone Centre exists for the benefit of the community, to enhance the quality of life of all residents. The Keystone Centre is about bringing experiences to the community and enhancing learning opportunities and overall happiness. The Keystone Centre should operate in the space between government and private sector. The Keystone Centre must find a way to thrive and not merely survive.

B. The Board of Directors found themselves unsettled on the future exploration of Commercial Development, but were aligned on the concept of fiduciary responsibility to operate the Keystone Centre with financial success. The Board of Directors understood the new annual revenue source associated with commercial development on Parcels A and B, but struggled with the potential long-term impact of leasing those lands and the limitations this may offer to future growth.

C. The Board of Directors and Administration updated a risk assessment. "Lack of Funding," "Infrastructure Failure," and "Community Support" were highlighted as the highest risk items at this time.

D. There was a valuable alignment opportunity with the City of Brandon that explored further green space, walking trails, and potential planning for other recreational facility development on the Keystone Centre site. It was noted that many of these initiatives come with increased operational costs that the Keystone Centre is not able to absorb, and it would require a planned and consistent funding strategy to support operations.

E. A series of key stakeholder engagement Sessions were hosted. Major action items resulting from stakeholder feedback included the following:

- Continue with engagement and include stakeholders in your decision making.
- Improve your current operations, facility utilization, business performance, maintenance, and service.
- Explore complementary commercial development if needed to find financial sustainability, but consider a phased approach. Develop commercial properties that are complementary in the creation of an entertainment district.
- Plan for the future; the financial challenges that exist are immediate, but the decisions on the future of the Keystone Centre are generational and must be considered with a long-term 25-to-50-year lens.

A. Similar communities to Brandon, Manitoba were reviewed based on the assembly of like infrastructure and the location of a Canadian Hockey League Franchise. Key communities that were researched included Moncton, Victoria, Lethbridge, Kingston, Winnipeg, and Moose Jaw.

This review highlighted some noteworthy findings:

- Brandon was the smallest population size in the study based on the 2021 census results.
- Brandon had a competitive growth rate and was one of the younger communities based on Median Age.
- Brandon had the lowest Median Income within the comparative group and one of the larger average household sizes.
- Unemployment in Brandon was slightly higher than the comparative average.
- The Strategic Priorities for the City of Brandon were comparable to those in the other researched Cities.

B. In a comparative study of like communities with like mid-sized arena venues, agricultural societies, and public gathering venues, there were a number of valuable highlights:

- Westoba Place Main Arena programs 55+ evenings a year. This is slightly higher than the average of the researched venues.
- Westoba Place Main Arena is one of the smaller venues by square feet.
- Westoba Place Main Arena is one of the smaller venues by number of seats.
- Westoba Place has the lowest percent of premium seats within the venue at this time, with 2.5% compared to an average of 10%. With the completion of the summer 2024 seating upgrades, Westoba Place will have 9% premium seats.
- Westoba Place Main Arena is one of the oldest venues in the research data set, and was constructed for one of the lowest prices given the age of the venue.
- The Keystone Centre received a lower annual grant investment than other similar facilities.





A. Commercial Development on Parcels A&B of the Keystone Centre grounds is a viable opportunity that should be further explored. It is anticipated to take 11 years to fully absorb the development and recognize the anticipated \$1.14 million in lease revenue at that time.

B. A Phase 1 Environmental Assessment was performed as part of this study, which found three primary sites with potential subsurface impacts via groundwater transport. This should be further explored prior to any commercial development being finalized.

C. A number of non-commercial opportunities were identified within the site planning process, including improved walking trails, connectivity with the surrounding properties, enhanced green spaces, a need for a clear site plan for the future of the Westoba Place Main Arena, and future civic asset development such as a Field House, Outdoor Aquatics, additional Arena Facilities, Indoor Agriculture Space, and Outdoor Event Space. This introduction of further community asset development would not support financial operational improvement, but should be explored within the integration of the Keystone Centre Plan and the greater City of Brandon Plan.

D. A number of concept schematics were prepared that would support asset improvement, additions, commercial development, and the continuance of major annual signature events.

E. The site will receive future growth while maintaining operational effectiveness. There is a need to finalize the strategic priorities relative to growth.

Summary of Recommendations and Next Steps

The report recommends two strategic priorities and eight next steps that should be considered. These recommendations are based on the work performed as previously outlined and the detailed material included within this report.

Strategic Priority Recommendations include:

- 01

Finalize the Site Master Plan in 2024.
- 02

Develop a Short, Moderate, and Long-Term Financial Sustainability Model.

- 4

The Board of Directors should review and refresh the Strategic Plan for the organization and clearly articulate the strategic priorities for management. This will support strategic decision making in the future. This Strategic Plan should be completed in 2024.
- 5

The Keystone Centre should schedule regular update meetings with key stakeholders to ensure that communication throughout this process remains strong.
- 6

The importance of the Westoba Main Arena within the Site Master Plan is critical. As such, the planning process for the future of the Westoba Main Arena should be developed and commence accordingly.
- 7

A Risk Matrix should be included semi-annually within the Board of Directors meetings.

Recommended Tactical Next Steps Include:

- 1

The Keystone Centre should immediately launch a public engagement strategy to seek the feedback of the community on future land use.
- 2

There is a need to secure a short-term funding strategy to ensure the continuation of existing operations and service levels.
- 3

The Keystone Centre should immediately begin a coordinated and collaborative planning process with the City of Brandon to ensure that the Site Master Plan considerations align with the long-term strategic priorities for the City of Brandon

The following Site Master Plan Report and appendices are submitted in accordance with the proposal plan and the direction of the Board of Directors and Administration to support the future planning and development of an amazing sport, recreation, culture, live event, hospitality, agriculture, and tourism district in Canada.



Introduction to the Centre

Introduction to the Keystone Centre

The original Keystone Centre opened its doors in 1972 as the product of a joint venture between the City of Brandon, the Government of Manitoba, the Provincial Exhibition of Manitoba and private donors. The Keystone Agricultural and Recreation Centre Inc. is a freestanding non-profit corporation that owns and operates the 90 acres of property and all of the buildings known as the Keystone Centre.

The operations of the Provincial Exhibition, Brandon Wheat Kings, and Brandon Curling Club are located within the centre and these tenants play an integral role in the success of the centre.

There have been several expansions to the Keystone Centre over the years, including 30,000 square feet in 1982 with the development of the Manitoba Room, Pioneer Lounge, and Amphitheatre. In 1992, a major expansion was completed adding 165,000 square feet of new tradeshow and recreation space.

Today, the Keystone Centre sits on approximately 90 acres in Brandon's busiest commercial district and offers 540,000 square feet of multi-use space all under one roof. It generates more than \$62 million in regional economic activity each year (study from 2012), and approximately \$6 million in direct tax revenue annually to the Provincial Government. As a significant contributor to the quality of life in Westman, the Keystone Centre plays an important social and economic role in the community. Boasting over 1,500 events annually, the centre hosts a diverse array of activities providing a significant component of the social, recreational, cultural and agricultural fabric of the area and is one of Brandon's largest economic catalysts.

Governance Model

The Keystone Centre utilizes an Advisory Board Model which serves as the primary resource for the CEO (members of an advisory board are trusted advisors who offer professional skills and talents). The Keystone Centre's board of directors (BOD) is made up of three parties: The Province of Manitoba, The City of Brandon, and The Provincial Exhibition.

The BOD is responsible for the governance of the Keystone Centre and provides direction and oversight to the CEO and the management team.

As per the updated governance model approved by the Members of the Corporation in 2019, the Board is now set at 11 members, six appointed by Members and five elected by the BOD itself.

The current Board of Directors is made up of the following:

Chairperson

- Bruce Luebke

Representing the Provincial Exhibition of Manitoba

- Angela Pearen
- Clarke Swain

Representing the City of Brandon

- Glen Parker
- Bruce Luebke (Chair)

Representing the Province of Manitoba

- Jamie Rose
- Spencer Day

Members at Large

- Jordan Trotter (Vice-Chair)
- Gregory Malazdrewicz
- Barry Cooper
- Javier Vargas
- Vacant

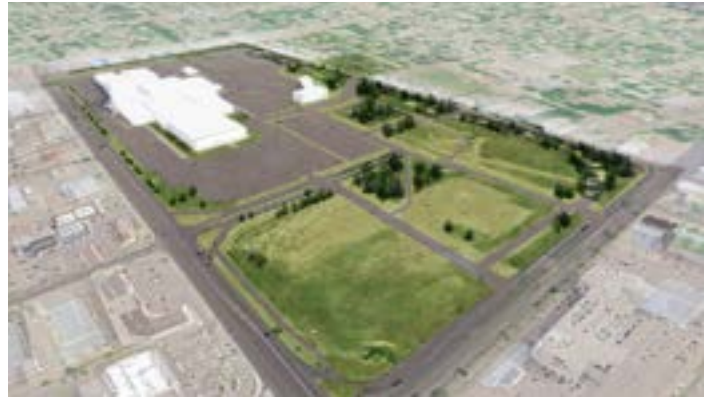
Incorporation

The Keystone Centre was established through an agreement between the City of Brandon and the Province of Manitoba that saw the two parties share equally in any deficit of the Keystone. The Provincial Exhibition of Manitoba contributed the land and assets of the day, and the three parties formed the Leadership of the Corporation. The Provincial Exhibition is also an ongoing user of the facility for annual fairs. The Province and the City have provided capital and operating funding support.

All three parties appoint two members each to the board of directors. In addition, members of the corporation must approve of any:

- 1 Sale of all or substantially all of the property or assets of the Corporation;
- 2 Decision to carry out business that does not provide a sustainable, entrepreneurial multi-use facility that meets the recreation, entertainment, commercial, agricultural, and general community needs of southwestern Manitoba and stimulates economic activity in the Province of Manitoba;
- 3 Sale of any of the Corporations land or buildings;
- 4 Lease of 30 or more days for a period of seven (7) years or more of any of the Corporation's land or buildings (whether through one or more leases or through the granting of renewals or extensions or otherwise); or
- 5 Action or transaction not in the ordinary course of business of the Corporation

Overall Site Aerial



Southeast Site Greenspace



Site and Surrounding Area

Existing Site Plan



Highlights of the Business and Capital Plans

2019 Keystone Centre Business Plan

The Keystone Centre Business Plan was developed in 2019 to ensure fiscal prudence while providing quality services to the community of Brandon. It also provides a baseline assessment of the Keystone's history, strategy, financial performance, future projections, and a foundation for new funding agreements. The Business Plan outlined a projected annual operating surplus that would support reinvestment in facility infrastructure.

Key highlights from the Business Plan include:

01

The Keystone Centre generates more than \$62 million in regional economic activity each year and approximately \$6 million in direct tax revenue to the Provincial Government.

02

\$1.7 of the \$4.2 million (40%) of capital funding was sourced from outside the Keystone Centre's normal funding partner contributions.

03

Moving forward, the Keystone Centre will require approximately \$750,000 in operating and \$1.5 million in ongoing annual capital support to maintain the level of safety and service that is currently offered and to achieve revenue growth targets.

04

The 5-year capital plan projected a total capital budget of \$8.8 million, or an average of \$1.8 million annually.

\$375K + \$500K = \$875K

PROVINCIAL GRANT

MUNICIPAL GRANT (INCLUDES A \$125K GRANT TO RETURN PROPERTY TAX PAID BY CANAD INNS)

CURRENT ANNUAL OPERATING FUNDING

Keystone Centre 5-Year Capital Plan: 2022-2027

The 5-year capital plan that was developed for the fiscal years 2022-23 to 2026-27 totaled \$18 million in capital spend. This spend was to be funded as follows:

\$12.2 million in Capital funding from the Province and City of Brandon

\$3.6 million in Grants

\$2.2 million Self-funded

The plan also categorizes all projects by priority level, safety concern, efficiency opportunity, maintenance, or value add.

General Overview of the Organization

The current organizational structure includes a CEO, GM, and Assistant GM. The organizational structure is developed with five business units; Sales, Marketing, Finance, Operations, and Events. Food and Beverage is a contracted service provided by Sodexo Live, which is also operated by a GM.



Scope of Work Overview

Highlights of the Scope of Work

Regardless of the findings of this report, there is recognition on the part of the Keystone Centre that a plan is needed for the aging infrastructure. The main goal throughout this scope of work was therefore to identify and report on options for Capital Investment to the existing Keystone Centre over time, acknowledging its position as an asset and its lifecycle status.

A collaborative proposal was submitted by Orange Crow Leadership (OCL) and Tkalcic Bengert Design (TBD) on March 29, 2023 in accordance with the request for proposal issued by the Keystone Centre in support of a Site Master Planning Consultant. The OCL and TBD Team was fortunate to be shortlisted and present at an interview for this project.

Keystone Centre Master Plan Project Core Deliverables

The scope of work included the following core deliverables:

- 01 Background Research:** Review all previous planning, strategic, and business material relevant to the development of a future-facing Site Master Plan.
- 02 Strategic Alignment:** Host strategic alignment sessions with the Board of Directors and the Leadership Team, and engage key stakeholders on strategic priorities for the Keystone Centre.
- 03 Market Research:** Research best practices in other similarly-sized Canadian Cities with a focus on Mid-Sized Arenas, Agricultural and Exhibition Associations, and Tradeshow and Conference Facilities.
- 04 Site Planning:** Understand the environmental conditions, the site use, and the current condition opportunities and limitations, and develop a future site plan that considers commercial development, civic asset growth, and existing facility expansion and modernization.
- 05 Reporting:** Deliver a final report and presentation.

Project Timelines

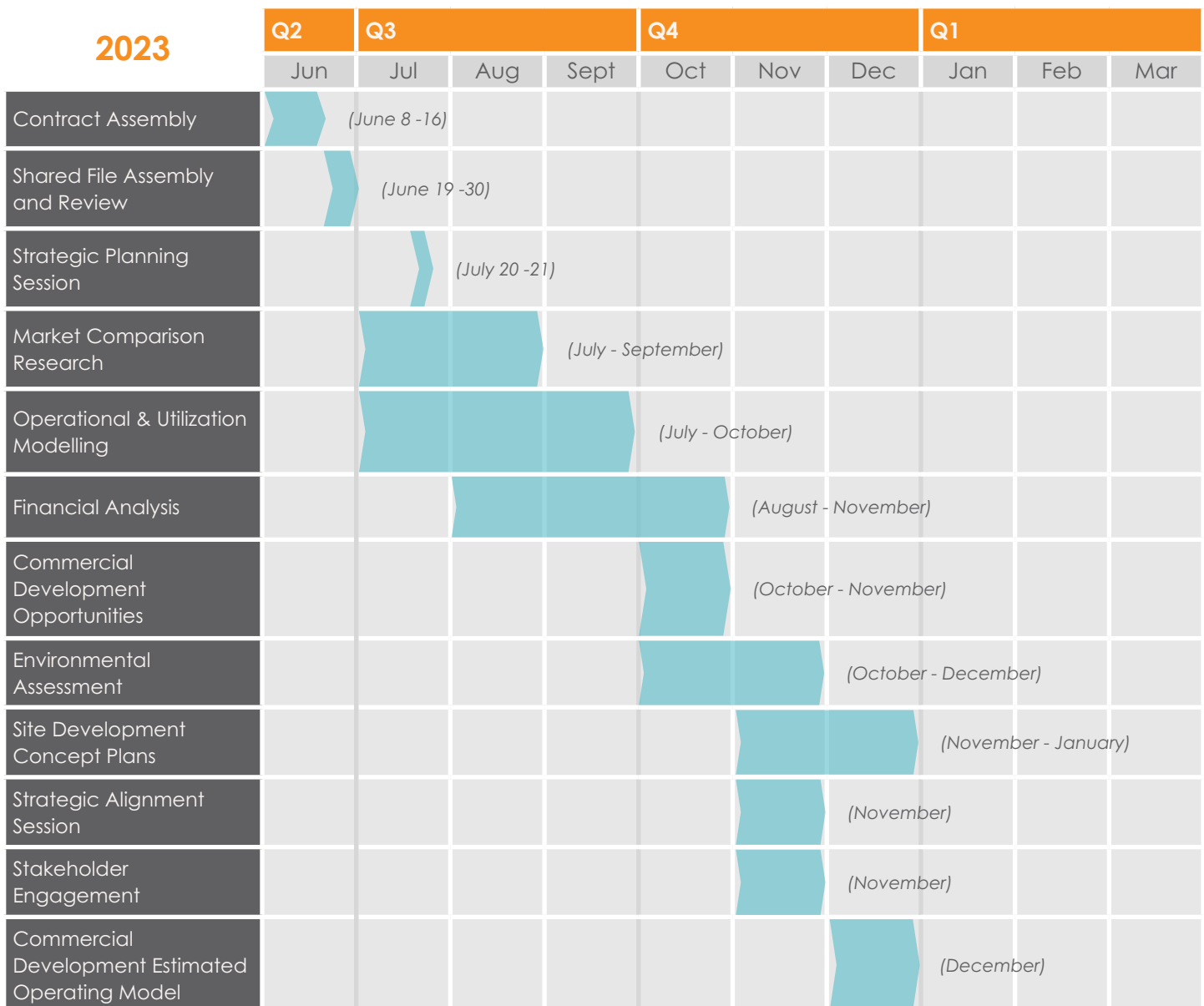
Highlights of the Timeline

The initial project timelines were impacted with the resignation of the CEO and General Manager within the project timeline. The amended and approved timeline for project completion has been outlined below. The Interim CEO and General Manager as well

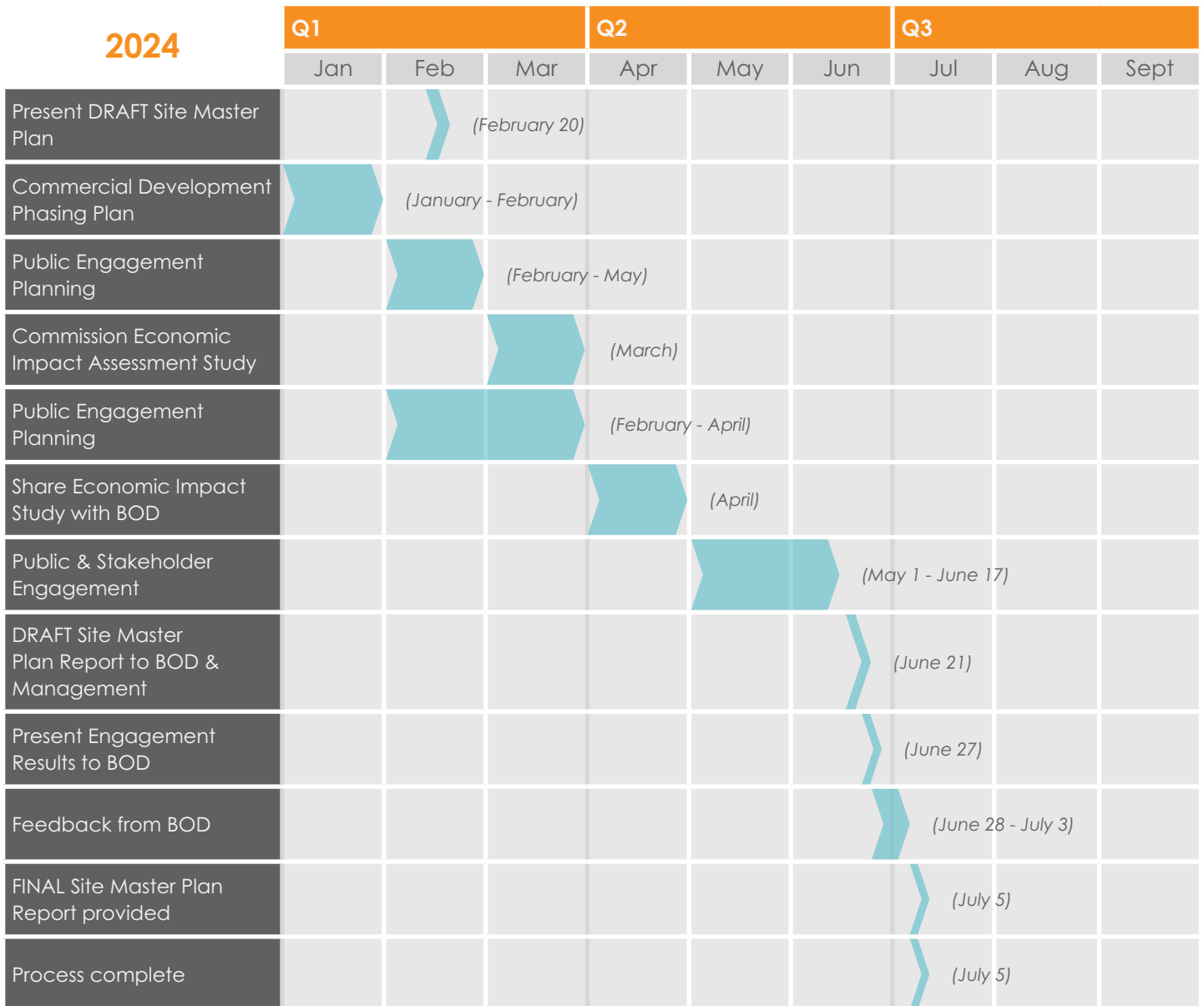
as the entire Keystone Centre Team were accessible, available, transparent, and very engaged within the entire process. The Keystone Centre leadership team supported the recovery of the project plan with only minimal delay.

For more information regarding the specifics of the project timeline, refer to the chart below.

Keystone Master Site Plan Project Timeline



2024



02

Partner Overview

Partner Overview

Overview of OCL

OC Leadership is a boutique Canadian Consulting firm based in Western Canada but serving global sport, recreation, event, and live experience providers.

Owner Tim Reid puts his entrepreneurial energy to collaborative use owning and operating OC Leadership — an innovative and results-driven consulting firm that works in the Arena, Stadium, Recreation, Sport and Entertainment industry.

Consulting on numerous special projects across North America and abroad, Tim and his team of professionals put their proven experience to meaningful use by sharing their expertise with communities and organizations that are looking to enhance their performance in the sport and entertainment marketplace. With unparalleled experience in community consultation, facility studies, stakeholder engagement, operational design support, construction, commission, and operations, few leaders offer comparable breadth and diversity of experience in this field.

OC Leadership has proven ability at the highest level of sport, including the Canadian Football League, North American Soccer League, National Lacrosse League, National Hockey League, Western Hockey League, Alberta Junior Hockey League, U Sport, Curling Canada, Tennis Canada, Canadian Professional Rodeo Association, the Commonwealth Games, the Pan Am Games, the IAAF, the IIHF, FIFA, FINA, the Alberta Winter Games, and the Canada Games.

Overview of TBD Architecture + Urban Planning

TBD Architecture + Urban Planning (a successor firm to Arch | TB) is a Client-focused and project delivery-centric architectural and design studio offering experience within a wide range of specialties.

Their sports and recreation practice includes a wide variety of sports districts, semi-professional sporting venues, and stadiums across Canada and the Caribbean as well as an enduring presence in community recreation across Western Canada.

This team of sports and recreation specialists is known

for delivering high quality, and sustainable design services and has been honoured with numerous design awards recognizing our innovative work for over 73 combined years of experience amongst firm leadership.

Support Agencies

Utilizing project experience, available technologies, and specialized equipment, **Environmental Consulting Solutions** uses innovative and out-of-the box approaches, exceeds the expectations of the most challenging issues presented by their clients.

ECS has been involved in numerous Phase I, II, III Environmental Site Assessments in Manitoba, Saskatchewan, Ontario, and parts of the United States.



Praxis Consulting, Saskatchewan's largest management consulting and research firm, were commissioned by Orange Crow Leadership to perform an Economic Impact Assessment on the Keystone Centre. Praxis works collaboratively with clients to achieve success through research, strategy and results. In an environment characterized by imperfect information, the accurate identification of economic impacts can be crucial. Praxis utilizes a unique economic forecasting model that is designed to focus on economic development and investment attraction opportunities emerging within a set strategically selected area. By using this model, Praxis is able to provide invaluable data and actionable insight into economic impacts such job creation and potential business activities.



03

Background Materials

Summary of Key Materials

This section of the report presents an overview of the key background material that is relevant to the site master plan or the exercises that were conducted throughout the process of its development. For more detailed information regarding any of the key materials below, please refer to the appendices of this report.

Summary of the Business Plan

In 2022, the Keystone Agricultural & Recreational Centre Inc. celebrated its 50th anniversary of serving Brandon and Western Manitoba as the major event centre and hub for local sports, agriculture, conventions, recreation, and regional activity that continues to boost the local economy—decade after decade.

This Business Plan was intended to assist the Board of Directors and senior management with the understanding and planning for short-term operational strategy and capital investment requirements for this major community facility and to establish a stable and comprehensive infrastructure maintenance and renewal process to ensure that the Keystone Centre remains a safe, viable, and vital part of this community for the 180,000 people it serves in this trading area.

The Business Plan was also supposed to assist funding partners, the Province of Manitoba, and the City of Brandon in understanding the extent of the ongoing investments that will be required to maintain the facility.

The Business Plan explores the Keystone's growth strategy, starting with the Strategic Objectives and tying them to the Sales and Marketing Plan.

The document provides an overview of the historical and current challenges facing the Keystone, and provides insight into the strategy of growth through superior, consistent service levels, increased capacity, directed investments, strategic partnerships (i.e. Centerplate/Sodexo partnership that was projected to increase food and beverage service standards and leverage over \$800,000 in capital investment) and broadening the Keystone's market reach.

The Business Plan speaks to the great strides that were made in recent years to increase the amount raised through Keystone's efforts to seek outside sources of funding, which resulted in \$1.7 of \$4.2 million in capital funding (40%) sourced from outside normal funding partner contributions.

In the Financial Strategy section of the document, short-term operational and capital support requirements are laid out, where it was determined that approximately \$750,000 in operating and \$1.5 million in ongoing annual capital support is required to maintain the level of safety and service that was being offered and to achieve the revenue growth targets.

This comprehensive Plan also included the Keystone's five-year financial projections, five-year capital plan, and comparative funding models for similar venues across the country.



Summary of the Capital Plan

The most recent capital plan included a 5-year capital projection that was developed by Keystone Centre's administrative team for fiscal years 2022-23 to 2026-27 and totalled \$18 million in capital spend. **The plan included priority ratings that were determined through a review of facility assets and are defined as follows:**

VALUE-ADD

Value-Add: Includes the capital costs associated with generating the new revenue opportunities, such as completing the outdoor venue space, renovations to banquet spaces, commercial development planning and zoning costs and the cost of new stabling and stalling equipment purchased annually to reduce the future cost of stall rentals. The total capital cost of value-added activities is \$1.61 million over 10 years, including \$1.47 million over the first 5 years.

LIFE-SAFETY

Critical – Life Safety: Includes upgrades critical to the health and safety of individuals using the facilities. Costs include fire system upgrades, repairs to damaged roofing, emergency lighting and security systems. The total capital cost of critical – life safety upgrades is \$3.87 million over 10 years, mostly occurring in the near term with \$3.69 million needed in the first 4 years for critical upgrades.

PRIORITY 1

Priority 1: Includes upgrades to capital assets that do not currently meet building code requirements as well as contractual obligations. Costs in this category include the cooling and dehumidification system in Westoba Place, handrails in the arenas, and upgrades to existing doors and windows. The total cost of this category over the next 10 years is estimated to be \$3.37 million, with \$2.37 million needed in the first 5 years.

PRIORITY 2

Priority 2: Includes costs deemed to be of medium to high operational benefit to the facility. Major costs in this category include replacing the seats in Westoba place, replacing HVAC and other mechanical units, annual repairs to roofing structures, and annual lighting system upgrades. The total cost of this category is estimated to be \$13.57 million over 10 years, with \$7.52 million needed in the first 5 years.

PRIORITY 3

Priority 3: Includes costs deemed to be of medium operational benefit to the facility. Major costs in this category include updating electrical systems, all parking lot repaving and repairs, washroom and dressing room renovations, the replacement of heavy equipment (e.g. Zambonis, forklifts), the replacement of furniture and fixtures, computers and software upgrades, and other mechanical updates. Priority 3 has the highest capital cost need with an estimated \$14.15 million over 10 years, including \$8.07 million in the first 5 years.

PRIORITY 4

Priority 4: Includes costs deemed to be of low to medium operational benefit. Costs in this category include replacement of metal sidings and concrete and masonry repairs. The total capital cost is estimated at \$670,000 for the next 10 years, with the majority \$664,500 in the first 5 years.

PRIORITY 5

Priority 5: Includes costs deemed to have minimal operational benefit, such as applying a new coating of paint to concrete and mortar joints. Also included in this category are optional projects with minimal near-term benefit such as the demolition of the pump house and infill of the pool. The total capital cost is estimated at \$234,500 for the next 10 years, with \$174,500 in the first 5 years.

The prioritization of capital investments was based on a snapshot of the Keystone's facility and operations. Priorities for certain capital items may shift as time progresses, given aging equipment and the changing needs of the Keystone's clientele. The capital plan will evolve based on these changing needs over the years.

Financial Planning Materials

The 2019 Business Plan included a 5-year operating budget that projected average annual financials of:



Summary of the MNP Report

In March of 2021, MNP was engaged to perform a Long-Term Sustainability Plan, as initiated by the Province of Manitoba. The plan proposed the enhancement of outdoor tent space and commercial development for revenue growth estimated at \$860,000 per year, with \$13.6M required in capital investment within the next five years. The Keystone Centre provided a formal response to the report that suggested the performance targets may be challenging to achieve.

Strategic Planning Materials

Celebrating 50 years of service, the Keystone Centre launched a Strategic Plan that included a 5-year operating forecast and a 20-year capital forecast. It suggested that, with a service area representing 180,000 and a \$62M economic impact with \$6M indirect tax recognition, the Keystone Centre is well positioned. The plan focused on Parking Revenue, Restructuring, Centerplate Partnership, Increased sales, and booking growth. It should be noted that this plan was delivered pre-COVID-19.

The Land Price Evaluation Report

In March of 2023, Altus Group provided a market analysis report to determine the best use and the rental rate for two parcels of land on the Keystone site. The report concluded the best use of the land was for commercial development and both parcels could be leased at a rate of \$1.32-\$1.75 per square foot. These values were used to support the financial modeling within this document.

Summary of the Environmental Plan

In December of 2023, Environmental Consulting Solutions performed a Phase I ESA on two site parcels located South of the Keystone Centre site.

The objective was to determine potential environmental impairment to soil or groundwater from historical or current land use.

04

Economic Development

Economic Impact Analysis

Introduction

The Keystone Centre in Brandon, MB is the cornerstone of the community's sports and entertainment landscape. While the Centre represents one of the largest clustering of indoor and outdoor multi-purpose event spaces in Western Canada, it is increasingly evident that a new facility is needed to meet modern standards and expectations.

It currently serves as a hub for various sporting events, concerts, live performances, conventions and meetings. The Centre attracts both residents and visitors, contributing to the city's vibrant cultural scene and generating many economic benefits.

Investing in a new Keystone Centre will not only enhance the quality of life for residents but also stimulate significant economic growth both during construction and in the long-term operations. As the current facility ages, its ability to attract major events diminishes, making the case for a new complex compelling from both a community and economic standpoint.

Capital Costs

The Keystone Agricultural and Recreation Centre Inc., a non-profit corporation formed by the three parties, owns and operates the complex and grounds.

In 2013 the Keystone Centre commissioned an economic impact assessment (EIA) that was conducted by Brandon University. This study can be found in the appendix for reference. This study delivered the following outcomes based on the spending estimates of key tenants and signature events:

- Spending Estimates, Royal Manitoba Winter Fair, Keystone Centre 2010 \$7.2M
- Spending Estimates, Keystone Centre Signature Events \$46.6M
- Total Direct and Indirect Effects (Economic Impact) \$62M
- (Indirect Multiplier based on \$46.6M and Statistics Canada 1.33)

The economic impact of the Keystone Centre in

2013 was forecast at \$62M. This research and report formed the foundation of key messaging for the Keystone Centre.

As part of the complex, the main arena, known as Westoba Place, was originally built in 1973 as a joint venture between the City of Brandon, the Government of Manitoba, and the Provincial Exhibition of Manitoba.

Westoba Place is also the home of the Brandon Wheat Kings of the Western Hockey League and the annual Royal Manitoba Winter Fair. Seating capacity for hockey games is 5,101 fixed seats and 3,155 fixed seats for concerts.

2024 Economic Impact Study

In January 2024 the Keystone Centre commissioned Orange Crow Leadership (OCL) and Praxis Consulting Inc. to update the 2013 Economic Impact study. The agreed upon approach for community engagement considered a five step process that is outlined below:

The study considers four key economic impact evaluations to support the Board of Directors, key stakeholder, and the community with future planning. The five core elements of the study included:

- 1

Understanding the Economic Impact of Keystone Centre Baseline Business through operations.
- 2

Understanding the Economic Impact of Key Events (Signature Events) hosted on the Keystone Centre grounds and facilities but led by external organization. The events included were: Manitoba Ag Days, Dakota Winterfest, Association of Manitoba Municipalities, Wheat Kings Hockey, Provincial Exhibition, Manitoba Potato Days, Manitoba Water and Waste Water Association. Each external agency agreed to participate and share information with the Keystone Centre.
- 3

Understanding the Economic Impact of the Commercial Development being explored on Parvel A and Parcel B at the Keystone Centre. It is important to note that Commercial Development is only a consideration at the time of the Economic Impact Assessment.
- 4

Understanding the Economic Impact of a future modernization of the Westoba Place Main Arena.

OCL was tasked with assembling the necessary input information and material and Praxis lead the Economic Impact Assessment based upon best practice standards outlined within the detailed report. A full copy of the report can be found in the appendices.

While the new study followed a similar strategy to prior work, it also added new information to support future funding possibilities and decision making by the Board of Directors.

The Manitoba Input-Output Model was used to measure the provincial economic impacts associated with facility construction, operations, and visitor

expenditures. A community-level economic model was constructed for the Brandon region to assess event impacts at the regional level. Local impacts included the revenue and expenses of the facility operation, spending of out-of-town visitors and associated spin-off impacts.

The 2024 Economic Impact Assessment considered the following multi-phase approach.

Base Operations EIA

This assessment considered the economic activity and impact created by the base operations of the Keystone Centre, which included the management of the 90-acre site and the 540,000 square feet of indoor space. The base operations assessment considered all revenue and expenses, contracted services and employment.

Signature Event EIA

The Keystone Centre is privileged to host several annual recurring events that have a positive impact on the economy of Brandon, the surrounding region and Manitoba.

To get a clear understanding of the collective impact of these events, the OCL and Praxis teams engaged each rights holder and assembled information specific to their event.

In most cases the events right holder was very transparent and supportive in the information provided. In a situation where supporting data and information was required, the OCL team and the Keystone Centre team collaborated on the assembly of in-market information and best practice research to support the results.

- The following events were reviewed:
- Manitoba Ag Days
- Dakota Winterfest
- Association of Manitoba Municipalities
- Wheat Kings Hockey
- Provincial Exhibition, Ag Exhibition, Royal Winter Fair
- Manitoba Potato Days
- Manitoba Water and Wastewater Association

It is recognized that the Keystone Centre hosts many other annual events but for the purpose of this study, the Economic Impact considered the unique effects of the above recurring events.

It is also understood that without the current assets at the Keystone Centre these events would not be hosted in the Brandon.

One of the key findings of the Economic Impact Assessment was the material value of major event hosting and the need for the Keystone Centre to enhance the current understanding of event driven data particularly with external agencies or organizations delivering the experience. The Regional and Provincial Events Impact should be considered understated as it was delivered using a small sample size of annual events, with improved data from event hosting the results will be more effective and the impact greater specific to event hosting.

Commercial Development

The Keystone Centre has been exploring the potential of leasing opportunities for parcels of land within the 90-acre site. Considerable work has been performed to understand the land lease values of two parcels of land, Parcel A (6.2 Acres) and Parcel B (5.8 Acres) located off 18th Street and Richmond Avenue.

While no direction has been provided by the Board of Directors, this work has been completed to understand the potential for land development on property, in accordance with current zoning.

The commercial development should be considered as a potential enhanced economic impact to the overall Keystone Centre model should future decisions be made in this direction.

Future Arena Redevelopment

The Westoba Place main arena is 65,000 square feet and was built in 1973 for \$3.4M. It hosts 55 events annually. While the Keystone Centre and members have invested over time to modernize the facility, it is without question one of the older Western Hockey League Arenas.

The Board of Directors have not discussed potential strategy for replacing the Westoba Place Main Arena. However, through the site planning process, a regular topic of discussion with key stakeholders was the plan for the aging arena.

For this assessment, the replacement of the existing Westoba Place Main Arena was considered. This replacement option offers potential enhanced economic impact to the overall Keystone Centre model through construction and operations should it be decided as future direction.

Main Assumptions

The Centre and the major events provided financial information, employee counts, number of contractors and estimates of expected attendance with a new facility. These figures were used for direct operational impacts and tourist spending. Manitoba residents outside of a 50- kilometre radius of Brandon are considered tourists.

Current facility impacts include a proposed seating upgrade and dehumidification at a cost of \$2.5 million. It is assumed that this development will proceed if a new arena is no longer considered and will have no impact on future attendance.

The Centre estimates that attendance at all events will increase by between 15% and 20% with a new arena. Consequently, 17.5%, the mid-point, was assumed to be the increment by which attendance, revenues, expenses, employment, visitation, and annual capital investment will increase.

Separate from arena options, and not contingent on a new facility, are 313,109 square feet of new commercial space, assumed to be primarily retail, at a cost of \$39.9 million. The impact of new commercial space was estimated by average retail employment per square foot and retail output per employee: \$49.2 million annually.

Key Takeaways

Currently, the Keystone Centre adds \$61.1 million to local gross economic activity, \$36.9 million to local GDP, create or maintain 1,001 jobs locally, and add \$14.6 million to government revenues (\$6.7 million Federal, \$6.3 million Provincial, and \$1.8 million Municipal). Roughly, 1 in 27 jobs in Brandon depend directly and indirectly on the Keystone Centre.

Once operational, at full build out and including new commercial space, the development will add a further \$85.3 million to local gross economic activity annually, \$53.3 million to local GDP annually, an additional 826 jobs locally, and add \$26.4 million to government revenues (\$12.4 million Federal, 11.7 million Provincial, and \$2.4 million Municipal).

The construction of a new facility will have an overwhelmingly positive impact on the Brandon economy. Over the course of the construction period, the development will add \$108 million to local gross economic activity, \$48.4 million to local GDP, add 472 jobs locally, and add \$24.8 million to government revenues (\$3.8 million Federal, \$8.8 million Provincial, and \$2.2 million Municipal).

ECONOMIC 50 YEARS BENEFITS

The Keystone Centre has been an economic driver and community champion in the City of Brandon for more than 50 years. As the organization begins to imagine the next 50 plus years of community service it is important to understand the direct impact of the organization on the City, the Region, and the Province. The Economic contributions and impact are clear and important!



Provincial Impact.

The Keystone Centre is a cornerstone of economic impact for the Region and the Province of Manitoba creating \$78.1 Million in annual provincial impact through gross output.

\$78.1M



Provincial Events.



The assembly of civic infrastructure on the Keystone Centre Grounds provides remarkable tourism, business, and economic impact by hosting events the Keystone Centre contributes \$61.2M annually.

\$61.2M



Regional Impact.

The Keystone Centre enhances the economic resiliency of the Brandon community by generating \$61.1M in regional impact through gross output.

\$61.1M



Regional Events.



The Keystone Centre is a major contributor to the local visitor economy generating \$48.3M in annual impact through event hosting and delivery.

\$48.3M



Jobs Supported.

The impact of the Keystone Centre directly relates to the employment opportunities in the community with 2,025 employment opportunities directly supported through annual operations.

2,025



www.keystonecentre.com



Conclusion

The construction phase of a new Keystone Centre will provide an immediate economic boost through job creation and increased local spending. The development will require a broad range of skilled labor and services, from construction workers to project managers, as well as suppliers of building materials and equipment.

This influx of activity will inject millions of dollars into the local economy, benefitting not just the construction industry but also local businesses such as restaurants, hotels, and retail stores. As well, this project will pave the way for future growth by enhancing the region's infrastructure and making Brandon a more attractive location for future investments.

Beyond the construction phase, a new Keystone Centre holds the promise of ongoing economic benefits through the attraction of national and international events. Modern facilities are a critical factor in securing high-profile sporting events, concerts, and conventions.

Hosting such events can draw significant numbers of visitors to Brandon, leading to increased spending in the hospitality and service sectors and foster a vibrant local economy that will create a ripple effect of opportunities for local businesses and community initiatives.

Recommended Actions and Outcomes

The Keystone Centre should budget for an Economic Impact Assessment at regular intervals as the findings offer strong clarity to the community and economic impact the Keystone offers the Region and the Province.

To enhance the results of Economic Impact Assessment in the future administration should focus on greater data accumulation and assembly for all major events hosted on the grounds. This data should focus on Revenues, Expenses, Event Days, and Attendance Demographics.

05

Site Overview

Site Overview

Overview of the Site Details

In 1972, the Keystone Centre opened to begin serving the community of Brandon. This site has historically served the purpose of bringing the community together and continues to provide space for the City of Brandon to gather.

The Keystone Centre is situated on 90 acres of land and contributes approximately 540,000 square feet of multi-use space to the community. The site surrounding the building contributes to the quality of life of those in the community by acting as the so-called 'Central Park' of Brandon, MB.

Abundance of Green Space

The site's extensive green space creates opportunities for activation and the enjoyment of outdoor space within Brandon's busiest commercial district. This green space provides open areas that can be used for various Keystone Centre events, unofficial park space, and overflow parking when necessary.

Site Utility Overview

The site is equipped to provide power/energy needs for a future arena and fieldhouse on the site, or other commercial developments that may be proposed.

Site Location

The Keystone Centre site is located centrally within the City of Brandon, lending itself well to hosting events and diverse activities. It is also located centrally in relation to the other sports and recreation facilities, and sport fields located around the city.

The southern portion of the site borders an intersection with primarily commercial site parcels, so future development would need to consider the implications of competing with these existing businesses nearby.

Overall Site Aerial



Keystone Centre – Aerial Photo of Existing Site Highlighting Site Greenspace

Site Area

98.03 ACRES

Site Zoning

PARKS AND RECREATIONAL ZONE (PR)

Existing Site Plan



Ingress and Egress Highlights

The site is accessed by three main points along 18th Street:

- One at the intersection of 18th St. and Brandon Ave., which primarily serves the hotel;
- One further South, which primarily serves the Westoba Place parking lot; and
- One at the intersection of 18th St. and Queens Ave.

There is also one service access point along Richmond Avenue. Lastly, along 13th Street, there are three entrances to the site.

Keystone Centre - Existing Site Plan with Ingress and Egress Points



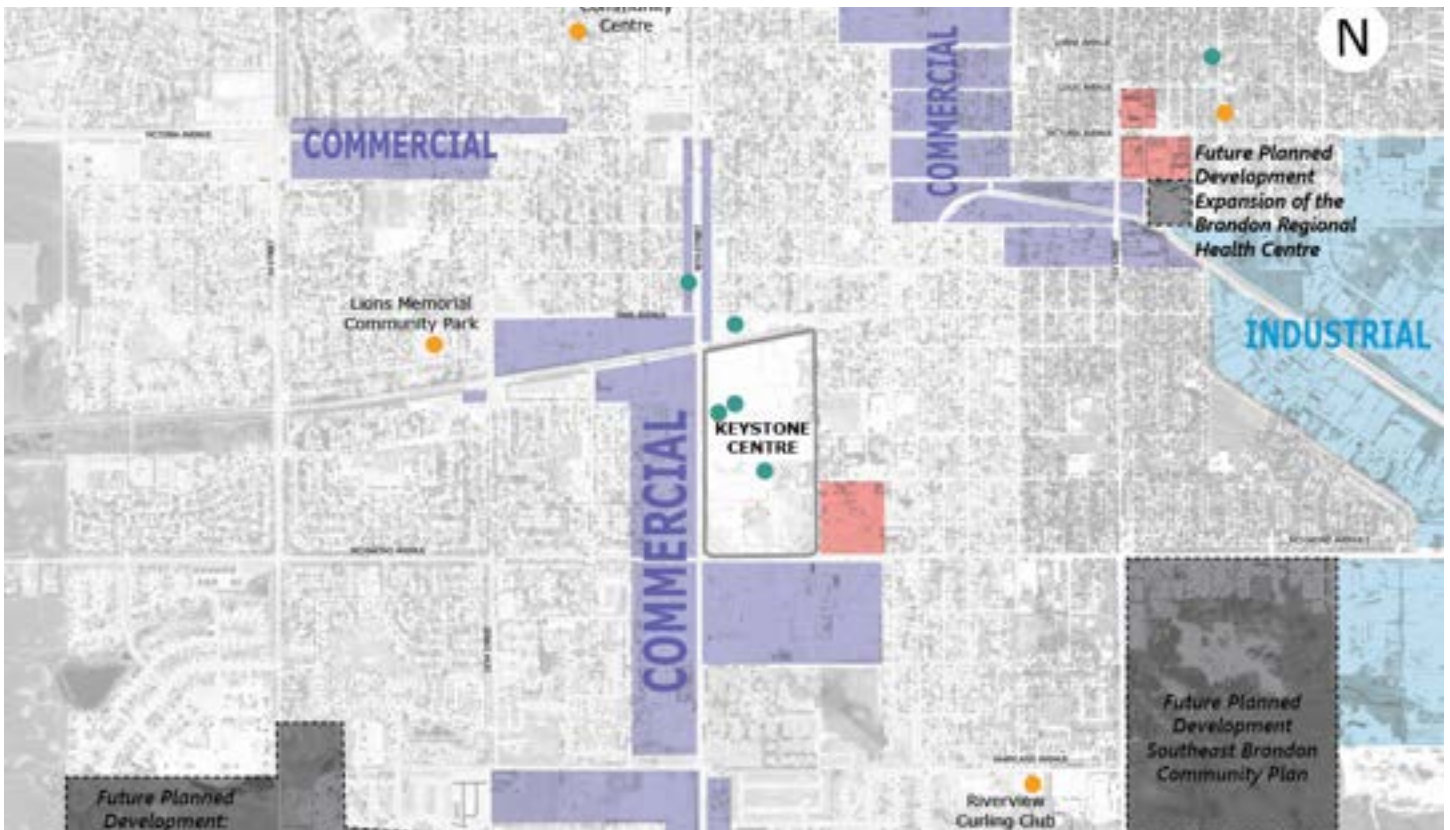
— Ingress and Egress

Brandon Green Space Mapping



Keystone Centre – Parks, Green Space, and Sports Facilities in Brandon

Mapping Zones



Keystone Centre Site – Brandon Residential and Commercial Zones, and Future Development

Site History

Overview of the Key Facility Ages on the Grounds

In 1972, the original Keystone Centre building opened its doors. Over the years, there have been several expansions to the Keystone Centre. In 1982, 30,000 square feet were added – this included the Manitoba Room, Pioneer Lounge, and Amphitheater. In 1992, another 165,000 square feet of space were added to create new tradeshow and recreation space.

Key Facility Ages on the Grounds



Site Use and Requirements for the Fairs and Exhibitions

The Fair takes up a significant portion of the Keystone Centre site that is currently being used for parking during times when the fair is not operational.

Carnival Zones on the Keystone Centre Site



Overview of the Site Development Restrictions and Zoning

The site is currently zoned as a Parks and Recreational Zone (PR), and includes the Westoba Agricultural Centre of Excellence, Canada Room, Enns Arena, Flynn Arena, Brandon Curling Club, City Square, Westoba Place, and more.

Site Development Restrictions

Development has been proposed on the Keystone site that could occur through a phasing process. This process could begin with commercial development on Site Parcel A. This would allow for commercial development to activate the site, and begin preparation for Phase 2 – commercial development on Site Parcel B.

This development can also include other types of development, such as additional sport and recreation facilities on the site. The introduction of new facilities would encourage growth and revitalization of the Keystone Centre as a focus of sport and recreation for the City of Brandon.

Commercial development has been proposed in Parcel A + Parcel B.

Keystone Centre - Historic Sites



Commercial Development Opportunities



Site Environmental Findings

Based on Environmental Consulting Solutions' (ECS) review of historical aerial photographs, the site was initially used for agricultural purposes. Significant infilling of the north part of Parcel A took place in the 1960s concurrent with the infilling of a surface water impoundment to the north of the site, in an area that is now a parking lot. The presence of unknown fill is a potential environmental concern because the fill source is not known.

The following off-site locations could result in potential subsurface impacts via groundwater transport:

- A bulk petroleum or petrochemical complex (1947-1960) south of the site (remediation/reclamation status unknown).
- Three upgradient or cross-gradient historical petroleum retail fuel facilities South and East of the site.
- Two upgradient active petroleum underground storage tank (UST) sites.

Based on the findings, it is recommended that a Phase II ESA be completed at the site to investigate the South and West property boundaries.

Phase 1 ESA Keystone Centre Parcel A + Parcel B



Historic Air Photo

Potential Contaminated Sites within 250m of Site



Legend:

- CONTAMINATED SITE - NOT DESIGNATED
- SITE
- 250 M SITE RADIUS

NOTES:

1. THIS FIGURE IS TO BE READ WITH THE ACCOMPANYING REPORT.
2. LOCATIONS ARE APPROXIMATE.

From Keystone Centre – Phase 1 ESA Keystone Centre Parcel A + Parcel B

The Future of Westoba Place Arena

Overview of the Current Facility

As the project team explored the potential site development options, one of the key considerations that was noted but remains unplanned is the future of the Westoba Place Main Arena.

Built in 1973 the Westoba Place Main Arena is at the heart of the majority of the core events that occur annually at the Keystone Centre, and it has serviced the needs of the community for more than 50 years. Westoba Place is a 5,102-seat arena that, in addition to being the home to the Brandon Wheat Kings, hosts regular skating activities, major events, fairs, concerts, and world-class sporting events. This arena sees over 700,000 visitors each year.

With strong maintenance and ongoing modernization projects (such as the recent seat replacement project and upgrade of mechanical systems) the Keystone Centre continues to find creative solutions to extend the operational life of the Westoba Place Main Arena.

The Need for a Plan

The future strategy for this important community asset remains unclear, although there is a common understanding that there is a need to develop a plan. This process will likely be lengthy, but planning should commence shortly as it will be imperative to develop the future of Westoba Place and include these plans into any long-term site development strategy.

Initial thoughts considered either the enhancement and expansion of the existing facility on the current location or the development of a new facility on one of the land parcels being explored for commercial development. Given the importance of this decision, the Board of Directors should develop a strategic siting plan for the future of Westoba Place.

The following action is recommended:

Begin the strategic planning process for the future of Westoba Place. This should consider a siting plan and the allocation of lands to meet the future operational needs of the facility based on the final location. In addition to a siting plan, some preliminary timeline strategies should be developed to support the planning process on the future of Westoba Place.

Current and Future Facility Space Needs

Westoba Place has been serving Brandon for over 50 years – and with such a long service life comes an increase in demand for improved viewing throughout the arena, as well as diversified seating experiences.

In the future, if the arena is modernized, there will be a portion of the site surrounding the existing facility that will need to be allotted for this expansion (30,000 square feet). Additional parking and siteworks will also need to be considered.

Westoba Place – Exterior of the Westoba Place Arena South Entrance

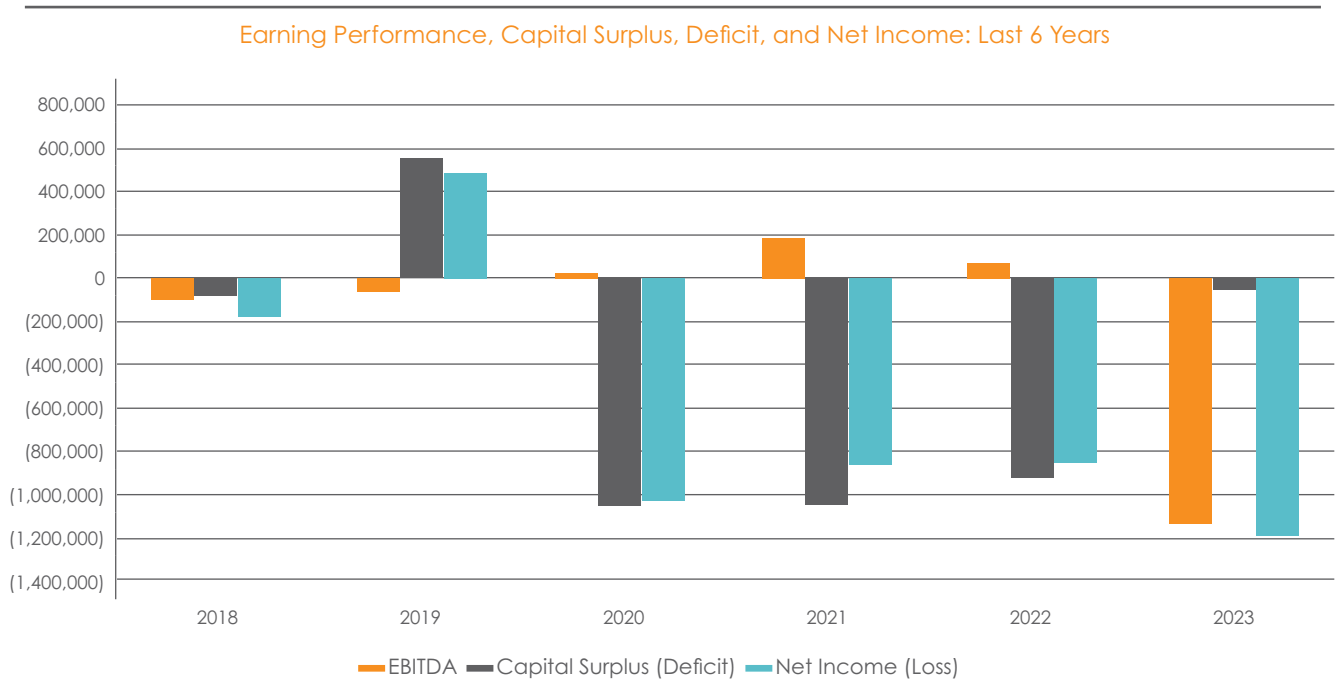


06 Financial Overview

The Financial Challenge and Opportunity

The Numbers Overall

The following graph illustrates the earning performance (i.e. EBITDA generation), the capital surplus or deficit, and the resulting Net Income or loss for the Keystone Centre throughout the last 6 fiscal years:



Note: 2018 Audited financials include \$232,000 of prior year adjustments and 2019 Audited financials include a net adjustment of \$1.1M for debt recovery and tenant property tax. Both have been excluded to better illustrate true in-year operating performance.

COVID-19 Catch-Up

The Keystone Centre typically generates between \$7 million and \$8 million in gross revenue in normal years. Comparing traditional operating years to the recent COVID-19 impacted years, it is estimated the Keystone Centre lost approximately \$8.8 million in gross operating revenue. Multiple factors contributed to the overall revenue loss, but the largest and most notable can be attributed to the government shutdowns, capacity restriction, public fear for safety, and cancellation of events.

2022 was anticipated to be the Keystone Centre’s “COVID Catch Up,” and it revenue was projected to return to typical levels. However, operating revenues that year totaled \$1.1 million (or 18% down from 2019/ normal revenue levels).

The principal areas that continue to struggle and have not rebounded back to pre-COVID levels are rental revenues (down 22%) and food and beverage revenues (down 7%). These declines have been seen throughout similar venues and can be directly related to the industry not recovering as quickly from the impacts of COVID-19 as originally anticipated.



On a positive note, the extension of the Canada Emergency Wage Subsidy (CEWS) and other government support funding helped partially offset these pressures by contributing over \$460,000 over and beyond the normal operating grants they receive from the city (\$500,000) and province (\$375,000). In total, the Keystone Centre received approximately \$2.2 million from the CEWS subsidy, but that still only replaced approximately a quarter of the overall revenue lost from the COVID-19 impact.

The Keystone Centre also rented space to the provincial government for COVID-19 testing and immunizations, which helped sustain the facility through ongoing capacity restrictions (generating about \$0.5 million in rental revenue).

Increase in Operating Expenses

Examining operating expenses indicated an increase by 4% or \$0.3 million from pre-COVID levels. These increases can largely be attributed to:

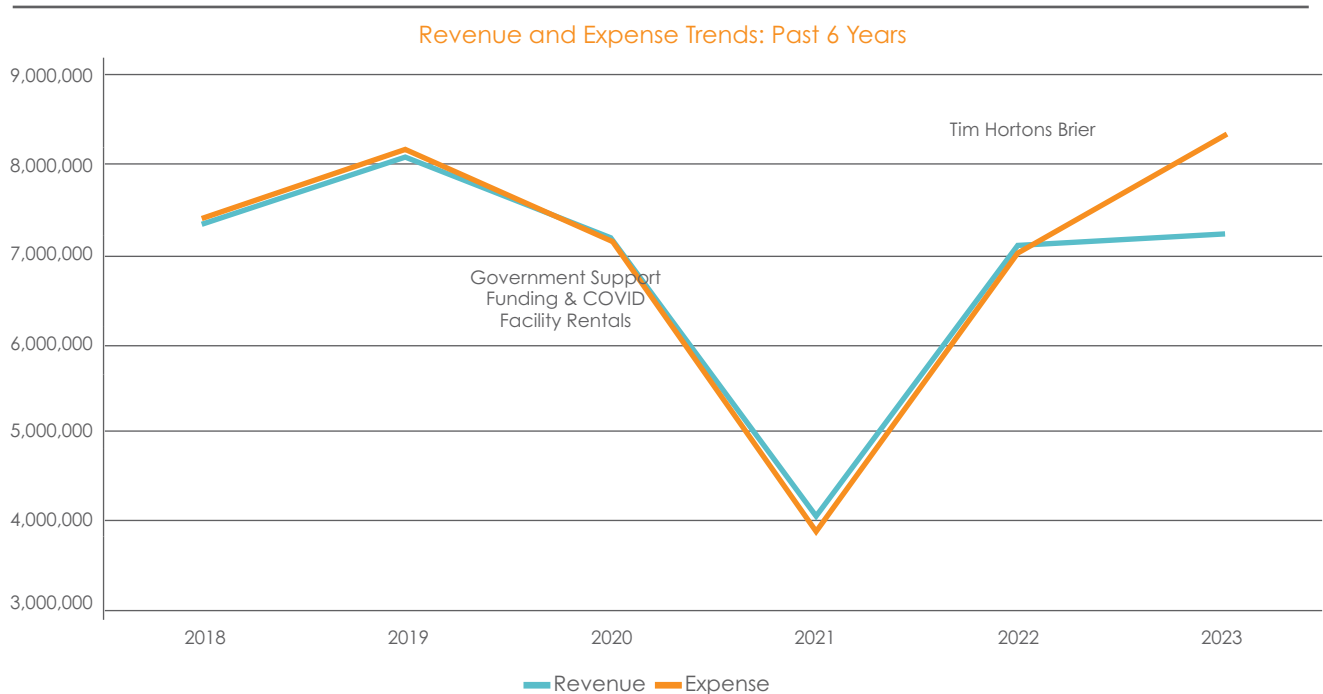


Apart from 2023 (EBITDA loss of \$1.2 million), the Keystone Centre has been able to operate close to break even over recent years, generating an average EBITDA of about \$20,000.

However, the 5-year capital plan requires \$2.2 million in self-funded capital that will have to be generated by an operating surplus, requiring an average EBITDA of \$440,000.

It is, however, evident that the management of the Keystone Centre have done their best to manage costs during COVID-19 and beyond. Facility expenses were reduced by 43%, which was largely the result of event staff layoffs and hibernating buildings.

The following chart illustrates the revenue and expense trends over the last 6 fiscal years:



Note: Albeit management's best efforts to manage expenses, 2023 produced a significant loss that can mainly be attributed to the lost and still recovering event revenue combined with increased overhead expenses and higher operating costs due to inflation.



Sustainability Challenges

The Keystone Centre faces multiple financial challenges and risks moving forward, the most significant of which is the need for long-term capital and operating funding agreements with the municipal and provincial governments.

The capital needs review indicates that a \$37.5 million capital investment is needed over the next 10 years, of which the Keystone Centre has planned for \$18 million over the next 5 years. There are currently annual contributions of \$2.4 million in place from province and city, leaving \$1.2 million to be covered annually from operating surpluses if additional funding or support cannot be found.

The Keystone Centre also faces multiple other short-term financial risks. The length and magnitude of the ongoing post-COVID-19 impact on small to mid-size markets is still unknown, and the Keystone continues to experience cancelled events, concert routing issues, a poor economy, staffing issues, and ongoing margin challenges – including higher costs and guests with less disposable income.

Management had projected to be fully recovered by 2022, but unfortunately that is not the reality of the situation and recovery continues to be a slow and costly revival of the industry. As such, operating margins continue to suffer from fewer events, increased costs (i.e., Carbon Tax contributing an

additional \$100,000 to annual expenses), inability to charge more, and inefficient Food and Beverage operations. Centerplate (Sodexo) has not met financial expectations, with an inability to grow revenues while incurring higher expenses. Staffing issues, including vacancies in key positions (the GM, Catering Manager, and Operations Manager) are impacting the customer experience and overall earnings potential.

There is also a significant risk related to a potential audit of the federal government COVID-19 funding through the Canada Emergency Wage Subsidy (CEWS). Many similar non-profit organizations that have received significant municipal or provincial funding have been audited by Canada Revenue Agency (CRA), who determined that due to the organization's relationship with said government bodies and the income tax act in which they file, they were ineligible for the subsidy and have to pay it back in its entirety.

Looking into longer term risks or sustainability challenges, the need for a long-term guaranteed funding agreement with the city and province continues to be at the forefront. However, other long-term risks include the amount of deferred capital maintenance and the aging infrastructure that makes up the Keystone Centre. There is also considerable concern around commercial development opportunity on site as it related to the public interest as well as the unknown degree of environmental concerns and the costs to rectify them.

07

Market Comparison

The Market in Brandon

The City of Brandon

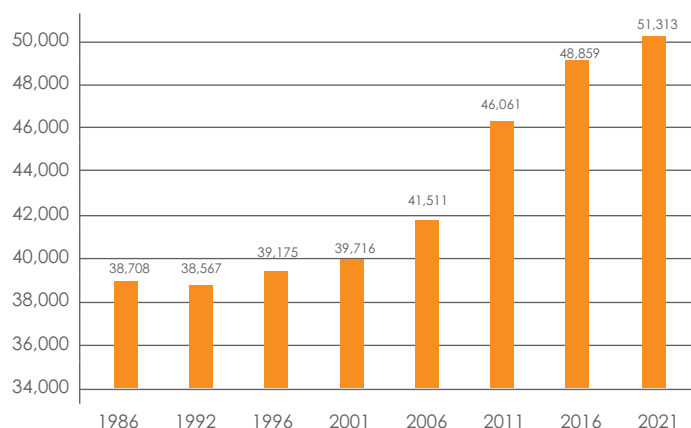
Incorporated in 1882 and known as the Wheat City, Brandon's economy is predominantly associated with agriculture as well as health care, manufacturing, food processing, education, business services, and transportation.

Growing Fast

As the second largest city in the province of Manitoba, the City of Brandon's population in the 2021 Census was 51,313 (just over a 5% increase from the 2016 Census). Brandon's growth has kept pace with the fastest growing cities in Canada and demonstrates the opportunities available for individuals, families, and businesses to grow and succeed.



Brandon's Population Growth



Note: Retrieved from Statistics Canada 2021 Census of Population

The median age in Brandon is 36.8 years old, which is almost 5 years younger than the national average at 41.2 years old.

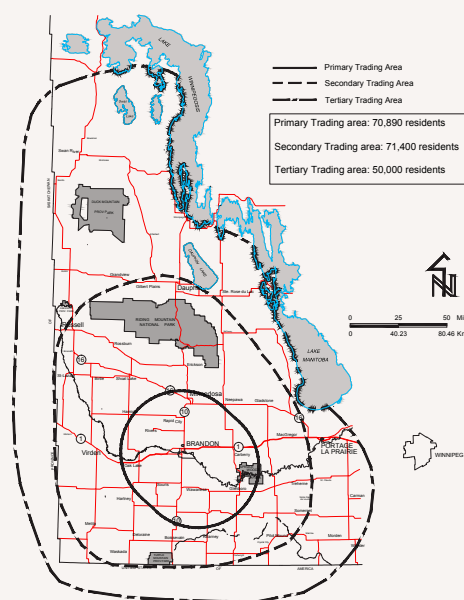
Household dwellings in Brandon have an occupancy rate of 94.1%, and the median cost of a dwelling at \$306,535 is much lower than the national average of \$646,000 — making Brandon attractively affordable.

Manitoba's minimum wage is \$14.15 per hour. The median individual income in Brandon at the 2021 Census was \$40,450 and the median economic family's income was \$97,000.

Trading Radius

According to the 2021 Census, Brandon is thought to have an estimated trading population of 190,000, which includes a primary trading area of 70,000 with a 30km radius.

Brandon's Trading Areas



Brandon’s Strategic Priorities

The Strategic Priorities of the City of Brandon are:

- 1 Addressing Social Needs
- 2 Economic Growth and Development
- 3 Affordability
- 4 Community Wellbeing
- 5 Communication and Collaboration
- 6 Environmental Sustainability

Demographics Summary

Community Size	51,313 (2021)
Growth Rate	5% Growth (Over 2016)
Average Age	36.8 yrs
Median Household Income	\$40,450,000
Major Industry	Agriculture, Sales & Service, Trades, Transport, Business and Finance
Average Household Size	2.4 People
Unemployment Rate	5.9% (November 2023)

Doing Business in Brandon

The city’s overall business cost competitiveness is consistently ranked by KPMG in the top 10 of Canadian cities and has regularly been ranked in the Top 10 Best Places to Live in Canada.

Contributing to Brandon’s overall cost competitive environment is the fact that there is no additional municipal business tax. The economy’s diversification provides an extremely stable and positive environment for businesses to compete within the global economy.

The city is home to over 2,000 businesses, of which roughly 350 directly serve the agricultural marketplace. Brandon’s ties to the agricultural sector are strengthened by the presence of an Agricultural Canada Research Station and the Agri-Environment Centre which, combined, bring integrated expertise and innovative environmental solutions to the agriculture and Agri-food sector.

While Agriculture and Agri-food production are the largest sectors of the local economy, advanced manufacturing, oilfield services, regional retail, and event tourism sectors provide diversity to the economy.

Significant economic generators outside of agriculture include:



METAL FABRICATION



INDUSTRIAL CHEMICAL PRODUCTION



REGIONAL HEALTH CARE CENTRE



EVENT HOSTING



REGIONAL RETAIL AND SERVICE PROVISION



CANADIAN FORCES BASE SHILO



HIGHER EDUCATION



BAKKEN FORMATION OIL FIELD SERVICES



FEDERAL AND PROVINCIAL GOVERNMENT SERVICE CENTRES



REGIONAL CENTRE FOR RECREATION AND ENTERTAINMENT





Located near the geographic centre of North America, Brandon's industries have ready access to the major mid-western markets of Western Canada and the mid-western markets of the US. The 5 million residents of the three Prairie Provinces can also be accessed by next day delivery.

Brandon's municipal airport has daily WestJet flights to Calgary, and the Winnipeg International Airport is only 2.5 hours away by road and 40 minutes by air.

Intersection with major east-west freeways that traverse the US is facilitated through major north-south highways in Manitoba. This opens all North America to trade:

Major Transportation Routes Intersecting Manitoba

From Brandon To:	Truck - Day(s)	Rail - Day(s)	Inter-Modal - Day(s)	Air - Hours
Vancouver	2.5	2.5	3	3
Toronto	3	2	2	3.25
Montreal	3	2	3	3.75
Los Angeles	5	6	10	6
Kansas City	2	2.5	6	3.25
Houston	3	4	8	5
Denver	2	2.5	5	4
Minneapolis	1	1	3	1.5
Chicago	2	2	7	2
New York	3	3	8	4.25

Brandon is a city of volunteers and leaders with vision, and the city has become internationally known as a host community that supports and organizes major events. The city's marketplace has approximately 1,400 hotel/motel rooms, many of which offer full convention/banquet services.

As well as The Keystone Centre, Brandon also boasts home to:

The Western Manitoba Centennial Auditorium

Canada Games Sportsplex

Dood Cristall Family YMCA

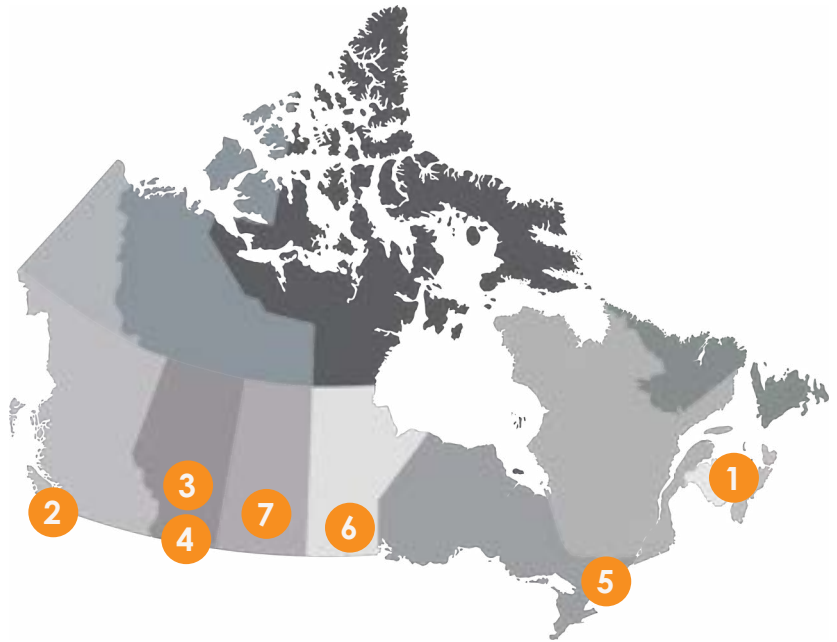
Kristopher Campbell Skateboard Plaza

Comparative Cities

The project team was asked to recommend a series of cities that would offer meaningful comparatives to the Keystone Centre as well as facilities within those cities that would offer comparables to the Keystone Centre. Locations were selected based on population size and with the purpose of comparing the Keystone Centre to other markets across Canada. Working with the Board of Directors and the Administration, it was decided that seven comparable markets would be explored from British Columbia to New Brunswick. All market comparisons were required to have a Canadian Hockey League franchise and, as such, a mid-sized arena facility to meet the needs of the team.

The following Cities were selected and researched:

- 1 Moncton, New Brunswick
- 2 Victoria, British Columbia
- 3 Red Deer, Alberta
- 4 Lethbridge, Alberta
- 5 Kingston, Ontario
- 6 Winnipeg, Manitoba
- 7 Moose Jaw, Saskatchewan



The City of Moncton, NB

Moncton is the most populous city in New Brunswick, earning the nickname "Hub City" because of its central inland location in the region and its history as a railway and land transportation hub for the Maritimes.

In the 2021 Census of Population conducted by Statistics Canada, the City of Moncton had a population of 79,470 living in 35,118 of its 37,318 total private dwellings—a change of 10.5% from the 2016 census.

Moncton's urban area had a population of 119,785, which is the third largest in Atlantic Canada, while the Greater Moncton Area had a population of 157,717.

About 46% of the city population is bilingual, and Moncton became the first officially bilingual city in Canada in 2002. As such, Moncton has garnered status as a border-city and is an attractive centre for Federal employment and call-centres for Canadian companies that provide services in both English and

French. The city is home to several Canadian federal agencies and over 37 call centres, employing about 5,000 people.

Downtown Moncton is the city's central business district and it houses several government and financial offices. The city's economy also includes commercial, distribution, transportation, retail, and tourism. The city is also home to an International Airport that services 677,000 passengers per year.

Facilities in Moncton

The Avenir Centre is an 8,800-seat arena which serves as a venue for major concerts and sporting events and is the home of the Moncton Wildcats (JHL) and the Moncton Magic (NBL).

The CN Sportsplexe is a major recreational facility that includes 10 ballfields, 6 soccer fields, an indoor rink complex with 4 ice surfaces, and the Moncton Sports Dome. A nearby YMCA offers extensive cardio and weight training facilities as well as 3 indoor pools.



The CEPS at Université de Moncton contains an indoor track and a 123-foot swimming pool with diving towers. The Moncton Stadium, Croix Bleue Medavie Stadium, is also located at the U de M campus and has permanent seating for 8,300 but is expandable to 25,000. The 400m, 8-lane outdoor track has a FIFA-rated synthetic infield.

Moncton's Strategic Priorities

The Strategic Priorities of the City of Moncton are:

- 1 Environment – be a green community
- 2 Social – be a safe & healthy community
- 3 Culture – be a vibrant community
- 4 Economy – be a prosperous community
- 5 Governance – be an engaged community

The City of Victoria, BC

The capital of British Columbia, Victoria has a population of 91,867, an increase of 7.1% over the census in 2016, with a Greater Victoria area population of 397,237.

Victoria has a disproportionately large retiree population with some 23.4% of the population and its surrounding area being over 65 years of age, compared to the overall Canadian distribution of over 65-year-olds in the population of 19%.

The city's chief industries are technology, tourism, education, federal and provincial government administration, and services.

Known as “the Garden City,” Victoria is an attractive city and a popular tourism destination and has a regional technology sector that has risen to be its largest revenue-generating private industry. Advanced technology is Victoria's largest revenue-producing private industry with \$3.15 billion in annual

revenues generated by more than 880 technology companies that employ 15,000 people directly.

Tourism is also a major industry with over 3.5 million overnight visitors who add more than \$1 billion to the local economy as well as over 50,000 daytime visitors arriving via cruise ships that dock at the city's inner harbour.

Facilities in Victoria

The Save-On-Foods Memorial Centre is a 7,000-seat facility home to the Victoria Royals of the WHL and it has the ability to host world-class concerts.

The Crystal Pool and Fitness Centre offers a 50m pool and a fitness centre catering to all ages.

Home to the Victoria HarbourCats, Royal Athletic Park is the city's sport and event outdoor stadium with a natural grass baseball field and practice area for the local and visiting teams.

The city has several outdoor facilities including sports fields, tennis and pickleball courts, basketball courts, skate parks, and bike parks.

Victoria's Strategic Priorities

- 1 Climate action and environmental stewardship
- 2 Transportation
- 3 Housing
- 4 Parks, recreation, & gathering spaces
- 5 Community well-being and safety
- 6 Truth & reconciliation
- 7 Economic health & community vitality
- 8 Arts, culture, music, sport, and entertainment

The City of Red Deer, AB

Red Deer is Alberta's fourth largest city, and is located midway on the Calgary-Edmonton corridor. It has a population of 100,844 living in 40,512 of its 43,044 total private dwellings, which is a change of 0.4% from the 2016 consensus.

Red Deer has a diverse economy with 62,224 jobs provided by over 4,000 businesses. Key industries in the economy, when evaluated by labour force, include Health Care, retail trade, construction, Mining/Quarrying and Oil and Gas extraction, accommodation and food services, manufacturing, and educational services.

The regional airport offers transportation to and from the city while the Calgary and Edmonton International airports are each only a 75-minute drive away.

Facilities in Red Deer

The Red Deer Rebels of the WHL play at the Peavey Mart Centrium at Westerner Park. Each year, Westerner Park hosts more than 1,500 events and receives 1.5 million visitors, making this venue central Alberta's largest convention, trade show, agriculture, entertainment, and sports facility.

Collicut leisure and wellness centre provides an NHL-size ice arena, fieldhouse, climbing wall, indoor walking track, fitness and wellness studios, indoor soccer pavilion, golf, and batting cages.

Servus Arena offers an NHL-size rink, a two-lane walking track, meeting spaces, and designated warming area.

The city has aquatic facilities as well as Great Chief Park, where users will find two baseball diamonds, two fastball diamonds, a combined soccer/football field, and many other park amenities including walking trails.

Red Deer's Strategic Priorities

- 1

Thriving city:
vibrant downtown, strong local economy, environmental commitment, managed infrastructure, financially responsible, digital advancements, competitive workforce
- 2

Community health and well-being
- 3

Engaged and connected city

The City of Lethbridge, AB

In the 2021 Census of Population conducted by Statistics Canada, Lethbridge, Alberta had a population of 98,406 living in 40,225 of its 42,862 total private dwellings, which was a 6.1% increase over the 2016 census.

Lethbridge is the commercial, financial, transportation, and industrial centre of Southern Alberta. Although Lethbridge's economy has traditionally been agriculture-based, in recent years, half of the workforce is employed in the health, education, retail, and hospitality sectors and the top five employers are government-based. Lethbridge has a trading population of 341,180 including parts of BC, and provides jobs for up to 86,000 people who commute to and within the city from a radius of 100km. The city serves as a hub for commercial activity in the region by providing transport services including buses, four provincial highways, rail service, and an airport concentrated in or near the city.

Facilities in Lethbridge

The Enmax Centre is Lethbridge's premiere entertainment venue and home of the Lethbridge Hurricanes Hockey Club. The facility has seating for up to 5,900 people and the centre provides a wide range of entertainment.

Lethbridge has numerous public parks packed with things to do. Legacy Park Pavilion, as an example, spans 73 acres and includes numerous amenities including a skate park, tennis, pickleball, basketball, baseball, soccer, spray park, fitness equipment, playground, challenge course, picnic shelters, Amphitheatre, and more.

The city programs six ice arenas, gymnasiums, and over 140 bookable sports fields including the Lethbridge sports park, which has 6 fields allowing soccer and rugby. Yates and Sterndale Bennett Theatres houses two theatres with seating capacity for 474 and 162.

Lethbridge's Strategic Priorities

- 1

Economic prosperity
- 2

Community health and well-being
- 3

Cultural vibrancy
- 4

Enhance, sustain quality built environment
- 5

Enhance, sustain the natural environment
- 6

Regional objectives support



The City of Kingston, ON

In the 2021 Census of Population, Kingston had a population of 132,485 living in 52,836 of its 63,095 total private dwellings (an increase of 7% from 2016).

Kingston's economy relies heavily on public sector institutions and establishments. Sectors related to health care, higher education, government, tourism, and culture play the most significant role while manufacturing and research and development now play a smaller role than they did in the past. Tourism also plays a vital role in the city's economic performance. Kingston offers numerous attractions including performing arts theatres, it hosts many festivals during the year, and is home to sports such as sailing, diving, lawn bowling, golf, curling, rugby, football, and volleyball.

Facilities in Kingston

Leon's Centre is a 6,700 seat sports and entertainment venue located in downtown Kingston and is home to the Kinston Frontenacs of the OHL. The centre has hosted hundreds of sporting events, concerts, special events, and community activities since opening its doors in 2008.

INVISTA Centre provides residents with the use of four indoor ice rinks as well as a fitness centre and meeting rooms.

Memorial Centre provides an NHL size ice rink, a water park, two softball diamonds, a cricket pitch and a half-mile track and bleachers

Kingston's Strategic Priorities

- 1 Support housing affordability
- 2 Lead environmental stewardship and climate action
- 3 Build an active and connected community
- 4 Foster a caring and inclusive community
- 5 Drive inclusive economic growth

The City of Winnipeg, MB

The capital and largest city in the province of Manitoba, Winnipeg boasted a population of 749,607 in 2021 (an increase of 6.3% over the 2016 census) and has a metropolitan population of 834,678, making it Canada's sixth-largest city and eighth-largest metropolitan area. Winnipeg represents 54.9% of the population of Manitoba and the city receives 10,000 net international immigrants per year.

Known as the "Gateway to the West," Winnipeg is a railway and transportation hub with a diversified economy. The multi-cultural city hosts numerous annual festivals and is home to several professional sports franchises including the Winnipeg Blue Bombers, Winnipeg Jets, Manitoba Moose, Valour FC, Winnipeg Sea Bears, and Winnipeg Goldeyes.

The city is an economic base and regional centre with major employment in the health care and social assistance sector as well as retail, manufacturing, and public administration sectors. Some of Winnipeg's largest employers are government and government-funded institutions, including the Province of Manitoba, the University of Manitoba, the City of Winnipeg, Manitoba Hydro, and Manitoba Liquor & Lotteries Corporation. Major private-sector employers include Canad Corporation, Canada Life Assurance Co and StandardAero.

As of 2021, there were 26 National Historic Sites of Canada in Winnipeg. One of these (the Forks) attracts 4 million visitors a year and is home to the City television studio, a youth theatre, an International Children's festival, and the Manitoba Children's Museum. It also features a 30,000 square foot skate plaza, an 8,500 square foot bowl complex, a river walk, Blue Cross Park (formerly Shaw Park), and the Canadian Museum for Human Rights.

Facilities in Winnipeg

Downtown is where three large performing arts venues call home, as well as the Canada Life Centre, which is an indoor arena and home to the Winnipeg Jets and AHL's Manitoba Moose, with a capacity of 15,321 for hockey and 16,345 for concerts.

IG Field is located on the University of Manitoba campus and is home to the Winnipeg Bluebombers (NFL) with a seating capacity of 32,343. It also serves as a home to the UoM Bisons football team, Valour FC (CPL), Winnipeg Rifles (CJFL), and the Manitoba Fearless of the Western Women's Canadian Football League.

RBC Convention Centre is a major meeting and convention centre located in downtown Winnipeg. It has five levels including indoor parking for 729 vehicles and three levels of various meeting trade show space totaling 260,000 square feet.

Winnipeg’s Strategic Priorities

- 1 Make downtown a vibrant, safe, clean and welcoming community & tourist destination
- 2 A strong economy
- 3 A livable, safe, healthy, happy city
- 4 A green and growing city with sustainable renewal of infrastructure
- 5 A city that works for residents through improved customer service



Winnipeg, Manitoba



Moose Jaw International Paralumpic Games

The City of Moose Jaw, SK

Moose Jaw is a city in Southern Saskatchewan with a population of 33,665 in the 2021 Census (a decline of 0.5% over the 2016 Census results). It is the fourth largest city in Saskatchewan, with a trading area of 250,00 with Regina being only 77km west.

Moose Jaw is an industrial centre and important railway junction for the area’s agricultural produce.

With two solution mines with vast reserves of high-quality potash located near Moose Jaw, mining plays a significant role in the city’s economy as well as agriculture, Ag value-added processing, trucking and rail transportation, tourism, and health care.

Facilities in Moose Jaw

CFB Moose Jaw is a NATO flight training school and is home to the Snowbirds—Canada’s military aerobatic air show flight demonstration team.

Home to the famous Tunnels of Moose Jaw, Temple Gardens mineral Spa resort and the Western Development Museum, Moose Jaw has many attractions for tourists as well as parks providing outdoor recreation in the downtown area.

Mosaic Place event centre is a multi-purpose arena hosting ice hockey and curling events and home to the Moose Jaw warriors (WHL) with 4,500 spectator seat capacity.

Moose Jaw’s Strategic Priorities

- 1 Branding – the Moose Jaw story
- 2 Agriculture, diversification, and innovation
- 3 Entrepreneurial civic administration
- 4 Core amenities and services
- 5 Regional collaboration
- 6 Transportation and infrastructure
- 7 People and culture

Overview of Comparative Facilities

Best Practices

Recognizing that a plan is required to leverage infrastructure investments with community needs while ensuring fiscal responsibility, best practices from other Canadian Event Centres, Districts, and Ag Societies were reviewed that, when applied to the Keystone Project, would deliver an impact that is both transformational and generational for the city of Brandon. The goal was to study successful event centers that have been transformed by infrastructure renewal and growth on a scale that is achievable for Brandon and the Keystone Project.

This research provided valuable insight and is an important identifier of potential options for future strategic plans. One valuable takeaway from this process is that every site is unique, as is every model and market. As such, a made-in-Brandon solution (drawing on the lessons and best practices gathered from other sites) will be required to build the future success of the city.

Market Comparison Methodology

To begin, Canadian event centers that were built in the last 15 years was reviewed. The review included a comparison of: Facility, Location, Capacity, Major Tenant(s), Construction Cost/Timeline, and Amenities. From this comparison, important characteristics were identified that would be useful to gain a more in-depth understanding of best practices and research to building out a District. Event centers built after 2000 (new by construction standards) and had a multi-use function were deemed most relevant.

Multi-function use was defined as sites that had:

- an **Arena & District** profile of mid-size arena facilities meeting Canadian Hockey League standards;
- an **Agricultural Society** with exhibition facilities suitable for Fairs and Expos; and
- **Commercial Development** and economic impacts associated with sports and entertainment districts.

The most relevant and comparable event center sites and surrounding areas were shortlisted for a detailed review:

- 1 Moncton, New Brunswick: **Avenir Centre**
- 2 Victoria, British Columbia: **Save on Foods Memorial Centre**
- 3 Red Deer, Alberta: **Peavey Mart Centrium**
- 4 Lethbridge, Alberta: **Enmax Centre**
- 5 Kingston, Ontario: **Leon's Centre**
- 6 Winnipeg, Manitoba: **RBC Convention Centre Winnipeg**
- 7 Moose Jaw, Saskatchewan: **Moose Jaw Events Centre**



All the event centers that were reviewed are well activated with events, concerts, programming, and recreational opportunities that benefit community members by delivering large-scale economic impacts and enhancing quality of life. While each site has a unique development philosophy, there were several common themes that stand out as “best practices” for District planning:

01

A long-term approach that considers decades rather than years;

02

Unique financing approaches that leverage commercial development for long term success;

03

Access to private capital investment;

04

Exceptional leadership from prominent local business and community leaders;

05

Municipal leadership willing to lead and/or provide authority for others to lead;

06

Aligned community vision and purpose;

07

A willingness to think big, be ambitious, and see a greater vision; and

08

A development strategy that considers continuous growth and expansion with a dedicated timeline.

There has been investment by the City of Brandon to modernize and refresh some sports and entertainment infrastructure, but Brandon is competing on a national and international stage for events, conferences, entertainment, recreation, and sport opportunities. Brandon is no longer competing with another event facility or another city; it is now in competition with activated districts that have highly integrated business models.

The continued development and long-term planning behind each event center location that the team studied are all shown to have considerable effects for City transformation; the areas surrounding each event center have transformed into vibrant areas where residents live, work, and play.



Market Comparison Facilities Summary Comparison Chart

	Moncton, NB	Victoria, BC	Red Deer, AB	Lethbridge, AB	Kingston, ON	Regina, SK	Moose Jaw, SK	Brandon, MB	
	Avenir Centre	Save on Foods Memorial Centre	Pevy Mart Centrium	Enmax Centre	Leon's Centre	Brandt Centre at REAL	Moose Jaw Events Centre	Westoba Place Main Arena	Average Results
Annual Event Nights	65+	50+	50+	45+	45+	70	45+	55+	53.13
Facility Size (\$F)	250,000	130,000	97,000	58,000	97,000	105,000	210,000	65,000	126,500.00
Annual Visitors	194,000	N/A	1,500,000	140,000	160,000	184,000	132,500	110,000	345,785.71
Hockey Capacity	8,800	7,400	6,000	5,479	5,614	6,484	4,465	5,331	6,221.63
Concert Capacity	8,500	9,000	7,819	7,100	6,800	7,630	5,000	5,915	7,220.50
# of Premium Seats/Suites	800 club seats, 16 suites	1,000 club seats, 31 suites	23 luxury suites, club suite	24 luxury suites, club suite	29 luxury suites, club suite	104 club seats, 28 suites	21 private suites, 132 club seats	7 luxury suites, club suite, *Add 252 premium	Mixed
% Premium Seats	10%	18.5%	12%	11%	11%	7%	8%	2.5%, now 9%	10%
# of Major Tenants	2	1	1	1	1	1	1	1	1.13
Public Plaza	Y	Y	Y	Y	Y	Y	Y	Y	Yes
Commercial Development	N	N	N	N	N	Y	N	N	Mixed
On Site Parking	N	Limited	Y	Paid	N	Y	Y	Y	Mixed
Adjacent Hotel	Y	Y	N	N	Y	Y	Y	Y	Mixed
Distance to Downtown (km)	0 km	1.0 km	5.8 km	5.9 km	0 km	2.4 km	0.5 km	1.9 km	2.92 km
Median Income	\$66,515	\$79,470	\$79,715	\$79,220	\$110,400	\$42,676	\$74,000	\$40,450	\$71,555.75
Population	79,490	91,867	100,884	98,406	132,485	228,928	33,890	51,313	\$102,150.38
Owner/ Operator	City of Moncton, ASM Global	GSL Group / City of Victoria / RG Facilities	City of Red Deer / Westerner Park	City of Lethbridge	City of Kingston / ASM Global	City of Regina / Exhibition Association	City of Moose Jaw / Oak View Group OVG 360	Keystone Agricultural & Recreation Centre Inc.	Mixed
Construction Cost	\$113,200,000	\$40,000,000	\$23,000,000	\$4,250,000	\$46,500,000	\$7,700,000	\$61,200,000	\$3,400,000	\$37,406,250
Present Day Value	\$132,305,680	\$59,496,000	\$44,853,200	\$24,375,910	\$64,693,650	\$35,929,960	\$80,947,320	\$22,803,400	\$58,175,640
Cost Per Seat (Today)	\$15,565.37	\$6,610.67	\$5,736.44	\$3,433.23	\$9,513.77	\$4,709.04	\$16,189.46	\$4,122.83	\$8,235.10
Cost Per SF (Today)	\$529.22	\$457.66	\$462.40	\$420.27	\$666.94	\$342.19	\$385.46	\$350.82	\$451.87
Year Opened	2018	2005	1991	1975	2008	1977	2011	1973	1994
Annual Operating Funding (Province)	-	-	\$1,000,000	-	-	\$2,300,000	-	\$375,000	\$459,375.00
Annual Operating Funding (Municipal)	\$850,000	-	\$3,000,000	\$1,400,000	-	\$2,250,000	\$280,000	\$500,000	\$1,350,000
Operating Earnings or Loss	\$555,623	N/A	-\$1,232,647	\$1,400,000	\$585,000	\$863,000	-\$671,065	-\$150,000	\$192,844.43

Case Study: Comparing the Winnipeg Convention Centre to the Keystone Centre

The consultant group reviewed the operational comparison between the RBC Winnipeg Convention Centre and the Keystone Centre.

Market Size

Demographically, the City of Winnipeg is a much larger market, is the Capital of the Province, and has greater accessibility via air traffic. The Market Size of Winnipeg and Brandon are not reasonable comparisons.

Facility Location and Size

The Keystone Centre is almost twice the square foot size at 540,000 square feet and hosts 1.2 million more annual visitors, while the unique facility mix at the Keystone Centre that includes recreation, sport, and agriculture. Both facilities are located in the downtown core of the City and with adjacent hotel and accommodation facilities.

Construction Cost

The RBC Convention Centre is a much more modern facility given recent investment. Where the Keystone Centre was constructed at a fraction of the price, the replacement cost of the Keystone Centre would greatly outprice the recent investment into the RBC Winnipeg Convention Centre.

Ownership and Operations

Each facility has a para-municipal ownership structure and a Board of Directors that oversee operations. The RBC Winnipeg Convention Centre operates at a modest positive earnings from operations (\$193,000) whereas the Keystone Centre operates at a material operational loss from operations based on 22/23 performance (-1.128 million). There is a material variance in grant funding available for each facility, and this impacts the annual operating performance. The RBC Winnipeg Convention Centre receives \$2.8 million in annual funding from the Province and Municipality and the Keystone Centre receives \$750,000 in annual funding from the Province and Municipality.

A detailed comparison of venue performance is shown below:

The funding model for the Winnipeg Convention Centre and the Keystone Centre were compared. The funding for the RBC Winnipeg Convention Centre is \$5.68 per square foot (\$1.5 million) and the funding for the Keystone Centre is \$0.69 per square foot (\$375,000) by the Province of Manitoba. Similarly, the funding for the RBC Convention Centre is \$4.92 per square foot (\$1.3 million) and the funding for the Keystone Centre is \$0.69 per square foot (\$375,000) by the respective Municipalities. It is important to note that the Keystone Centre operates at a forecast loss of \$1.2 million while the RBC Winnipeg Convention Centre operates at an earnings position of approximately \$200,000 after all funding support.



Winnipeg Vs Brandon Comparison Chart

	Winnipeg, MB	Brandon, MB	
	Winnipeg Convention Centre	Keystone Centre	Average Results
Annual Event Nights	N/A	400	400
Facility Size (SF)	264,000	540,000	402,000
Annual Visitors	556,932	1,800,000	1,178,466
Concert Seating	9,000	12,750	10,875
Economic Impact 2017/2018	\$66,400,000.00	\$80,000,000.00	\$73,200,000.00
Public Plaza	Y	Y	Y
Commercial Development	Y	Y	Y
On Site Parking	Y	Y	Y
Adjacent Hotel	Y	Y	Y
Distance to Downtown (km)	0 km	1.90 km	0.95 km
Median Income	\$80,000.00	\$40,450.00	\$60,225.00
Population	750,000	51,313	400,656.50
Owner / Operator	Convention Centre Corp.	Keystone Society	Not-for-Profit Corporation
Construction Cost	\$180,000,000.00	\$33,000,000.00	\$106,500,000.00
Present Day Value	\$225,360,000.00	\$183,505,762.00	\$204,432,881.00
Cost Per SF (Today)	\$853.64	\$339.83	\$596.73
Year Opened	2015 (1975)	1975	1975
Annual Operating Funding (Province)	\$1,500,000.00	\$375,000.00	\$937,500.00
Annual Operating Funding (Municipal)	\$1,300,000.00	\$375,000.00	\$837,500.00
Operating Earnings or Loss	\$193,676.00	-\$1,128,000.00	-\$467,162.00
Provincial Funding Per Capita (Per Resident)	\$2.00	\$9.27	\$5.64
Provincial Funding Per Square Foot	\$5.68	\$0.69	\$3.19
OMunicipal Funding Per Capita (Per Resident)	\$1.73	\$7.31	\$4.52
Municipal Funding Per Square Foot	\$4.92	\$0.69	\$2.81

Comparative Facilities in Detail

Moncton, New Brunswick - Avenir Centre

Arena Specifications

Year Built	Ground-breaking took place in 2016, opened in 2018. Proposed as a replacement for Moncton Coliseum.
Construction Cost	\$113.2 M. Approved in the spring of 2014 by the Moncton City Council on an 8-3 vote. The money for Avenir Centre comes from levies of \$0.16 per \$100 of tax assessment on new developments.
Owner/Operator	City of Moncton / ASM Global.
Total Capacity	8,800 seats.
Premium Seating	16 luxury seats, 800 club platinum and gold seating with premium Food and Beverage.
Annual events (Sports & Entertainment)	65 + sports, concerts, events annually.

Parking

Venue uses a dispersed parking model, which means that eventgoers can park at existing public and private parking lots and on-the-street rather than at the Centre itself.

Main Tenant

Home to the Moncton Wildcats of the Quebec Major Junior Hockey League and the Moncton Magic of the National Basketball League.

Arena & District

Located in Downtown Moncton, Avenir Centre was built as a multipurpose entertainment center with meeting and flex space. The arena includes one ice pad, retractable seating, an event-day restaurant, and an outdoor civic space/public plaza.

The arena has 10,000 Seats (8,800 of which are fixed, with 1,500 non-fixed), 16 Luxury Suites, and 800 Club Seats. 'Downtown Place,' which is located outside of Avenir Centre, is an outdoor community plaza featuring a skating oval, a permanent stage, plug-and-go power, washroom access, and public art pieces.





Commercial Development

There are an estimated 800 businesses within the boundaries of Moncton's downtown, with a working population of an estimated 18,000 people (or 24% of the Moncton CMA total employment).

There are approximately 3,000 restaurant, bar, and café seats in the downtown district, which is also home to the bulk of the region's financial services, professional services, high technology, customer service, and public service sectors.

There are nearly 1,200 residents in the downtown core (bounded by Gordon, Queen, Vaughn Harvey, and Assumption Boulevard) and 5,700 residents within the extended downtown (including George Street to Vaughn Harvey and the Moncton High residential area).

Since Avenir Centre's announcement, there has been an influx of investment with the City's director of economic development, expecting \$108 million worth of new downtown projects by 2023.

Before 2017, the City issued \$8-20 million per year in downtown building permits. This figure soared to \$45 million in 2017 and it hit \$28 million during the first half of 2018.



Agricultural Society

Moncton has a significant agricultural presence, with a focus on various crops, livestock, and agri-businesses led by the Agricultural Alliance of New Brunswick (AANB). The Alliance is steered by a board of directors comprised of farmers elected by their peers. The board receives its mandate directly from New Brunswick farmers during regional meetings held throughout the province by accepting resolutions voted on by delegates during the AANB Annual General meeting. The AANB works in close collaboration with agri-food commodities and agriculture associations and groups.

Victoria, British Columbia – Save on Foods Memorial Centre (SOFMC)

Arena Specifications

Year Built	Broke ground in June 6, 2003 and opened March 26, 2005.
Construction Cost	\$40M.
Owner/Operator	GSL Group / The City of Victoria has a 30-year Operating Agreement with RG Facilities which specifies the City's role in the Operation of Save On Foods Memorial Centre. RG Facilities is primarily responsible for the operation and maintenance of the facility for the 30-year agreement period.
Total Capacity	Hockey: 7,400 Concerts: 9,000.
Premium Seating	1,000 Club seats, 31 Private suites.
Annual Events (Sports & Entertainment)	Approx. 50+ events (including Royals home games).
Parking	Paid Parking at a rate of \$15.00 per stall (first come, first serve), limited number of reserved spots available for each event at a rate of \$20.25 per stall.
Main Tenant	Victoria Royals (WHL).

Arena & District

The Save-On-Foods Memorial Centre is a 7,000 seat facility home to the Victoria Royals of the WHL and with the ability to host world-class concerts. Moreover, the Centre is available for special events, business and trade shows, family shows, and numerous community events throughout the year.

The facility features more than 1,000 Club and King Club seats, a fine dining restaurant (Lion's Den), the Lighthouse Lounge, retail space, meeting space, superior sightlines, and world-class acoustics.

Agricultural Society

The BC Agriculture Council (BCAC) is the lead industry advocate for key sector-wide priorities in British Columbia. Their mission is to grow a strong, sustainable and competitive agriculture sector through building industry consensus and advancing public policy.

BCAC hosts the annual Ag Day in Victoria event. As the lead industry advocate for key sector-wide priorities in British Columbia, BCAC delivers a unified voice for the province's over 20,000 farm families through the unique commodity associations it represents.

BCAC's Ag Day in Victoria includes a series of scheduled meetings between the delegation and the Premier, Cabinet Ministers including Finance, Agriculture and Food, Emergency Management and Climate Readiness, Water, Land and Resource



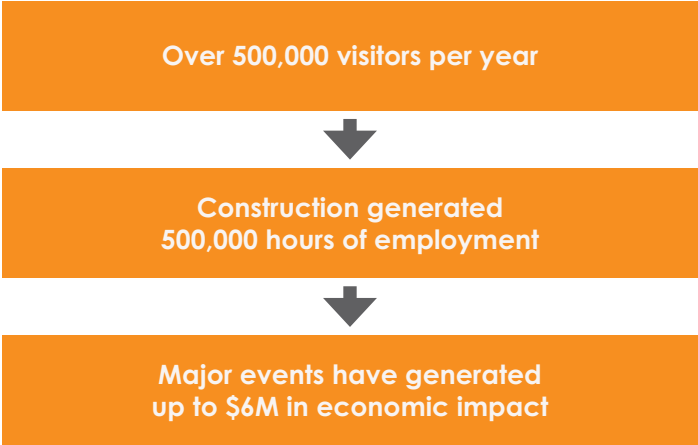
Stewardship, Labour, as well as MLAs, senior government officials and key stakeholders. In 2023, discussions focused on producer-led solutions to water security for agriculture and the challenges presented by the rising costs of production impacting BC's farms and ranches.

Commercial Development

The Downtown Victoria district boasts over 1,400 businesses with SOFMC located within a ten- to fifteen-minute walk. The downtown district is centered on the Inner Harbour, with attractions including the 1908 Empress hotel, seafood eateries, and traditional pubs clustered around Wharf Street and Bastion Square. Indie boutiques line Johnson Street, and an elaborate red-and-gold gate marks the entrance to Chinatown.

The construction phase of the arena project generated 500,000 person hours of employment (20 full-time and 400 part-time jobs). The arena was anticipated to generate new business activity in the restaurant, service, retail, transportation, manufacturing, distribution, and communication sectors.

The vision of SOFMC was to provide new entertainment, sports, recreation and tradeshow opportunities for the Victoria area and surrounding region. In an average year, SOFMC now welcomes over 500,000 visitors.



Red Deer, Alberta – Peavey Mart Centrum



Arena Specifications

Year Built	The City broke ground in 1989 and the arena opened in 1991 with expansion in 2012. The expansion added 13 more luxury suites, a new 40-seat club suite and an additional 1,000 seats.
Construction Cost	\$23M.
Owner/Operator	City of Red Deer / Westerner Park.
Total Capacity	7,819 seats.
Premium Seating	23 luxury suites, club suite with premium Food and Beverage.
Annual Events (Sports & Entertainment)	50+ sports, concerts, events annually.
Parking	4,000 paved parking spaces in six main lots.
Main Tenant	Home to the Red Deer Rebels of the Western Hockey League.

Arena & District

Each year, Westerner Park hosts more than 1,500 events and receives 1.5 million visitors, making this venue central Alberta's largest convention, trade show, agriculture, entertainment, and sports facility. Located between Edmonton and Calgary (75 minutes from each city's international airport), the 320-acre district features a main arena, large park

and green areas, meeting rooms, entertainment and convention facilities, as well as a 99-unit full-service RV Park. As a not-for-profit organization, Westerner Park invests all earnings back into the improvement of buildings, grounds, and amenities.

The Peavey Mart Centrum is the main multi-use arena accommodating concerts, hockey, motor sports, ice shows, major curling events, rodeos, trade shows, and conventions. Seating configurations range from 2,000 to 7,819, allowing for every show to have a "full house" atmosphere as floor-to-ceiling divider curtains close off the unused portions of seating.

Agricultural Society

For 125 years, Westerner Park has been recognized as both an agricultural society and registered not-for-profit, its main guiding principles being a sense of community and a commitment to agriculture. The Red Deer and District Agricultural Society is closely associated with Westerner Park.

The Agri-Trade Equipment Expo is one of Canada's premier agricultural trade shows, featuring the latest agricultural equipment, technology, and services.

Westerner Days (the major Fair held annually) has strong ties to agriculture, reflecting the region's rural heritage. The event incorporates various agricultural elements, celebrating and showcasing the agricultural industry in central Alberta through Rodeo, 4-H Competitions, Ag Education, and the Farmers' Market.

Commercial Development

Westerner Park has embarked on a long-term redevelopment and sustainability project. In May of 2008, the Board of Directors approved a Strategic Development Plan that outlines a new vision, acting as the blueprint for Westerner Park's growth over the next 40 years.

In 2009, Phases 1 and 2 of the Strategic Development Plan were completed, opening several new facilities and outdoor spaces. Future phases will see the development of green space areas, pedestrian-friendly walkways and corridors, improved parking and traffic access, and clustered 'neighbourhoods.'

Lethbridge, Alberta – Enmax Centre



Arena Specifications

Year Built	Built to host the 1975 Canada Games.
Construction Cost	\$4.25M. Renovations to upgrade the facility began in May 2009 and were completed in spring 2012. Among the improvements are an expansion of 40,809 square feet, the addition of 18 luxury suites, improved concessions and washrooms, press box, and a restaurant/lounge overlooking the ice. The total budget for the building enhancement was \$33.722 million and was to be shared by the City of Lethbridge, a Municipal Sustainability Initiative Grant, and a Major Community Facilities Grant. A \$1,216,500 video scoreboard was installed and was funded by the City of Lethbridge and Lethbridge Hurricanes.
Owner/Operator	City of Lethbridge.
Total Capacity	7,100 seats.

Premium Seating	24 luxury suites, club suite with premium Food and Beverage.
Annual Events (Sports & Entertainment)	45+ sports, concerts, events annually.
Parking	Event parking at the ENMAX Centre will include activities such as concerts, graduations, tradeshows, sporting, cultural and entertainment events with a flat parking rate of \$5 per vehicle (parking is free for banquets, meetings, recreational patrons, and small user groups).
Main Tenant	Home to the Lethbridge Hurricanes of the WHL.

Arena & District

Lethbridge & District Exhibition is a not-for-profit corporation that creates opportunities for the agricultural industry and regional economy to grow. The newly opened \$76 million Agri-food & Trade Centre is located five minutes from the downtown core, or less than ten minutes from Enmax Arena and doubles Lethbridge & District Exhibition's previous

hosting capacity. The District now boasts four trade halls, four salon rooms, four meeting suites and a rooftop patio, and is home to the annual Fair (Whoop-Up Days).

Lethbridge & District Exhibition has a proud tradition that predates the City of Lethbridge, the Calgary Stampede, and the Province of Alberta. It was originally formed as the Lethbridge & District Agricultural Society in 1897 when local ranchers and community-minded citizens organized the first “Lethbridge & District Exhibition”—an Expo to showcase agriculture and promote commerce.

Agricultural Society

Exhibition Park (also known as Lethbridge & District Exhibition) is the fourth oldest Agriculture Society in Alberta. Since the first fair in 1897, it has hosted more than a century of agriculture, trade shows, midways, rodeos, sporting events, and numerous special events. Exhibition Park is governed by a Board of Directors representing members of the community.

The Lethbridge agricultural community is supported by providing spaces for community events and trade shows, as well as hosting several signature events like the Ag Expo, Whoop-Up Days (Lethbridge Fair), Lethbridge Pro Rodeo, Farmers' Markets, and more.

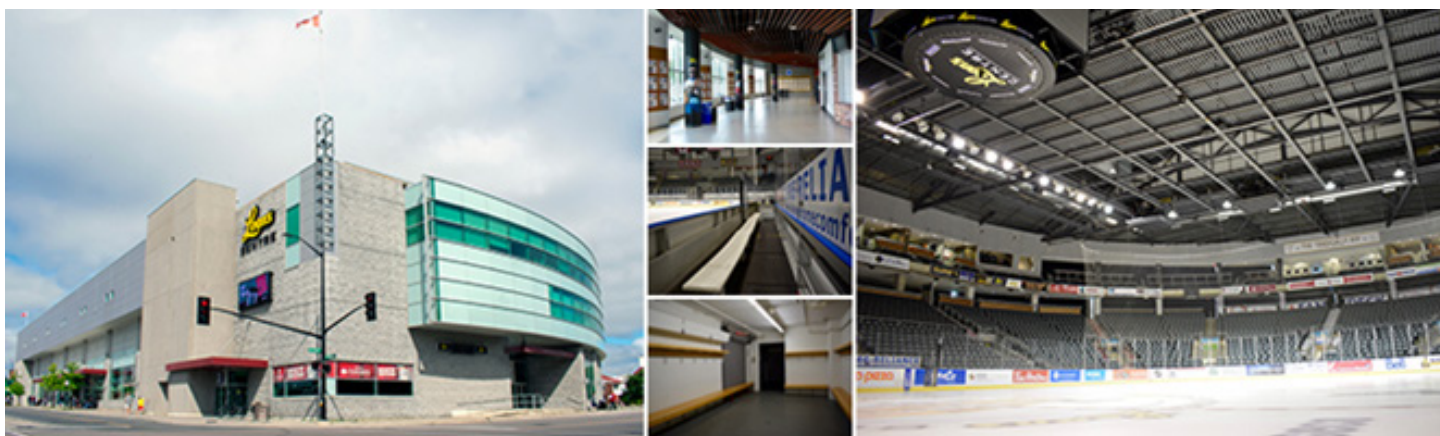
Commercial Development

The Agri-food Hub & Trade Centre is expected to contribute more than \$90 million annually to the regional economy and serve as an economic driver of growth for Alberta's agriculture, agri-food and tourism sectors. The 268,000 square foot facility has already contributed to the region's economy, with nearly 300,000 hours of trades work going into construction, 100 per cent of which was provided by Alberta contractors.

The project was funded by the Government of Alberta through Alberta's Recovery Plan; the City of Lethbridge, which will maintain ownership of the land; Lethbridge County; a \$3.5 million federal grant from PrairiesCan; and a 30-year loan secured against the future operations of the facility.



Kingston, Ontario – Leon's Centre



Arena Specifications

Year Built	Construction began November 2006, opened February 2008.
Construction Cost	\$46.5M.
Owner/ Operator	City of Kingston / ASM Global.
Total Capacity	6,800 seats.
Premium Seating	29 luxury suites, club lounge with premium Food and Beverage.
Annual Events (Sports & Entertainment)	45+ sports, concerts, events annually.
Parking	The venue uses a dispersed parking model (event-goers can park at existing public and private parking lots and on the street rather than at the Centre itself). There are approximately 2,500 parking spaces in lots within a 10-minute walk (approximately 600m) of the Centre. Rates are \$6 after 5:30pm.
Main Tenant	Home to the Kingston Frontenacs of the Ontario Hockey League.

Arena & District

The Kingston and District Sports Hall of Fame is located in the Leon's Centre. The hall of fame honors any athlete or "builder of sport" who has contributed meaningfully to sports in Kingston. Leon's Centre has won acclaim, having been recognized at the Canadian Music & Broadcast Industry awards as "Major Venue of the Year Under 8,000 seats" in eight of the past ten years.

Kingston's Downtown Action Plan is an infrastructure and urban design study for the entire downtown. The plan's study area consists of approximately thirty-six city blocks, and the project will involve the replacement of roughly nine kilometers of urban streets and sidewalks from building edge to building edge, detailed in an annual work plan spread over multiple years.

In some sections, the underground utility infrastructure is 200 years old and has never been subject to a comprehensive underground infrastructure replacement program. Kingston is not unique in this regard, as deteriorated underground infrastructure is an issue in cities across Canada.

This comprehensive plan will:

- Direct increased green space and connections to the waterfront;
- Coordinate streetscape improvements with the replacement of underground services;
- Identify opportunities for tourism, recreation, and entertainment; and
- Improve traffic movement.



Agricultural Society

Kingston and District Agricultural Society (KDAS) holds membership in the larger Ontario Association of Agriculture Societies. KDAS has celebrated 191 years of existence (since 1830) and hosts the Kingston Fall Fair, annually.

Dedicated to promoting and supporting agriculture in the region, KDAS plays a crucial role in fostering agricultural practices, rural development, and community engagement. KDAS often organizes events, exhibitions, and fairs to showcase agricultural products, provide educational opportunities, and create a platform for farmers and community members to come together.

Commercial Development

The City is launching the Central Kingston Growth Strategy, which aims to create a policy and regulatory framework to guide infill and intensification in the central area of the City. The aim of this strategy is to facilitate a long-term vision for the residential areas of Central Kingston by preserving what is valued in Kingston's communities and identifying the appropriate locations and forms for accommodating future growth.

Strengthening economic development opportunities was identified as a priority in Kingston's Strategic Plan. This Council-endorsed plan outlines key priorities for the City, including:

- Supporting new and existing businesses, including providing dedicated City resources to help business navigate City programs and services;
- Creating innovation hubs, specifically in the clean (green) technology and bio-technology sectors;
- Investing in innovative workforce development and in-migration strategies, with a focus on attracting skilled workers and retaining students and mid-career talent.

Winnipeg, Manitoba – RBC Convention Centre



Convention Centre Specifications

Year Built	Originally named the Winnipeg Convention Centre, the publicly-owned facility was built and opened in 1975.
Construction Cost	\$25 M. A \$180-million expansion, completed between 2012 and 2015, roughly doubled the size of the facility, adding 131,000 square feet of exhibit space and underground parking.
Owner/Operator	Convention Centre Corporation.
Total Capacity	Theatre seating ranges from 300-9,000 seats.
Premium Seating	Not applicable.

Annual Events (Sports & Entertainment)

200+ larger scale events hosted annually with many smaller meetings booked daily.

Parking

There are two separate climate controlled underground parkades with 729 parking stalls.

The parkades are able to accommodate standard passenger vehicles (car, half-ton trucks and vans). Oversized SUVs and other vehicles use surface parking lots or street parking available throughout the downtown area.

Main Tenant

Not applicable.

Venue & District

Located in Downtown Winnipeg, the RBC Convention Centre provides an environment for a wide range of meetings and conventions with over 260,000 square feet of rentable space.

Level 1: The first level North Building provides over 21,000 square feet of flexible meeting room space plus a number of specialty rooms. The main floor of the South Building features the 24,000 square foot York Ballroom as well as 22,400 square feet of pre-function, lobby and registration space and a 40,000 square foot street level weather protected plaza.

Level 2: The second level North Building features over 26,000 square feet of meeting, banquet, exhibition space with the largest single room at 19,200 square feet. There are a number of specialty rooms, including a 300-seat Presentation Theatre, Millennium Suite, Pan Am Room, and the Cecil Richards Suite, as well as the Centre Place Café, retail shops/services, and a climate-controlled skywalk connecting the convention centre to the Delta Winnipeg hotel and other entertainment facilities, restaurants, and hotels located in downtown Winnipeg.

Level 3: The third floor exhibition hall features 131,000 square feet of contiguous space for exhibit, plenary, and special events space with six overlooking rooms for show offices and associated uses. Connecting the North and South Buildings together is the City View Room, that is located in the middle of the exhibit hall and features a panorama view of downtown Winnipeg.

Agricultural Society (Brandon)

The Provincial Exhibition of Manitoba was established in Brandon in the year 1882. Throughout the production of three annual fairs, this volunteer-led organization showcases agriculture and links urban and rural through education and awareness while providing entertainment, community pride, and economic enhancement to the region.

The Provincial Exhibition of Manitoba plays a pivotal role in showcasing the importance of the agricultural industry in the region. The organization boasts an economic impact of approximately \$18 million dollars annually to the city of Brandon. During each fair, additional part-time staff and hundreds of volunteers work together to produce each event.

Commercial Development

Located at the center of the transformation of downtown Winnipeg, RBC Convention Centre is a short 15-minute drive from the Winnipeg James Armstrong Richardson International Airport and within easy walking distance to hotels, restaurants, and attractions.

Driven by a successful expansion which saw RBC Convention Centre almost double in size, national and international conventions have started to book the facility, given its close proximity to downtown and to 1,900 hotels in walking distance, making it an attractive host property.



Moose Jaw, Saskatchewan – Moose Jaw Events Centre



Arena Specifications

Year Built	Construction began July 9, 2009, opened August 19, 2011.
Construction Cost	\$61.2 M.
Owner/Operator	City of Moose Jaw / Oak View Group (OVG 360).
Total Capacity	4,465 seats for hockey, 5,000+ for concerts.
Premium Seating	21 private suites and 132 club seats with premium Food and Beverage.
Annual Events (Sports & Entertainment)	45+ sports, concerts, events annually.

Parking

Parking is located in surrounding areas of Moose Jaw Events Centre. There are two drop off locations adjacent to the facility's Grand Plaza entry.

1,900 parking spaces exist within Moose Jaw Event Centre's four-block radius and 100 on-site parking spaces. Metered spaces are free of charge for evening and weekend events at Moose Jaw Events Centre.

Main Tenant

Home to the Moose Jaw Warriors of the Western Hockey League.

Venue & District

In early 2000, the Moose Jaw Civic Centre faced criticism that it was too small and not up to standards for the Warriors WHL hockey team. A civic referendum in 2006 approved construction of a new \$36.3 million arena, with the City of Moose Jaw contributing \$15 million. Soon after, plans emerged for a more

ambitious \$61 million event centre, with the city of Moose Jaw paying \$34.5 million. Provincial and federal governments paid \$8 million and community fundraising committed to \$10 million.

Groundbreaking for the new facility took place on July 9, 2009. Ten-year naming rights to the facility were sold to The Mosaic Company for \$150,000 per year, beginning in 2011, after which the name reverted to the Moose Jaw Events Centre.

The Moose Jaw Event Centre (MJEC) operational costs are subsidized by the municipality.

The MJEC is a 200,000 square foot facility featuring an entertainment/sports bowl, an 8-sheet curling rink, banquet rooms, meeting rooms and retail space. The venue has bowl seating for 4,465 for hockey spectators and 5000+ for events and concerts. The bowl also features 21 private suites and 132 club seats. The curling facility features locker rooms, a spacious loft social area and two-tiered theatre style seating to provide viewing and a fully-catered lounge.

Agricultural Society

The Saskatchewan Association of Agricultural Societies and Exhibitions (SAASE), under an agreement with Saskatchewan Municipal Government, administers a program of financial contribution in support of agricultural programming undertaken by SAASE members.



Saskatchewan Agricultural Societies Program (SASP) is a financial contribution program operating under terms and conditions set out in an agreement with the Ministry of Parks, Culture and Sport. Funding assists in developing new programs/events, enhancing existing events, and developing new agricultural societies and bring new communities under the umbrella membership of SAASE.

The focus of the funding is on tourism, developing new events with a wide appeal, and promoting and enhancing the quality of life within communities throughout Saskatchewan.

Commercial Development

Moose Jaw's 'Downtown Local Area Plan' is a comprehensive and strategic long-term vision for the future of Moose Jaw's downtown. It was developed through consultation with City Council, administration, local business owners, residents, and organizations. One key aspect in relation to the MJEC is to investigate opportunities for public/private partnership to build public multi-storey parkade(s) in the vicinity of Mosaic Arena given the lack of parking infrastructure.

Key opportunities to address in the Downtown Plan include the focus on:



Market Comparison Overview

Key City Characteristic and Market Comparison

	Moncton, NB	Victoria, BC	Red Deer, AB	Lethbridge, AB	Kingston, ON	Winnipeg, MB	Moose Jaw, SK	Brandon, MB
	Avenir Centre	Save on Foods Memorial Centre	Pevy Mart Centrium	Enmax Centre	Leon's Centre	Winnipeg Convention Centre	Mosaic Place	Keystone Centre
Community Size	79,470 (2021)	91,867 (2021)	100,844 (2021)	98,406 (2021)	132,485 (2021)	749,607 (2021)	33,665 (2021)	51,313 (2021)
Growth Rate	10.5% Growth (Over 2016)	7.1% Growth (Over 2016)	0.4% Growth (Over 2016)	6.1% Growth (Over 2016)	7.0% Growth (Over 2016)	6.3% Growth (Over 2016)	0.5% Decline (Over 2016)	5.0% Growth (Over 2016)
Median Age	40.8	42.8	38.8	38	41.2	38.8	41.6	36.8
Median Income	\$65,515	\$79,470	\$79,715	\$79,220	\$110,400	\$80,000	\$74,000	\$40,450
Major Industry	Commercial, Distribution, Transportation, and Retail	Advanced Technology	Health Care and Social Assistance, Construction, Mining, Quarrying, and Oil and Gas	Agriculture, Commercial, Research, and Technology	Public Sector - Gov, Edu and Health, Manufacturing Insurance, and Food Services	Aerospace, Advanced Manufacturing Creative Industries, ICT and Agribusiness	Agriculture, Ag Value-Add Processing, Potash Mining, NATO Training, Transportation, Tourism	Sales and Service, Trades, Transport, Business and Finance
Avg Household Size	2.2	1.8	2.4	2.4	2.2	2.5	2.2	2.4
Unemployment Rate	6% (Nov 2023)	4.1% (Nov 2023)	7.9% (Nov 2023)	5% (Nov 2023)	5.8% (Nov 2023)	4.4% (Nov 2023)	3.4% (Nov 2023)	5.9% (Nov 2023)
City Strategic Plan	Environment – be a green community Social – be a safe & healthy community Culture – be a vibrant community Economy – be a prosperous community Governance – be an engaged community	Climate Action & Environmental Stewardship Transportation Housing Parks, Recreation & Gathering spaces Community Well-Being & Safety Truth & Reconciliation Economic Health & Community Vitality Arts, Culture, Music, Sport & Entertainment	Thriving City: Vibrant Downtown , Strong Local Economy, Environmental Commitment, Managed Infrastructure, Financially Responsible, Digital Advancements, Competitive Workforce Community Health & Well- Being Engaged and Connected City	Economic Prosperity Community Health and Well-Being Cultural Vibrancy Enhance, Sustain Quality built environment Enhance, Sustain the Natural Environment Regional Objectives Support	Support Housing Affordability Lead Environmental Stewardship and Climate Action Build an Active and Connected Community Foster a Caring & Inclusive Community Drive Inclusive Economic Growth	Make downtown a vibrant, safe, clean and welcoming community & tourist destination. A strong Economy A livable, Safe, Healthy, Happy City A Green and Growing City with Sustainable Renewal of Infrastructure A City that Works for Residents through Improved Customer Service	Branding – the Moose Jaw Story Agriculture, Diversification, and Innovation Entrepreneurial Civic Administration Core Amenities and Services Regional Collaboration Transportation & Infrastructure People & Culture	Addressing Social Needs Economic Growth and Development Affordability Community Well- Being Communication and Collaboration Environmental Sustainability

08 Strategic Alignment

Strategic Alignment

Summary Results of the Strategic Planning Work with the Board of Directors

The Board of Directors hosted a Strategic Alignment Session in September as part of the Site Master Planning Process and discussed a number of Strategic Priorities in support of the planning work, such as alignment on the utilization of existing Keystone Centre lands for commercial purposes.

It should be noted that further planning work will be required by the Board of Directors, and further discussions regarding Strategic Priorities will continue throughout 2024.

Board Perspective on the Purpose of the Keystone Centre

- 01
- The Keystone Centre exists for the benefit of community, to enhance the quality of life of all residents, with the purpose of hosting a welcoming and inclusive environment that is inviting to everyone.
- 02
- The Keystone Centre is about bringing experiences to the community and enhancing learning opportunities and overall community happiness.
- 03
- The Keystone Centre should operate with purpose in the space between private business and Government agency.
- 04
- The Keystone Board of Directors is in place to preserve the past, care for the current assets and people, and steward the organization to a healthy future for the next generation.
- 05
- The Keystone Centre must find a way to prosper not merely survive.

Board of Directors Position on Commercial Development

The Board of Directors shared a lengthy discussion on the use of commercial development as a mechanism to enhance the financial prosperity of the Keystone Site while concurrently improving the experience of the guest.

During this discussion, the Board of Directors shared two divergent but important themes:

- Commercial development is an essential next step for the Keystone Centre and/or the long-term value of the vacant land at the Keystone Centre should be preserved for future facility.
- Event enhancement and the use of future generations in alignment with historical programming.

It will be strategically imperative that the Board of Directors align on the decision to commercialize lands.

SWOT Analysis Summary Results

Administration Strategic Session Results

Results from the Strategic Planning Work with the Administration included the following perceived Strengths, Weaknesses, Opportunities, and Threats:

- STRENGTHS
- Size:

The size of the facilities, the size of the community, and the ease of access.

Centrality:

The location is centrally located within the community and within western Canada.

Reputation:

The reputation of the Keystone Centre as a great host venue is strong.

Business Loyalty:

The existing annual business and long-term tenants are healthy and loyal. The book of business is very strong and offers growth.

Unique Assets:

The size and assembly of assets are unique for a community of its size and offers exceptional multi-function and multi-purpose hosting opportunities.

WEAKNESSES	<p>Financial Sustainability: The current financials are limited in the ability to maintain the facility and service the necessary operations and short- and long-term capital needs.</p> <p>Isolated: The location is not easy to access for air service and the drive time to Brandon is a limitation.</p> <p>Land: The land is of critical importance to the City of Brandon for potential private and public use. The land is some of the most attractive land in the City.</p> <p>Utilization: Many of the facilities perform at low utilization, particularly in non-prime hours. There is a challenge with highest and best use and the current operations.</p>
	<p>Commercial Use: There is strong interest in the current Keystone Lands for commercial use, this is a revenue opportunity but also an opportunity to enhance the site.</p> <p>District: There is an opportunity to continue to cluster civic amenities on the current Keystone Site, items such as future arena facilities, aquatic facilities, and fieldhouse development may be complimentary and support utilization and growth.</p> <p>Embracing Diversity: With improved diversity and cultural changes within the community of Brandon there is opportunity for improved cultural programming.</p>
	<p>High Costs: With the cost of inflation, the pricing for delivery is changing and either impacts margins or must be passed along to the client. The price increases due to inflation is a threat.</p> <p>Governmental Support: With changing government, the willingness or ability to invest in operating support or capital support may be at risk.</p> <p>Cost of Living: With rising cost of living the availability of disposable income may have a material impact on the business of the Keystone.</p> <p>Staff Management: The ability to recruit and retain staff given the ability of the Keystone to pay competitive wages.</p> <p>Embracing Change: The willingness of the local community to accept material changes to operations is a threat.</p>

Leadership Team Strategic Session Results

On July 21, 2023, the Senior Leadership Team hosted a planning session to support the understanding of the key priorities for the consultant group. This session included a detailed tour of all facilities and grounds.

The leadership team recognized that any future strategic direction would be the responsibility of the Board of Directors, but agreed that alignment on key priorities as per the Site Master Planning project plan was essential.

Results from the Strategic Planning Work with the Senior Leadership Team included the following perceived Strengths, Weaknesses, Opportunities, and Threats:

STRENGTHS	<p>The Team: The experience, knowledge, sales ability and experience of the team was noted as a key internal strength.</p> <p>The Space: The assembly of lands and developed space was considered a core strength. The ability highly flexible space internally and externally was noted as a key strength of the Keystone Centre. The attached hotel was additionally noted.</p> <p>The Relationships: Existing agreements, partnerships and relationships with key tenants, event rights holders, promoters, and agencies was considered an impactful and valuable strength.</p> <p>Location: The central location within the province and within Western Canada was considered a key strength.</p> <p>Food and Beverage: The quality and service of food and beverage was a strength.</p>
	<p>Facility Age: The age of facilities, the cost of operations given the age, and the inability to finance the required maintenance, capital improvement, and operational enhancements was a concern.</p> <p>Staffing: The ability to recruit and retain staff and the elevated cost associated with current agreements was noted.</p>

WEAKNESSES

Financial Stability: The lack of clear and consistent long-term funding in combination with current deficient (loss) financial position was a concern.

Seasonality: The seasonality of the business creates massive peaks and valleys in the operational performance, this causes staffing and cash flow risks.

OPPORTUNITIES

Commercial Development: The use of vacant lands and an opportunity to enhance the presentation of the site, the experience of the guest, and the financial performance is a valuable consideration.

Growth of Current Events and Spaces: The future expansion of ice and arena space, the modernization or replacement of the main arena, a new agricultural structure or field house, and new cultural events offer promising potential.

Sponsorship: There is an opportunity to grow sponsorship revenue and improve sales as part of a larger growth strategy.

Capital Investment: Recent success in accessing grant programs and capital investment streams show promise and potential growth.

THREATS

Operational Funding: Operational funding is currently fixed and given the rate of inflation and cost of operating this is creating an unsustainable position.

COVID-19 Recovery: It was anticipated that the full recovery from COVID-19 would be quick but the industry and the full return to pre-pandemic performance is slow to recover and may be fundamentally changed for the future.

Inflation and Cost of Construction: The headwinds on external pressure related to cost of inflation and overhead costs combined with cost of maintenance, operations and construction is a material risk at this time.

Tenants: The financial pressure that the Keystone Centre is facing is industry-wide and the risk to tenants and events should not be understated. Losing a key partner would be devastating.



SWOT Analysis Recommendations

With the completion of the Strategic Alignment sessions with the Board of Directors and the Senior Leadership team, there are a number of recommendations that the project team is offering for the future and/or further action. These action items are the direct result of the Strategic Planning sessions hosted with the Keystone Centre.

Further Strategic Planning

There is a need for the Board of Directors to host a more fulsome Strategic Planning Session. For this session to be of maximum value, there is some information that will be critical to obtain prior to the meeting, including post-COVID-19 operational performance and available operating and capital investment support.

There is a need to fully understand the post COVID-19 operational performance that has been impacted by inflation, the return of events, and the ability to attract new events.

Once the multi-year financial model is understood, the Board of Directors and the Leadership team should redevelop the multi-year business plan and amend the short- and long-term capital investment strategy.

There is a need to understand the operating and capital investment support that will be available from various levels of government.

With a material deficiency to the budget in the most recent operating year, the need for immediate financial support to maintain operations will be essential. Short-term and long-term strategies should be developed to find a sustainable business model.

Future site development – including the exploration of commercial development and expansion of existing service offerings – will be critical in developing a long-term sustainable financial model.

Secure and Maintain Partnerships

Securing long-term agreements with key organizational tenants will be essential to the long-term success of the Keystone Centre. This should include on site tenants, annual events, and key partners.



Continued Engagement with a Clear Direction

The Keystone Centre lands are a passionate discussion for the community and the Board of Directors. There is a need for continued engagement on this subject. However, prior to any action being taken, the Board of Directors will need to be absolute on its intentions for the future use of the available lands. This should include commercial development and the expansion of community-based offerings that expand the current Keystone service offerings.

Develop Plans for Aging Infrastructure

The age of the Keystone Centre facilities will continue to create elevated maintenance costs. With a number of aging assets, revitalization, modernization, or replacement strategies will be essential in the future strategic plans for the Keystone Centre. Some of these decisions will be critical tipping points for the organization.

Keystone Centre Leadership Risk Assessment

The Leadership Team conducted an organizational risk assessment of the key risks facing the organization as an element of the strategic alignment work. For the purpose of evaluating risk, leadership identified risks and evaluated each consideration based on a likelihood and impact scale. These evaluation categories were defined as follows:

Likelihood Is the probability or possibility that the identified risk will happen over the planning and development period associated with the site enhancements.

Impact Is the effect or the influence the identified risk will have on the successful planning and development of the site enhancements.

The three highest-ranked risks included the inability to secure the necessary funding to continue to operate, a shift in community support or public perception, or a major infrastructure failure that affects the ability to operate for a prolonged period of time.

Likelihood

1: There is a low likelihood of this risk occurring (it is unlikely to happen).

5: 50% chance of this risk occurring. Will need to be monitored and a mitigation plan should be developed.

10: The risk will occur and management will need a strategy to manage the risk.

Impact

1: Low impact if this risk occurs. It will not impact the overall success of plan.

5: Moderate impact if this risk occurs. Will take time, energy, and financial resources to manage, but will not cause a failure in the success of the plan.

10: High impact if this risk occurs, threatening parts or the entirety of the project.

Keystone Centre Risk Matrix

Risk	Impact	Likelihood	Summary Risk
Loss of a Major Tenant	7	5	12
Lack of Interest or Support in Commercial Development	8	3	11
Loss of Exhibition Space Due to Development	3	4	7
Loss of Key Staff Members	5	8	13
Major Infrastructure Failure	8	6	14
Shift in Community Support	8	6	14
Lack of Shareholder Funding (Long Term Post-Agreement)	7	8	15
Repeat of COVID-19-Like Outbreak	9	3	12
Climate Change or Climate Impact	5	5	10
Animal Outbreak	6	5	11
Loss of Mid-Sized Arena on Site	8	5	13
Major Legal Claim	7	5	12
Minor Legal Claim	3	8	11
Strike or Labour Stoppage	7	3	10
Average	6.5	5.3	11.8

Utilizing the Risk Matrix

It is recommended that Leadership review and amend this risk matrix and provide semi-annual updates. The Board of Directors should expect that, for any items determined as high risk, a fulsome mitigation strategy be developed by Leadership to manage the risk. The risk matrix is a critical alignment tool between the Board of Directors and Leadership, and a review of the matrix should be included in the annual Board of Directors' planning calendar.

09

Stakeholder Engagement

Stakeholder Engagement.

Stakeholder Engagement Methodology

The consulting team, working in collaboration with the oversight committee (Board Chair and Keystone Interim General Manager and CEO), developed an approach to engagement with key stakeholders that included an anonymous survey and an interview session. This process occurred in November 2023 and the summary results have been included within the appendices of this report.

It should be noted that the approach to stakeholder engagement was targeted with intent and, as such, the sample sizes were small. It was, however, determined that they were representative of the key partners involved in the business and operations of the Keystone Centre.

Stakeholder List

The following stakeholders were invited to participate in the process. Each of these organizations engaged between one and three key representatives within the organization to support the engagement process.

1. Provincial Exhibition
2. City of Brandon
3. Brandon Wheat Kings
4. Hockey Brandon –
5. Ag Days - MB Ag Days
6. AMM
7. Brandon Chamber of Commerce

The Provincial Exhibition of Manitoba

The Keystone Centre recognizes and appreciates the significant role the Provincial Exhibition of Manitoba holds as a major tenant, a driver of tourism and economic activity, and a member of the governing agencies stewarding the future of the centre.

Over the course of the site master plan work the Provincial Exhibition of Manitoba was invited to participate in the Stakeholder meetings, share public engagement material with internal key stakeholders, and participate in information sessions and open house meetings. The Provincial Exhibition supported the process by communicating within their membership and affiliate organizations and supporting feedback through the public process. Due

to scheduling, the Provincial Exhibition of Manitoba did not participate in the stakeholder engagement process, although they were invited.

The Provincial Exhibition of Manitoba provided the consultancy team the opportunity to present to their Board of Directors on the Site Master Planning work and the Economic Development outcomes in May 2024. The consultancy team presented the full site plans included within this document and the outcomes of the economic impact assessment. Following this in person meeting, valuable feedback was provided and can be summarized in the following three outcomes:

1. **Collaboration and Communication:** The Keystone Centre and the Provincial Exhibition of Manitoba share a truly symbiotic relationship and both organizations are co-dependent on each other for current operational success and future opportunity. In the meeting with the Provincial Exhibition of Manitoba, the importance of open, transparent, and frequent communication was stressed, and it was clear that the Provincial Exhibition of Manitoba wanted to be part of the site master planning process at each stage of the work.
2. **Financial Stability:** In the stakeholder session hosted by the Provincial Exhibition of Manitoba strong messaging on the need for financial sustainability and security for the Keystone Centre was expressed. The Provincial Exhibition of Manitoba were well informed on the financial challenges the Keystone Centre were experiencing. It was expressed that a clear plan for business sustainability would be beneficial for the Keystone Centre and partner organizations that host annual events on the site. It will be important for the Keystone Centre to keep the Provincial Exhibition of Manitoba informed on financial sustainability as the organizations develops future oriented plans.
3. **Site and Facility Improvements:** The Provincial Exhibition shared messaging similar to other stakeholders on the need for continuous site and facility improvements and the need to maintain the existing assets while concurrently growing for the future. The messaging was clear that infrastructure or site plans that would be evolving and may impact the operations of the Provincial Exhibition Events should be communicated well in

advance and should be considerate of existing agreements. The Provincial Exhibition of Manitoba stressed the need to consider the changing nature of their current business and the need for future flexibility as hosting of major events progresses in the future.

The Provincial Exhibition of Manitoba was a valuable contributor to the process and the Keystone Centre worked diligently to ensure that communication was strong. There is a commitment to partnership from both organizations as the Keystone Centre and site evolves, and there is collective awareness of collaboration and communication throughout this process.

Highlights from the Stakeholder Survey

Thirteen Stakeholders participated in the pre-interview stakeholder survey. There was a 100% completion rate for those who participated in the survey and the average time to completion was just over 6 minutes. There were a total of fourteen questions in the survey. The intent of the pre-interview stakeholder survey was to provide anonymity for the participant and to garner a quick but insightful perspective on the stakeholder's position.

Noteworthy Findings: The majority of stakeholders have been engaged or involved with the Keystone Centre for a long period of time. This aligns with the SWOT analysis on the importance of relationships, partnerships, and long-standing event and facility tenants.

Overview of the Interview Discussion Process

A series of in person interviews were performed with key stakeholders over the course of two days at the Keystone Centre. Each group that participated in the survey process was asked to attend with a representative delegation. All identified stakeholders participated in the interview discussions.

The stakeholders were provided with an overview of the concept for commercial development associated with Parcels A and B, the results of the survey findings were shared, and a series of questions were asked to support discussion and consistency.

Key Stakeholder Feedback

The key feedback has been assembled by six core themes that emerged throughout the survey and interview discussion process:

Entertainment District

- Consider best practices of Entertainment districts and learn from other communities.
- There is a need to make the site more inviting, take down the fencing and hard edges, consider the flow of people from the off site commercial, and connect with bike and trail systems.
- A gaming facility might offer positive entertainment opportunities.
- The focus of the Keystone Centre's future plans should be about driving business to the grounds and the site. Once on site, the experience from arriving to leaving should be fully engaging.
- The story that must be told is about Economic Impact and Economic Development, as per any entertainment district, conference centre, or sports venue. The operating performance is only one measurement, but the full story is about enhancing the overall economic health of the City. This is about getting local people to invest locally, and driving tourism to spend new money in the community.
- At the heart of entertainment is concerts and events. Right now, people travel and spend elsewhere. We need entertainment at home, in Brandon.

Improved Performance

- It is difficult to consider expanding services or operations when the current utilization of amenities could show growth.
- There is a need to improve the responsiveness to operational or performance issues within the facilities.
- The current food and beverage services and performance is not meeting the expected standard.
- There is a need to truly understand the financial issues, focus on profitable business, and get out of things that cost money or are not funded by government.
- Paint and simple maintenance is not expensive. Keep the facilities looking clean and tidy, and improve the exterior image with a refresh and tidy up the interior.
- After an agriculture show, we need to clean up the parking lots and the building. We should not be renting space if the space is not clean enough for people to use.



- The role of the Board of Directors as Governors and the role of the staff seems unclear.
- There is an opportunity to be better at finding a way to make the finances work and setting a path for improvement.
- It is unreasonable to expect that the Keystone Centre will make money, but it should lose as little as possible and have a long-term funding agreement for operating and capital in place.
- Improve the use of technology for bookings and scheduling; it is way behind the best practice.
- Improve the condition of the parking lots.

Future Civic Clustering

- Currently, the site is on an island. It is surrounded by fencing and the only way to arrive is by vehicle. Soften the edges of the property, make it inviting, and consider alternative methods of transportation.
- As a large community amenity, it seems like the Keystone Centre is constantly producing plans, from commercial development to fieldhouses to new arena and hotel discussions. There is a need for one long-term clear plan that is maintained so others can understand the path.
- The future development of the Fieldhouse should be considered in the site master planning, as should future arena development.
- The Keystone Centre should be the Central Park for Brandon as a place that people come for active or passive community use.
- Consider the previously-planned agricultural facility. This was a strong opportunity that should be revisited.
- Consider building vertically, as there is only so much land on the site.

- With daytime use underperforming, consider sports academies and seniors participation at discounted rates during the day.
- The addition of enhanced, modernized, or new civic infrastructure will likely come with additional operations, maintenance, and capital lifecycle investment, and this will not be sustainable within the Keystone Centre financial plans and will require enhanced funding or an alternative operating approach.

Aligned Plan

- Do not compete with local business and the development community. The Keystone Centre should complement both private investment and public investment dollars. Be part of a greater, more inclusive, and organized plan, and don't chase commercial development in isolation.
- We are an agriculture community and proud to be at the heart of agriculture in the Province, but the impact of dirt in facilities must be understood. The wear on buildings and the loss of business must be considered.
- Long term horse stabling at the Keystone Centre could be profitable.
- As we enhance the grounds in the future, we should consider environmental efficiency and improved financial performance.
- We must consider how the Keystone Centre complements the downtown.
- Can we find alternative parking in the area or alternative ways of getting to the site?
- There has been significant public and private investment in commercial development sites in the City. Keystone Centre should not compete.

- Consider the enhancement of outdoor concert and event spaces. The summers are beautiful and we should make the most of them.
- Do not compete with the most recent investments in the surrounding neighbourhood. Private business has invested heavily. Grow existing traffic and it will benefit everyone.

Plan for Growth

- There is a need to consider the changing demographics of Brandon and the Province. What about future sport, recreation, and cultural needs? The future will probably be different than today.
- How does the planned Keystone Masterplan align with a greater City Vision? It is a key pillar of the community and must align. This should be a City-wide plan with the Keystone as a very important part.
- The Keystone Centre must understand who the core user is.
- Consider more hotel space on the horizon, but be sensitive to the current hotel occupancy challenges.
- Remember that agriculture has always been the biggest profit driver for the Keystone Centre. Do not forget the role the organization plays in agriculture, and embrace the opportunity to lead.

Once in a Lifetime Chance

- The lands at the Keystone Centre have been at the fabric of the community for over 50 years. Don't get your decision wrong because once the land is gone; you will never get it back.
- Chasing a financial shortfall with a short-term development may provide an immediate solution, but with a 40-50 years lens, it might be the worst decision you make.
- The overall funding challenges are small for the Keystone. The City and the Province must understand that a modest investment that makes the Keystone Centre sustainable will only benefit the City and Province for long-term growth and development.
- Before any decisions are made, there is a need for public engagement and communication. The Keystone is a special place, and the public will want to be part of the process.

- If you need to develop commercial lands, consider only Parcel A, and wait and see if it makes sense and works before advancing Parcel B. Consider a phased approach.
- Fully understand your market today and for the next generation before you take action.
- Understand your current contractual obligations before you act. Engage your key tenants and stakeholders as champions of your plan.

Recommendations Arising from the Stakeholder Engagement

There was significant feedback from the Stakeholder Engagement process that has been assembled within this report via the survey and the interview summary findings. There are a number of next steps that should be considered by the Board of Directors as follow up to this process. The following action items are recommended:

Continue with Engagement

1

It is clear that stakeholders expect continued (and more comprehensive) engagement as a long-term site plan becomes finalized. To support this process, the following actions should be taken:

Develop and implement an engagement plan. This should include public engagement on the potential site plan options and continued stakeholder engagement. Once options have been developed, a full public engagement process should be implemented to support improved information and to ensure that public feedback supports any final decisions of the Board of Directors on the final site plan.

Align the future Keystone Site plan with the greater City of Brandon Planning process. This should consider the site connectivity from both vehicular and non-vehicular experiences. This should also consider future civic amenities that may be developed on the Keystone Centre site.



Improve Operations

2

There is a need to improve current operational performance. This should include financial performance, maintenance, upkeep, and facility repairs, and the organization must focus on improved food and beverage performance.

Complementary Commercial Development

3

As the Keystone Centre considers commercial development, the enhancement of the on-site experience is strongly supported. However, any commercial development should not be at the expense of future amenity growth or event growth for the Keystone Centre. It was additionally clearly noted that commercial development should complement other developments within the City of Brandon and must be considerate of the current tenant agreements on the site.

Plan for the Future

4

The future site plan should be focused on the future of the community and the next generation. A plan should not simply focus on today, but must think about the needs of the Keystone and community in 25 to 50 years.

10 Public Engagement

2024 Public Engagement Results

The Keystone Centre is looking to build on its historic legacy and embark on the next 50 years of community service. Through extensive public consultation the future success of the organization will be defined by what the local community wants it to become.

Today, the Keystone Centre holds significant social importance for the community, serving as a central hub for a wide range of activities and events. It also fosters community spirit and pride by offering a venue where people can come together to celebrate, compete, and engage in cultural and recreational activities. Its role in promoting social interaction and offering diverse entertainment options makes it a cornerstone of community life in Brandon.

Economically, the Keystone Centre is a vital asset to Brandon and the surrounding region. It attracts numerous visitors annually, which benefits local businesses, including hotels, restaurants, and retail establishments. Events held at the Centre generate significant revenue and create jobs, supporting the local economy. Furthermore, the Centre's ability to host large-scale events enhances Brandon's reputation as a destination city, potentially attracting further investment and development. The economic ripple effects of the Keystone Centre extend well beyond its immediate operations, contributing to the broader economic health of the community.

Due to the importance of social and economic impacts on Brandon residents, dedicated public consultation and incorporating the community's voice are crucial for the future development plans of the Keystone Centre. Engaging the public ensures that the Centre's evolution aligns with the needs and desires of those it serves, fostering a sense of ownership and support among residents. Public input provides valuable insights into the types of events and facilities that will best serve the community, helping to prioritize developments that maximize social and economic benefits. Additionally, future transparent and inclusive consultation processes can build trust and encourage community members to actively participate in and support the Centre's initiatives, ensuring its ongoing relevance and success.

The community's voice is strongly captured in this report. The full Engagement report can be found in the appendices

Engagement Methodology

The Keystone Centre, a civic asset, manages vast lands and civic structures, and is an important economic and tourism driver for the Province of Manitoba and the City of Brandon.

The centre is still recovering from the effects of the COVID-19 pandemic and the owners and operators needed to plan transformative ways to achieve sustainability. Orange Crow Leadership (OCL) was engaged to consult with the team on community asset development/replacement, community connectivity projects, the potential of commercial development and assist in the development of a long-term strategic plan for the Keystone Centre. Once draft plans were in place, the Keystone Centre wanted to immediately engage with the facility stakeholders, community stakeholders and the public.

The project team's plan for engagement considered the use of on-line and in-person strategies and opportunities that endeavour to maximize the accessibility of engagement while concurrently maximizing the data and information to support future project decision making. Engagement had to ensure accessibility in a safe and welcoming space that maximized participant opportunity to contribute.

It was the intent of the project team to engage with user groups and the public throughout the various stages of this project. The team hosted in-person meetings with various sport user groups. These stakeholders were asked to complete a survey with targeted questions to determine the varied needs of each group. The results of the stakeholders engagement can be found in section 3 of this document.

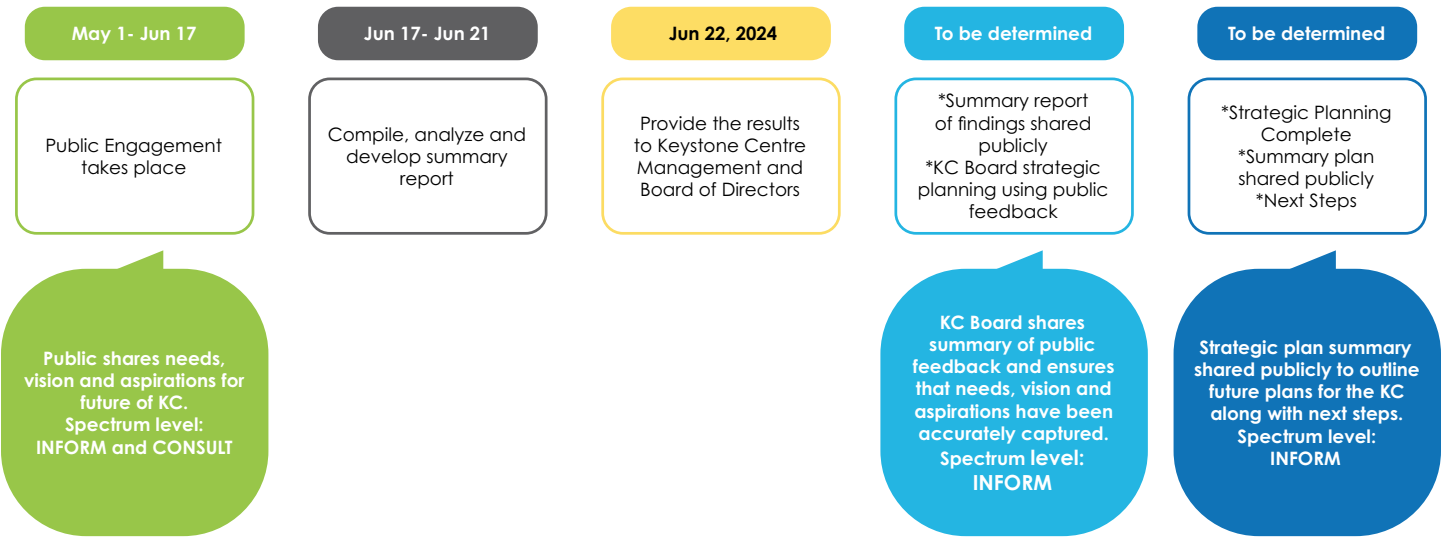
Once the stakeholder engagement process was completed, an Economic Impact Assessment (EIA) Report was commissioned by OCL. The results of the EIA were made ready in time to commence engagement with community members to allow them to have input into the future of their civic asset and to see the economic impact that the Keystone Centre provides for the city and the Province.

The project team then proceeded to developed a public engagement plan. Based on the public interest assessment, participation was centered on the Inform and Consult dimensions on the IAP2 Spectrum of Public Participation (see below) to gain public feedback on their needs, visions and aspirations for the future Keystone Centre.

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	Increasing level of participation 				
	 Inform	 Consult	 Involve	 Collaborate	 Empower
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Promise to the Public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example of Tools	Fact sheets, websites, open houses, mailings, social media	Public comment, focus groups, surveys, public meetings	Workshops, deliberative polling	Stakeholder advisory committees, consensus-building, participatory decision-making	Stakeholder Resident juries, ballots, delegated decisions

The project team wanted to gather information from the public to provide to the Board of Directors for consideration in developing the long-term strategic plan for the Keystone Centre property. Once next steps have been determined, future public engagement opportunities will be determined.



Public Engagement Summary

- A targeted stakeholder engagement process occurred.
- The public was consulted on needs, visions and aspirations for the future of Keystone Centre through a multi-faceted engagement process (May 1 – June 17, 2024)
- The public had the ability to participate digitally through a QR code-based survey that could be accessed through on-site marketing, a dedicated webpage, and the centre's social media channels.
- The public could also participate in one of the five in-person open houses hosted by Orange Crow Leadership, the Keystone Centre Board members and leadership team. Finally, the public had the ability to participate by sharing their thoughts through a dedicated email address.

The public was assured that all commentary will be reviewed, all ideas will be considered, and these along with the survey results will be gathered as data points and made available to the public when the results have been shared with the decision-makers. The process was open and transparent throughout, and the public opinion gathered will help shape the outcomes. The perspective of the public will impact the future decisions of the organization, it is a critical component of the planning process.

Public Engagement Goals

The overarching goal was to engage the Brandon Census Metropolitan Area (CMA) public in helping define a sustainable, community-relevant solution for the future of the Keystone Centre.

Specific participation goals were to:

- Educate the public about the governance and mandate of the Keystone Centre
- Gather GBA representative feedback about needs and aspirations for the future of the Keystone Centre; and
- Share a full report of findings with decision makers to be considered in developing a long-term strategic plan that outlines future development for the Keystone Centre property.

Public Engagement Objectives

- Create public awareness and understanding of Keystone's mandate
- Educate stakeholders of the reason for this public engagement and the opportunities to provide feedback
- Solicit broad and diverse feedback from stakeholders and the public through interactive and inclusive modes

Research Objectives

- Identify partnerships and new business opportunities that will contribute to a sustainable future for the property
- Determine the public's needs, vision and aspirations for the future of the Keystone Centre

The Public Engagement process kicked off on May 1, 2024 when a press release was sent to all media outlets advising of the public engagement initiative. The on-line survey was hosted by OCL. A baseline target was established on a 95% Confidence Level, based on a population size of 65,000 people, with a 5% margin of Error to support a statistically relevant outcome. The results this approach required 383 participants.



To encourage broad participation, various methods were used to gather feedback which included targeted stakeholder meetings, an on-line survey, a dedicated email address, open houses, informal/business as usual conversations at meetings and events. The Keystone Centre Marketing department advertised the engagement process through all of their social media channels as well as having a dedicated page on the website and printed material with a QR Code allowing access to the on-line survey strategically placed throughout the Keystone facilities.

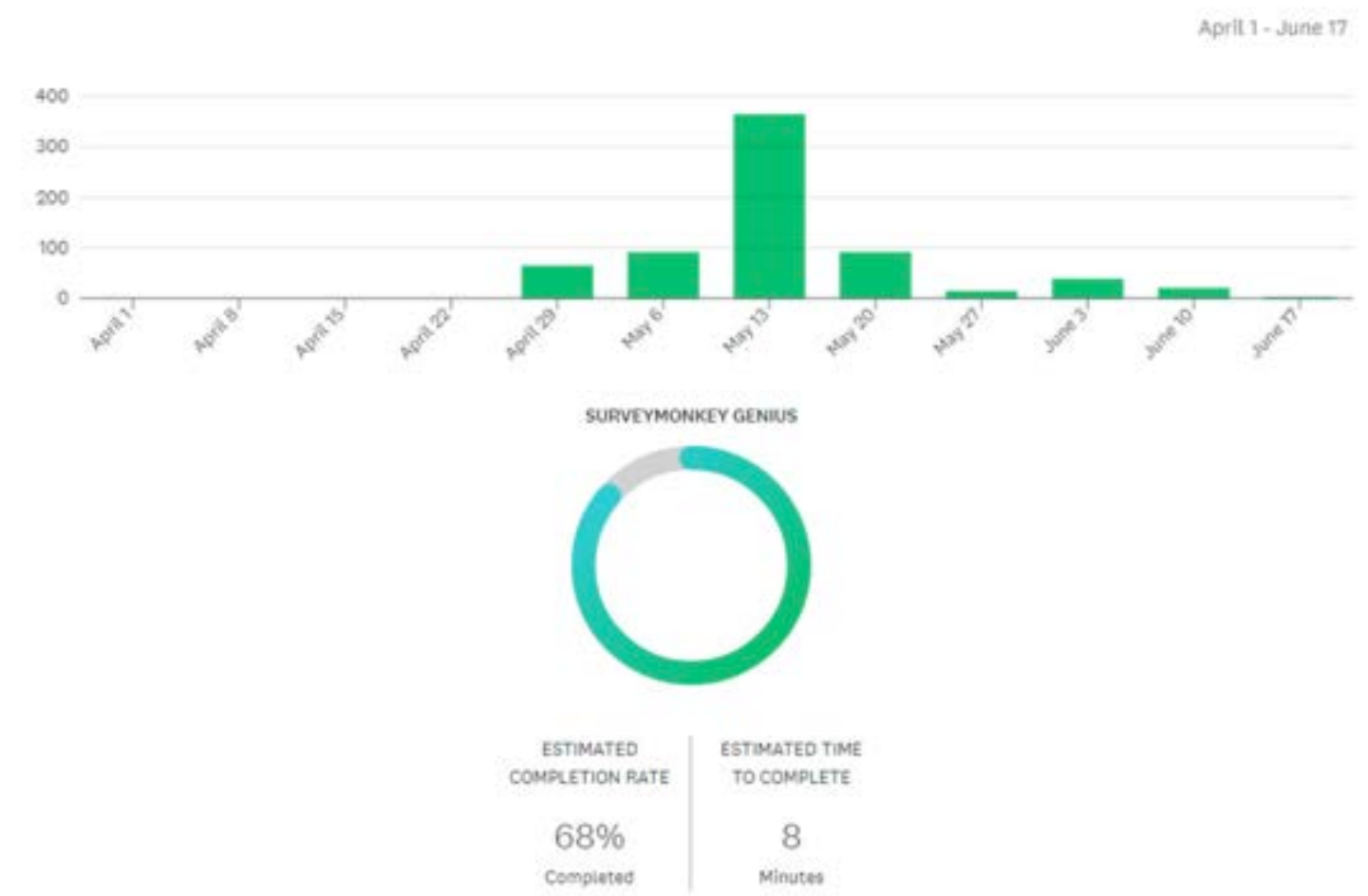
Participants in the stakeholder and public engagement sessions were encouraged to complete the on-line survey. Participants were also encouraged to write their comments on boards that were made available at the open house sessions.

The public engagement process was evaluated to determine whether the team reached the target number of participants and whether they effectively educated the public about Keystone’s mandate and the role that the centre plays in the community. The perceptions of transparency and effectiveness of the engagement process were also evaluated.

Statistically Relevant Feedback from You

The goal for the Keystone Centre Community Engagement was established based on a 95% Confidence Level, based on a population size of 65,000 people, with a 5% margin of error to support a statistically relevant outcome. The results this approach required 383 participants to the Engagement Survey and the Keystone Centre Community Engagement delivered 676 collected responses. The results of this sample survey support the desired outcome.

The survey was open from May 1, 2024 to just after midnight on June 17, 2024 and resulted in an average completion rate of 68% and a time to completion of eight minutes. The majority of survey responses were collected between May 6, 2024 and May 20, 2024.



On-Line Survey Participant Profiles

Participation in the on-line survey resulted in a female/male ratio of 60/40 with 69% of participants aged between 35-54 years of age. Only half of the participants were aware that the Keystone Centre is a not-for-profit organization and registered charity incorporated by the Government of Manitoba, the City of Brandon and the Provincial Exhibition as the primary shareholders.

Just under 70% of the respondents call the City of Brandon home with 66% of participants having lived in Brandon for over 15 years and over 50% live in a 4-5 person household.

The annual household income of the participants varied greatly with 30% claiming an income of \$160,000 or more, 17% between \$120,000-\$160,000, 17% between \$90,000-\$120,000 and 13% between \$60,000-\$90,000.

Over 60% of participants said that they visit the Keystone Centre more than 10 times per year with 82% saying that the Keystone Centre is very/extremely important to them personally and 97% stated that the Keystone Centre is very/extremely important to the City of Brandon.

When asked how they heard about the survey, 48% stated that it was through email, 29% through FaceBook, 10% through family/friends and 8% through stakeholder groups.

Public Engagement Open Houses

Orange Crow Leadership (OCL) ran a series of open houses over the course of two (2) days to allow for fulsome public participation and consultation.

Open houses provide an informal setting to share information with the public while also gathering



public input. The open houses presented information cafeteria-style, allowing participants to rotate through stations and discuss specific topics of interest with OCL and Keystone Centre staff and Board members. This public engagement method was chosen to encourage participation from all community members. In total, five (5) public open houses were hosted on May 16 and 17, 2024.

Open house feedback provided an environmental scan for the Keystone Centre, identifying strengths, weaknesses, opportunities and challenges. All feedback received has been amalgamated into key themes and will inform short-term initiatives to address current weaknesses and challenges as well as future long-term property development priorities.

The sessions were well attended with approximately 70 people attending over the course of the five (5) sessions. It should be noted that participation in the on-line survey boosted significantly after each session. People care about the property and want to have a say in it's future.

The message was clear that the Keystone Centre is an important civic asset in the City of Brandon and people wanted to see what the future plans for improvement and development were.



Probably the most notable piece of feedback coming from these sessions was that people were not opposed to a new arena. The actual support for a new arena was very high with the main question being what do we do with Westoba Place. The feedback from that question was very supportive of repurposing the facility for sport, recreation and agricultural events. To maintain the competitive advantage of having interconnected facilities, the new arena should be connected to the current facilities.

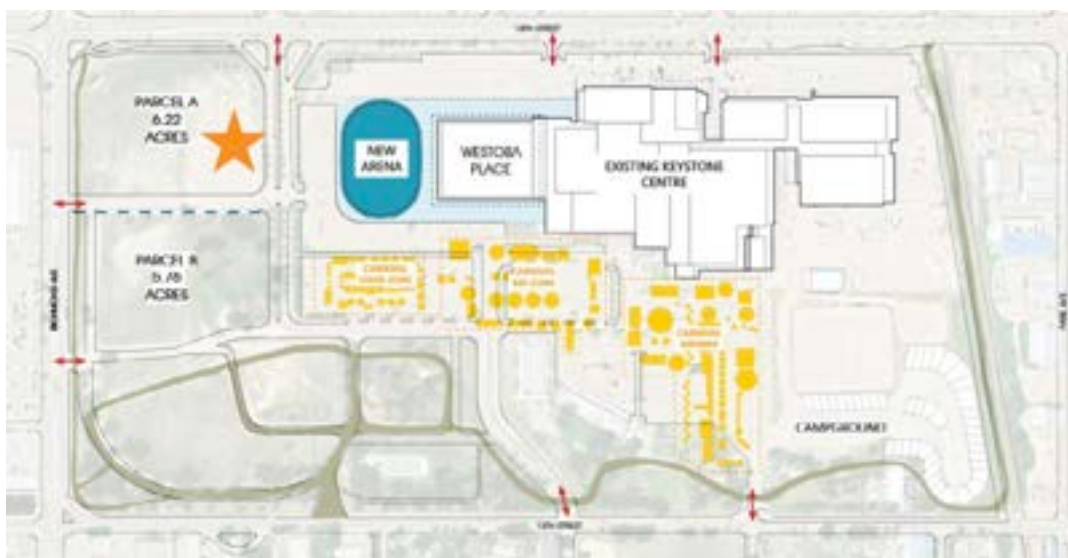
At one of the stations at the open houses, OCL asked participants to place a sticker on the suggested placement of a new arena. The response was overwhelmingly in favour of building the new arena to the south of Westoba Place with some form of indoor connectivity.

Other conversations suggested that the Keystone Centre should look at ways to become self-sufficient by finding new revenue opportunities. This might include some commercial development on the site.



Parcel A was discussed as the optimal location for commercial development but there was a message that it should be purposeful and have tenants that will compliment the facility and the events that take place there.

There were some concerns expressed about the level of parking that would be lost with a new arena and using Parcel A for commercial development.



There were also concerns about ingress and egress and how to manage patrons of the commercial development site vs. patrons attending events.

Both parking and ingress/egress would need to have a plan developed before any building commences.

Finally, the discussion around more green space was at the forefront of a number of attendees. It was felt that connecting existing walking trails and developing a park/green space on site that can be activated in the summer and winter months would offer huge benefit to the community.

What we Heard From the Community

The Keystone Centre identified public engagement as a critical element of advancing the strategic long-term Site Master Plan for the organization. There was an authentic and purposeful desire to engage the community in a conversation about the future of the Keystone Centre and to inform the Board of Directors on the priorities from a community perspective.

Through a sample survey that was open to the public between May 1, 2024, and June 17, 2024, and through a series of five open house sessions held between May 16 and May 17, 2024, the Keystone Centre engaged in a conversation with 70 people in person and 676 participants in a virtual environment. The participation achieved the desired outcomes and is considered statistically viable given the community population. The target participation rate based on a 95% confidence level, 5% margin of error, and a population size of 65,000 was 383 participants. The work done by the Keystone Centre to engage the community exceeded the participation goals by 293 people.

The full survey results are provided for the consideration of the Board of Directors; however, the project team has tried to summarize what we heard from your community in the following information statement.



Personally, the Keystone Centre is of high importance, but the role the Keystone Centre plays is critical to the social and economic success of the City of Brandon based on participant feedback. There is an opportunity to improve awareness of the structure and model as it relates to the Keystone Centre. You have a great story to tell; you should tell it. Those within the community are eager to participate in a conversation about the Keystone Centre, especially those who are long-time residents. You are a regional facility, so your conversation reach should go beyond the city limits. There is an opportunity to engage new community members and young people in a more fulsome capacity; but this may take a new strategy. Your participants were diverse in age and household size. Women wanted to have their voices heard, and there is some risk that people with less disposable income or in a lower income bracket did not participate in the engagement work.

People visit the Keystone Centre for recreational opportunities, ticketed sporting events, concerts and entertainment, agricultural offerings, and trade and conventions. In short, people come to participate or experience something that matters to them. People are positive about the events offered, the cleanliness of facilities, and the customer service, and they think the current facilities meet their needs today. This might change in the future, so be attentive. Your guests want you to spend some time on parking and food and beverage; there is opportunity in these portfolios.

As the Keystone Centre considers the next 50 years, focus on sports and recreation, ticketed sporting events, agriculture, entertainment and concerts, and trade and consumer shows. The other things matter, just not as much. The community wants you to continue to enhance your facilities, upgrade and modernize, maintain your commitment to agriculture, and figure out the future of Westoba Place because it matters as an event hub. There is limited urgency on the future of Westoba Place, but there is the need for a plan.

In your future plans, commercial development should be considered but aligned with enhancements to the current experience and financial need. Focus on accessibility, value for the customer, and ease of site ingress and egress through connectivity.

Where should your plans place emphasis in the future, it is clear these are the priorities:

- Improve and upgrade your facilities with recreation and agriculture considerations
- More concerts, live events, and ticketed event options
- Solidify your financial position
- Improve your food and beverage offerings
- Accessibility to the site at all times is critical
- Focus on value for money in the eye of the consumer.

Recommended Actions and Outcomes

When specifically considering the Site Master Plan efforts for the Keystone Centre, there are a number of recommended considerations that the community engagement process supports.

These outcomes are as follows and in order of priority:

1. **Westoba Place Main Arena:** Dedicate the land adjacent to the current Westoba Place Main Arena as the future site location for a new event centre development. The land planning should occur immediately, although the advancement of the arena development may take considerable time given the investment magnitude.
2. **Plan to Repurpose Westoba Place Main Arena:** With the seat project in effect, there is an opportunity to understand the structural condition of the existing facility. Assuming the facility has significant useful life in another form, consider a repurposing strategy to support recreation or agricultural needs.
3. **Explore Commercial Development with Caution:** There is a financial need to find new sources of revenue and an opportunity to align commercial development with complementary amenities. Consider exploring the Parcel A lands to fully understand the possible value. Should commercial development proceed on Parcel A, use the time that absorbing this development will provide to enhance and improve the site conditions on Parcel B for marketing and outdoor staging space. Investment in Parcel B should be mindful of timing for future use and balance the investment with a future use.

4. **Green Space, Barriers, and Community:** Consider the need to remove the hard edges of the site to make the grounds easier to access and more inviting. Explore the green space on the site to include outdoor recreation, entertainment, pavilion space, interpretive trails, and passive community use with expanded event offerings. Consider how the Keystone Centre connects within a greater trail system in the community.
5. **Explore Parcel B and Camping Facilities:** With a better understanding of the future state, consider the future use of Parcel B in a recreational or commercial development; this should be supported by financial and community need. If Parcel B is activated, it will require that the current campground space be reimaged for mixed-use and land optimization.
6. **Continue the Engagement:** The Keystone Centre has committed to sharing the results of all community engagement and this should occur in the fall of 2024. It will be important that the Keystone Centre continue a conversation with the community as site plans evolve and plans become solidified. The community is engaged and wants to remain connected to future plans.

Site Phasing Concepts Phase 1

Based on the community engagement results, it was apparent that there is a need to understand the future site requirements for a potential new development of the Event Centre. There is also strong recognition that the strength of the Keystone Centre is in the connectivity of the existing assets. The first recommended step is to allocate land necessary to support the development of a modernized Westoba Place Main Arena. This does not suggest that the Event Centre replacement is a top priority but understand the land requirements is priority for planning. Through engagement there was a definitive message that any future development or replacement of Westoba Place must be connected to the existing facilities. It was also suggested that the current and future state of the existing Westoba Place Main Arena be studied, fully understood and that options be explored to repurpose this facility in sequence with a potential new Event Centre to meet the expanding recreational demands of the community.

Proposed Phase 1
Event Centre Site Allocation and Westoba
Place Main Arena Repurposing Plan.

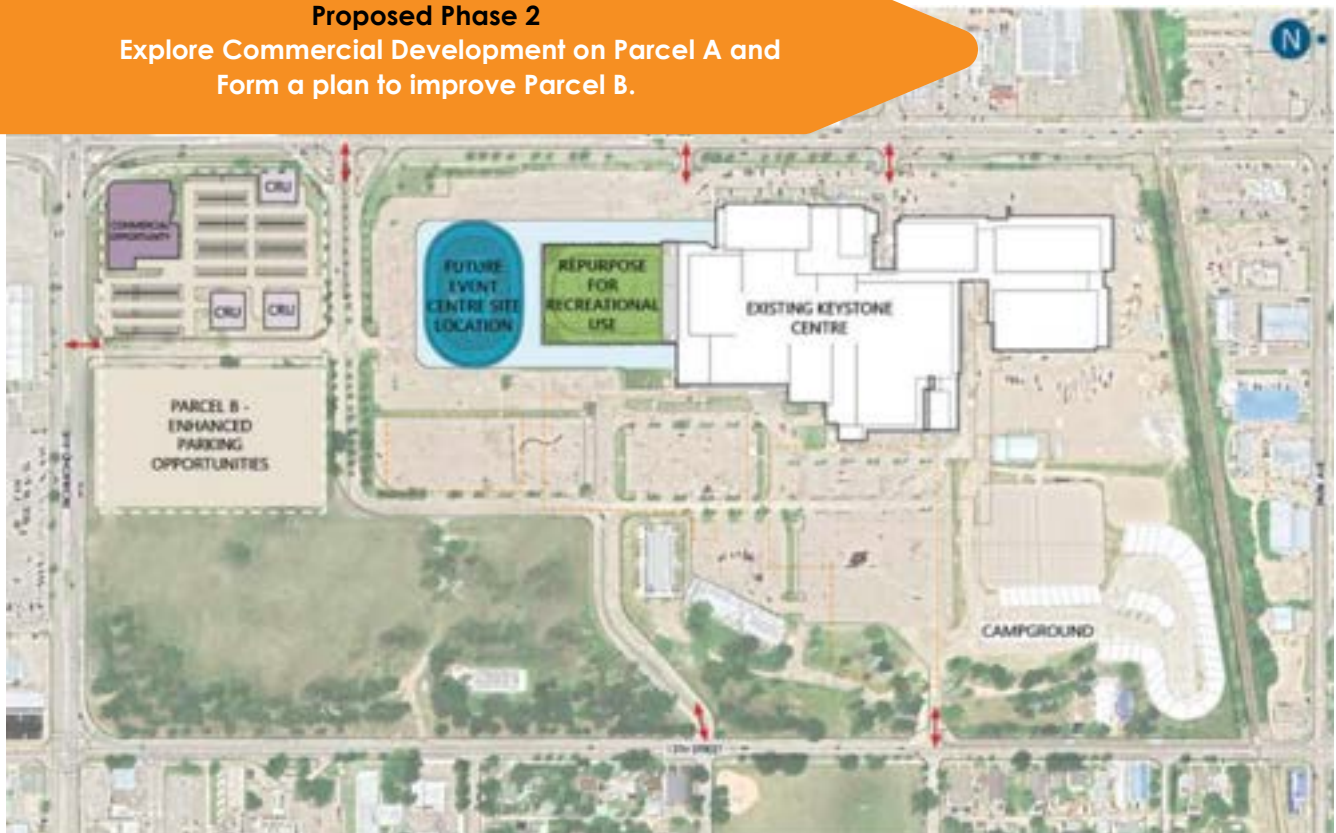


Site Phasing Concepts Phase 2

The Community is aware that the Keystone Centre must find innovative revenue growth opportunities and one of these opportunities is the commercial use of some lands. The community is sensitive to the use of land and competing with other developments and as such, it is recommended that the Keystone Centre engage a representative to seek interest in developing Parcel A for commercial opportunities that compliment and enhance the programing at the Keystone Centre. Concurrent to this process the Keystone Centre should develop a plan to enhance the use, functionality, and the perception of the current Parcel B lands. This plan should be budget conscious as the long term development of these lands will be dependent upon future market demand for commercial space and community input, in particular related to expanded recreational opportunities.

Proposed Phase 2

Explore Commercial Development on Parcel A and
Form a plan to improve Parcel B.

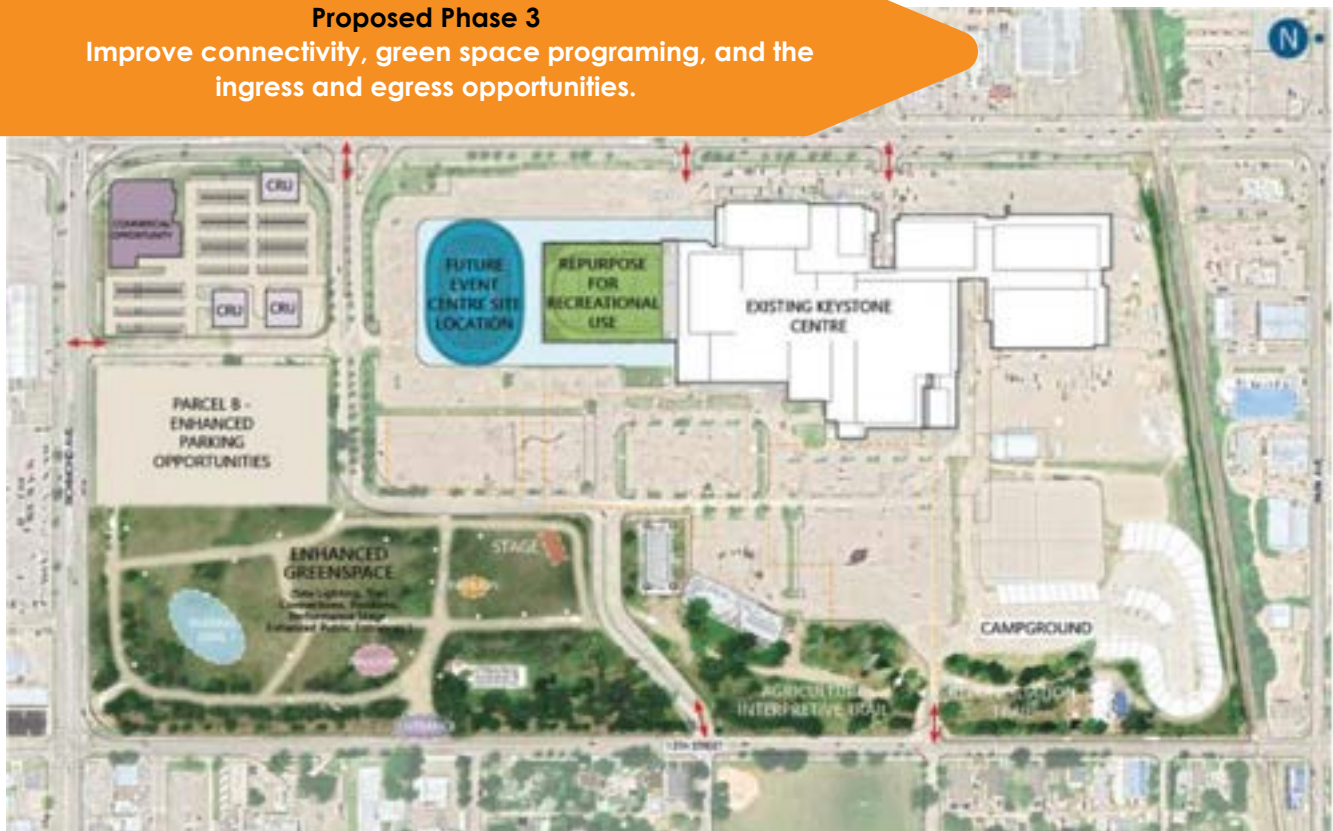


Site Phasing Concepts Phase 3

The Keystone Centre is fortunate to be located on one of the main streets within the City of Brandon and offers remarkable opportunity for trail system connectivity, recreation, cultural, event green space development, and improved community accessibility. The Keystone Centre should explore the development of green space, develop a plan to connect the grounds with a greater City wide trail strategy, remove barriers to site access (fencing) to enhance accessibility, and improve the entrance and exit experience to the grounds. This plan should be coordinated with the City of Brandon and incorporated within future site development. Enhancing the green space development can offer added recreational benefit, enhanced concert and ticketed event possibilities, and cultural programming. Improvements in site connectivity and ingress and egress will support greater accessibility while concurrently reducing the parking burden. A plan for transit connectivity should additionally be explored.

Proposed Phase 3

Improve connectivity, green space programming, and the ingress and egress opportunities.

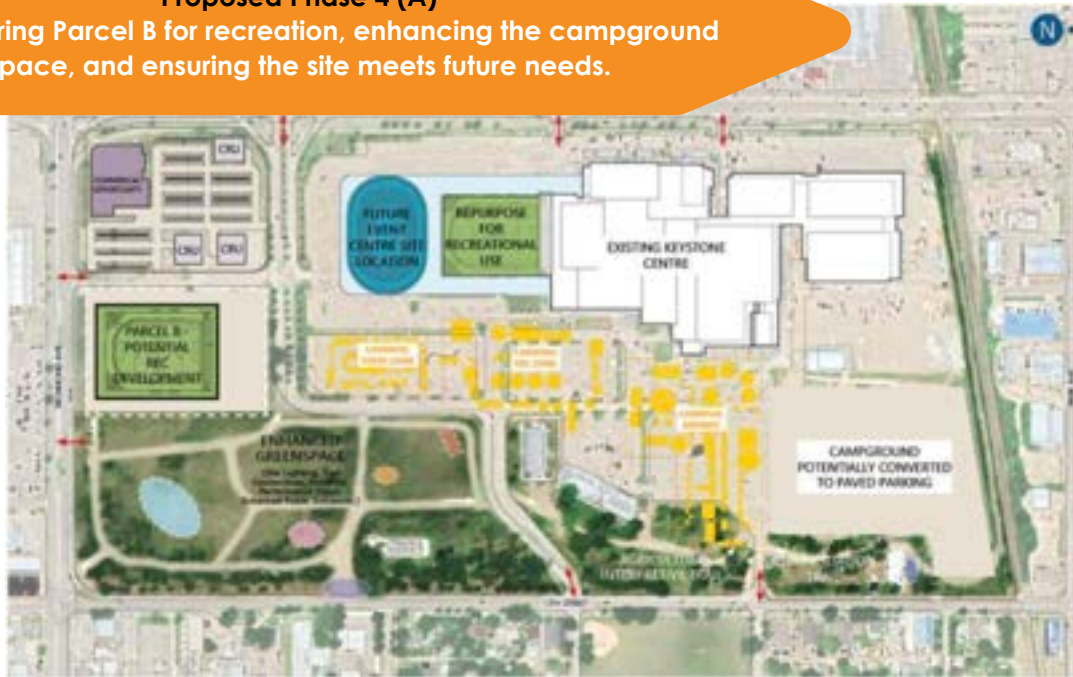


Site Phasing Concepts 4(a)(b)

Consider the development of Parcel B for recreational use or commercial development use, develop a plan that expands parking while meeting the campground needs, and ensure the site allows for the growth of major annual events over the next 25+ years.

Proposed Phase 4 (A)

Exploring Parcel B for recreation, enhancing the campground space, and ensuring the site meets future needs.



Proposed Phase 4 (B)

Exploring Parcel B for commercial development, enhancing the campground space, and ensuring the site meets future needs.



11

Site Considerations

Site Considerations

Highlights of the Site Development Opportunities and Adjacent Space Offerings

Site Parcel A consists of 6.22 Acres on the Southwest corner of the overall Keystone site. This corner is bordered by 18th Street and Richmond Avenue. On the East side of Parcel A, Parcel B consists of 5.76 Acres along Richmond Avenue. Both of these site developments would be located adjacent to a main intersection entrance along 18th Street, which would benefit access into the site.

Restrictions on the site include parking, which would be substantial to account for the new development on site parcels A and B. Additionally, by developing these two site parcels, the Keystone Centre could no longer use this portion of the overall site as overflow parking for events that occupy the parking lots.

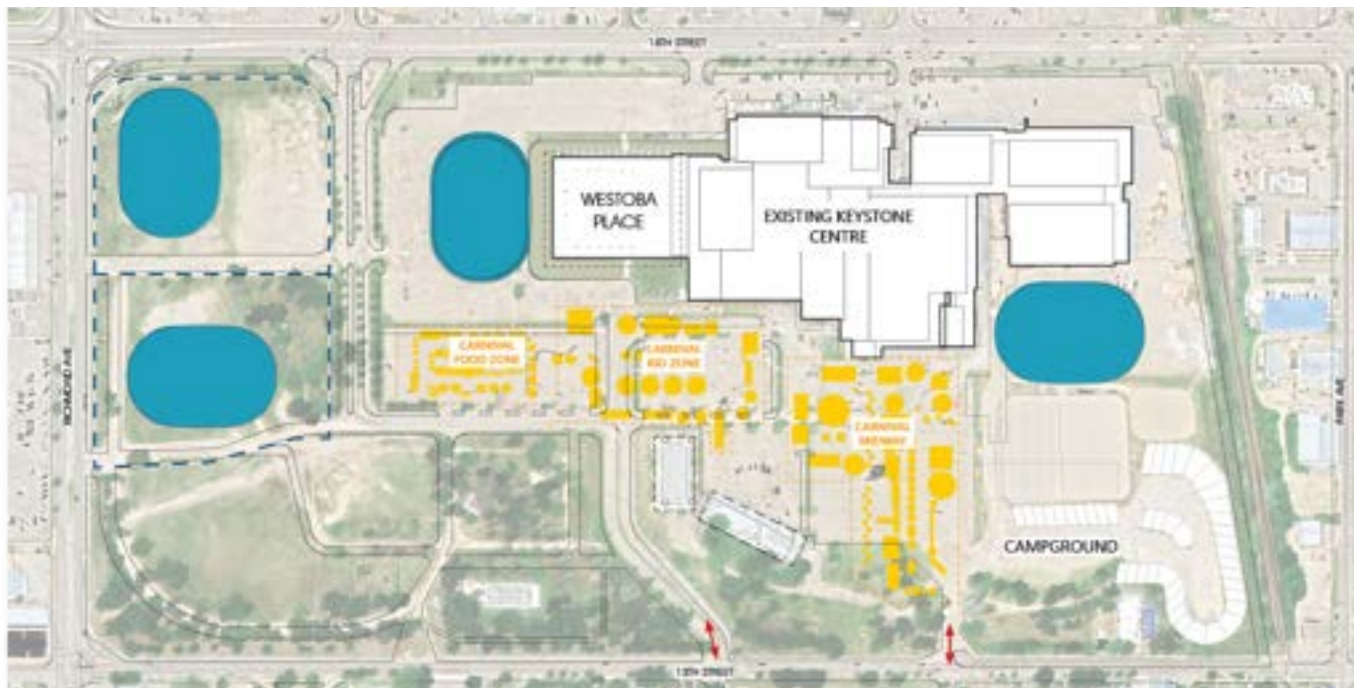
Keystone Centre – Commercial Development Opportunity 1



Key Considerations for Expanding Existing Facility Infrastructure

There are opportunities to construct a new 5000-10,000 seat arena on the Keystone Centre site. There are various options on the site which would be an opportune spot for the new arena. To determine the best site placement, future adjacencies and benefits would be explored during design development.

Various Opportunities for Future Arena Development on the site



With the development of a new arena in Brandon, interest to explore the development of a Fieldhouse on the site has also been expressed.

Keystone Centre – Future Fieldhouse Option



12

Development Concepts

The Commercial Development Financial Model

The current proposed leasing model considers that commercial development leaseholders will have the rights to the land for a minimum of 40 years and will be responsible for all site servicing costs. The 40-year term should provide a reasonable length of lease for developers to secure the required financial support, but it should be expected that potential lease partners may want to extend the term rights.

Ultimately, at the completion of the term, the Keystone Centre would have the rights to extend or end the term and either maintain the asset on premises or have the leaseholder return the site to its original condition.

There is land available directly on the Keystone Centre site, totalling 12 acres. The available land has been divided into two parcels:

Parcel A	Parcel B
6.2 ACRES	5.8 ACRES

Currently, the land is zoned for parks and recreation and will have to be rezoned to Commercial Arterial.

Altus Group completed a market rate analysis in early 2023 and determined that the land could be leased at a rate between \$1.32 and \$1.75 per square foot.

An average rate of \$1.54 would yield an annual return of:

Parcel A	Parcel B
\$416,000	\$385,000



Financial Model

Based on the information derived from the Altus report and current commercial leasing demand, the model estimates that both parcels of land could be fully leased out by 2035 and would generate a total revenue of \$1.14 million—\$0.59 million from Parcel A and \$0.55 million from Parcel B.

The financial model used the following assumptions:

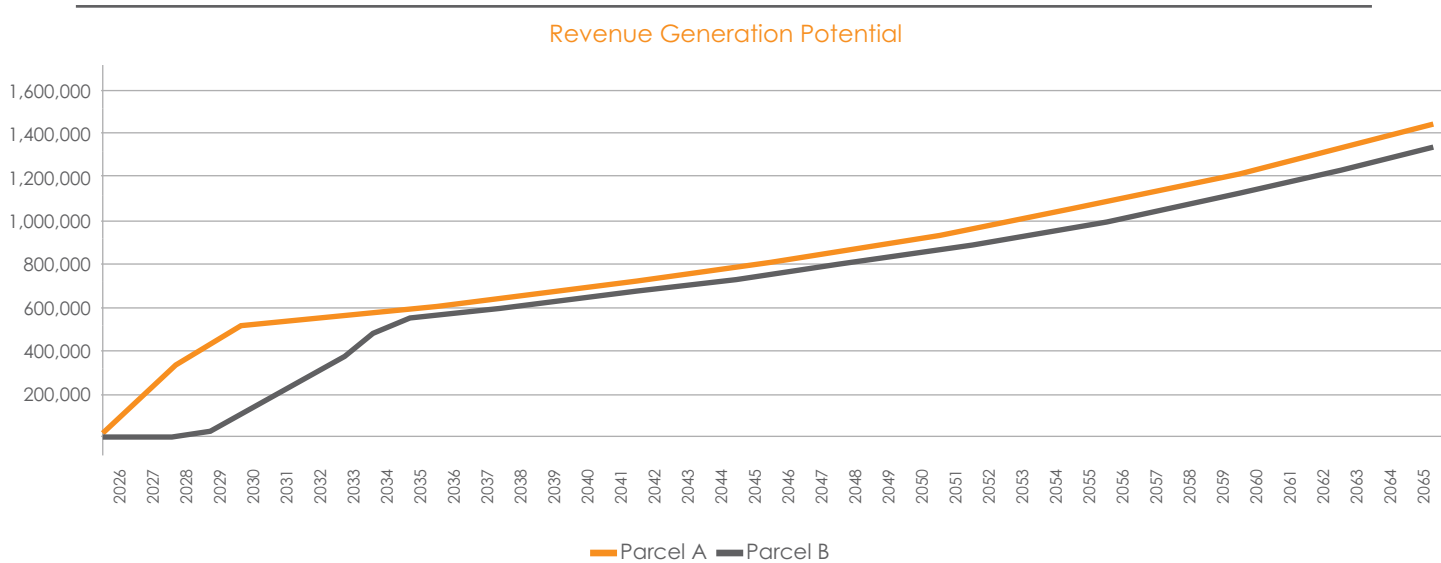
- 01 Board to approve commercial development May 1, 2024
- 02 Parcel A – Lease in place by May 1, 2025, for 1st acre and leases for the remaining acres will be in place every 6 months following
- 03 Parcel B – Lease in place by May 1, 2028, for 1st acre and leases for the remaining acres will be in place every 12 months following
- 04 Revenue will not be recognized until lessees are operational, which will take 12 months to build and open for business
- 05 Property will be leased at \$1.54 per square foot with an escalator of 3% per year
- 06 All leases will be a 40-year term

Municipal Property Tax Grant

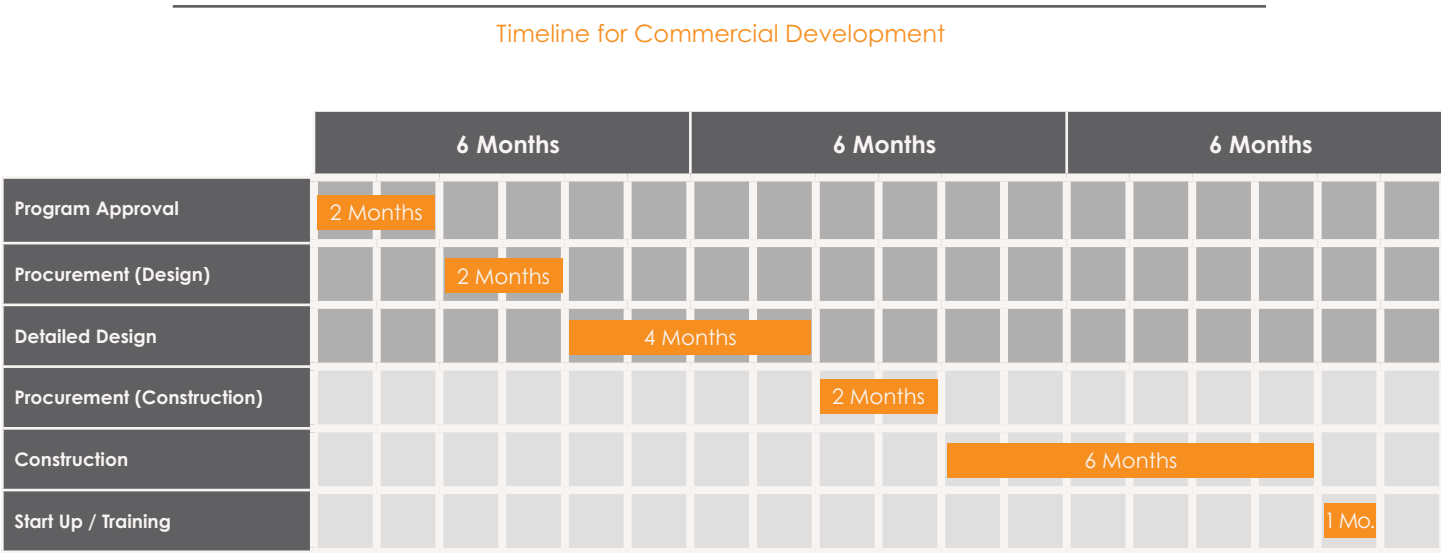
Similar to the current grant being provided to the Keystone Centre that is equal to the property tax paid by Canad Inns (approx. \$125K annually), an equal opportunity could be negotiated with the city for the proposed commercial development.



The graph below illustrates the revenue generation potential for both parcels of land being explored.



As indicated by the previous assumptions, the estimated timeline of the commercial development would be as follows:



Site Development Concepts

Many Approaches to Expansion

Site development for the Keystone Centre needs to align with the current model for development. This means a shared interest in current operations, as well as a productive plan for the future of the site.

Expansion on the site is limited by existing buildings and current site usage. For example, the northeast corner of the site is undeveloped, but is maintained as a campground for visitors to the site. Similarly, the southern portion of the site has been undeveloped since the Keystone Centre's origin and provides green space within this densely-populated commercial district in Brandon. This area also provides extensive overflow parking for different events that bring an abundance of visitors to the Centre. Sufficient parking for the new operations would be limited, but a parking plan for all site activities must to be prioritized.

A Phased Plan

This site would benefit from a phasing process that allowed for each development to prepare the site for the subsequent developments.

Future development on the Keystone Centre site could be based on the following concept phasing plan:

Concept

01

- Proposed Phase 1 Event Centre Site Allocation and Westoba Place Main Arena Repurposing Plan.

Concept

02

- Proposed Phase 2 Explore Commercial Development on Parcel A and Form a plan to improve Parcel B.

Concept

03

- Proposed Phase 3 Improve connectivity, green space programing, and the ingress and egress opportunities.

Concept

04a

- Proposed Phase 4 (A) Exploring Parcel B for recreation, enhancing the campground space, and ensuring the site meets future needs.

Concept

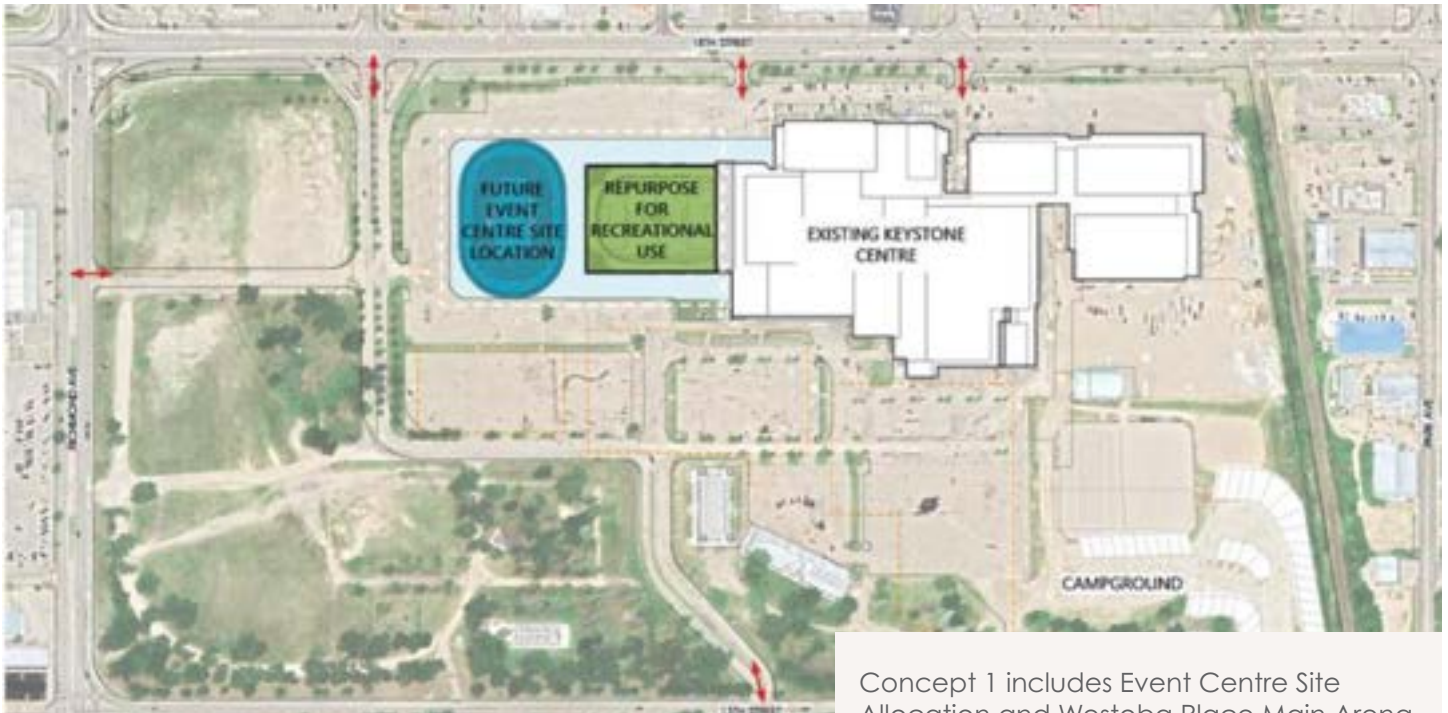
04b

- Proposed Phase 4 (B) Exploring Parcel B for commercial development, enhancing the campground space, and ensuring the site meets future needs.

Keystone Centre – CURRENT SITE

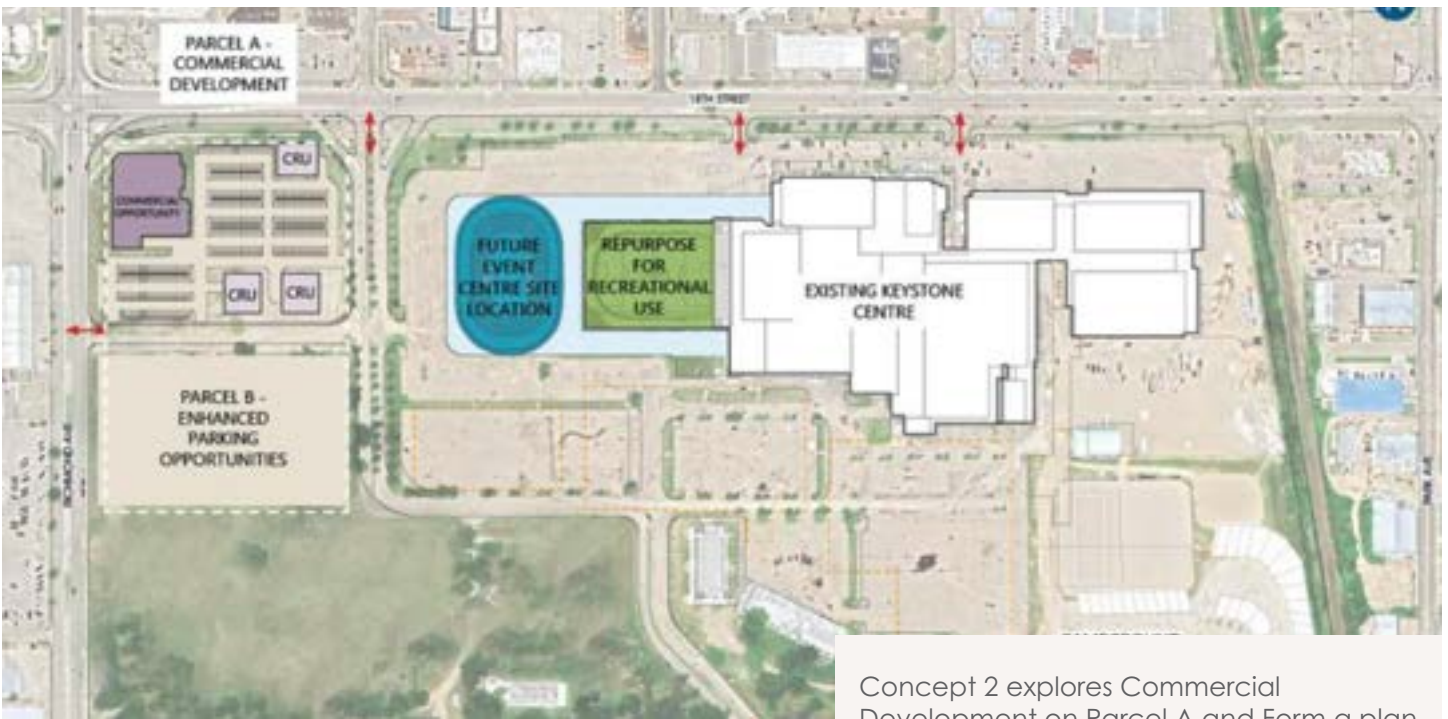


Keystone Centre – **CONCEPT 1** - Proposed Phase 1



Concept 1 includes Event Centre Site Allocation and Westoba Place Main Arena Repurposing Plan.

Keystone Centre – **CONCEPT 2** - Proposed Phase 2



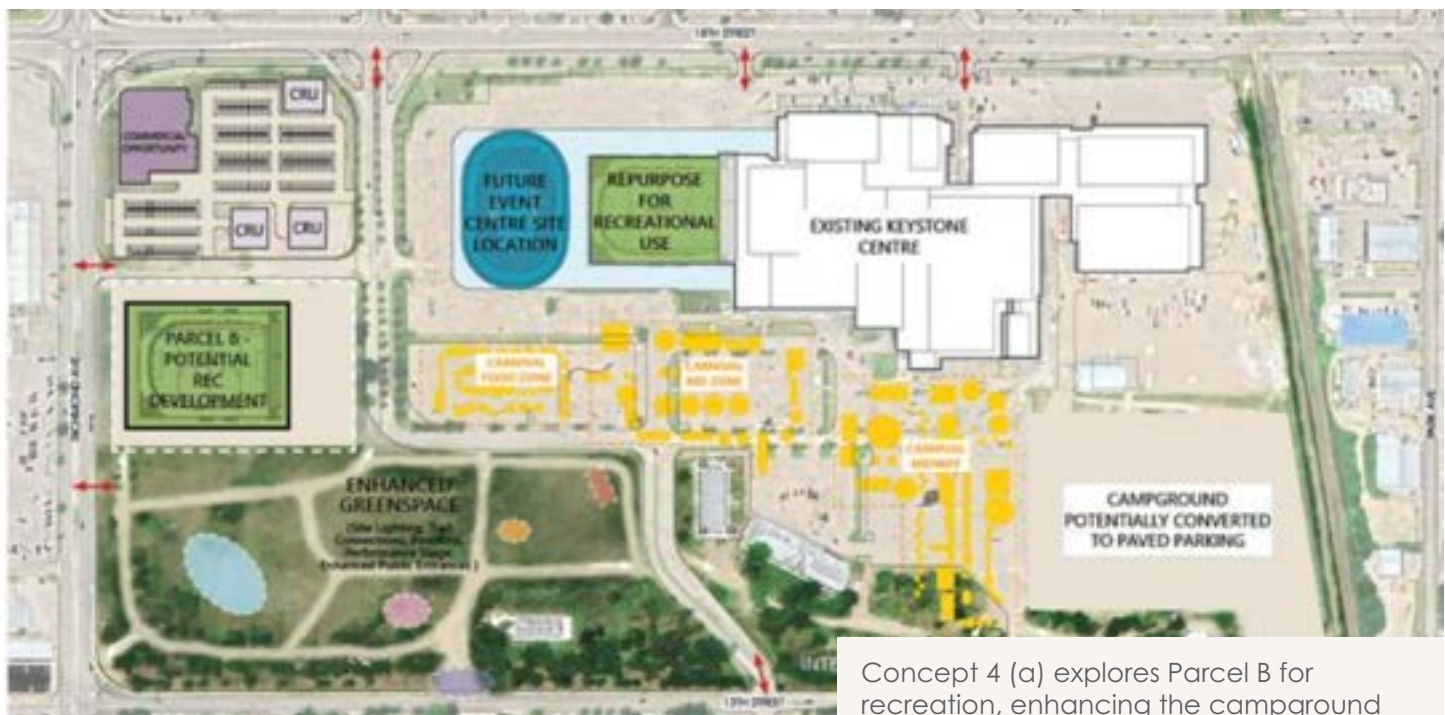
Concept 2 explores Commercial Development on Parcel A and Form a plan to improve Parcel B.

Keystone Centre – **CONCEPT 3** - Proposed Phase 3

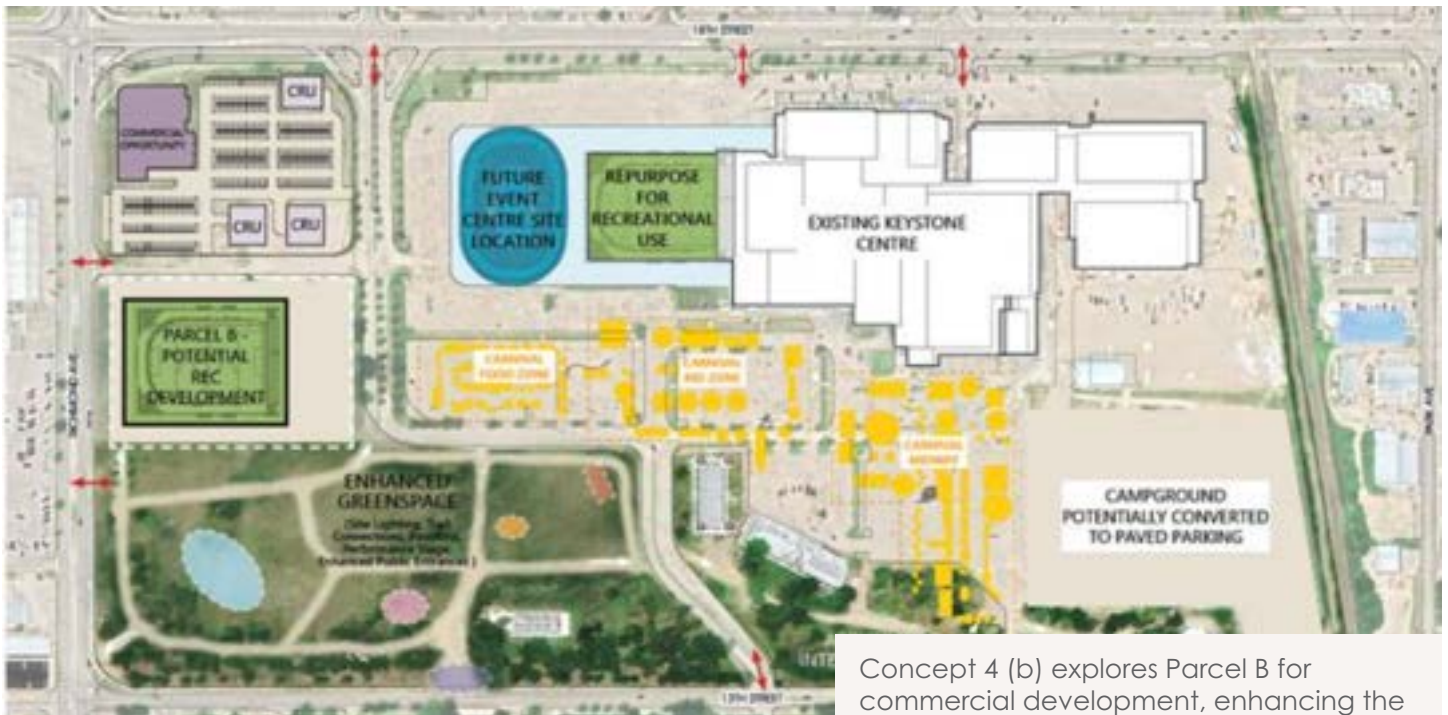


Concept 3 improves connectivity, green space programming, and the ingress and egress opportunities.

Keystone Centre – **CONCEPT 4 (A)** - Proposed Phase 4 (a)



Concept 4 (a) explores Parcel B for recreation, enhancing the campground space, and ensuring the site meets future needs.



Concept 4 (b) explores Parcel B for commercial development, enhancing the campground space, and ensuring the site meets future needs.

13

Commercial Priorities

Understanding the Impact of Commercial Development

The Impact of Commercial Development

Opportunities

Parcel A represents 6.22 acres of land and Parcel B represents 5.76 acres of land. The total current value of these lands in lease revenue is estimated at \$800,000 annually and it is anticipated to take 12 years to fully realize. The total potential gross development value of the proposed commercial development over 40 years is in excess of \$60 million.

Risks

It should be noted that site environmental conditions may be a material risk. The current inconclusive feedback from key stakeholders on commercial development creates a significant risk with support for advancing the initiative.

There are also current agreements in place for parking and site use that may be impacted by the proposed commercial development.

Moreover, commercial development may limit the future growth of community or agricultural-related site enhancements such as the replacement of the Westoba Main Arena, the Fieldhouse, Agricultural Facilities, or future recreational arena spaces.

Site Operations

By introducing new site elements to the existing area, we are expanding the current site usage and creating additional parking requirements.

There is an opportunity, however, to tie into existing site operations and create beneficial relationships with new development. These adjacencies would be explored in future design exercises.

The potential commercial development under consideration may have a material limiting effect on the future growth plans for development on the Keystone Centre as the current Parcel A and Parcel B lands are used for large event programming and for parking when the site is in need of overflow parking.

There are currently contractual agreements that exist for these parcels of land that will need to be managed. Opportunity exists in leveraging alternative site access, off site overflow parking, and more paved parking opportunities.

User Benefits

The addition of complementary commercial development on site may offer the fan, guest, or visitor an extended stay pre- and post-event that will improve the overall value proposition for the guest. The ability to extend the user time on site should support the ingress and egress on site by providing additional product offerings to complement the programming at the Keystone Centre.

The Commercial Opportunity

Commercial development appears to have interest based on the location and the current site activity, although it may compete with other opportunities in the City of Brandon that have been developed for similar use.

Commercial development is a viable new revenue stream for the Keystone Centre that should be explored to support sustainability. Revenue projections for land leasing is estimated at \$1.14 million (\$0.59 million Parcel A and \$0.55 million Parcel B) with a development timeline of 11 years. The actual development timelines will be impacted by market conditions and lease arrangements.

If the current financial performance of the Keystone Centre is maintained, commercial development alone will not provide a sustainable operating model. Commercial development will improve performance but not meet the exiting financial needs of the organization. The development of lands at the Keystone Centre may, however, limit future core business development or facility enhancements. It may additionally impact existing programming and parking needs.

Financial Support

The Keystone Centre is traditionally a breakeven business producing a modest positive earnings position. The 2022-23 fiscal year produced a loss from operations of (\$1.1 million). This may be a recovery reality of COVID-19 or a fundamental shift in the business model. This was uncertain based on the work of this project and information available.

The five-year capital plan for the Keystone Centre requires \$2.2 million in self-funded capital investment or \$440,000 annually. Based on prior performance and current year forecast, the investment needed to maintain the existing assets is not sustainable. There will be a need for the Keystone Centre to materially improve business operations to sustain capital investment requirements. There is currently not a clear Business Plan that outlines how this will be achieved as such alternative funding will be required.

There is a need for the Keystone Centre to understand the operational and asset management risks and source alternative funding for sustainability.

Given the current access to operating funds, operational financial performance, and timing for realizing new commercial development funding, there is a also need to source bridge financing.

Blended Approach

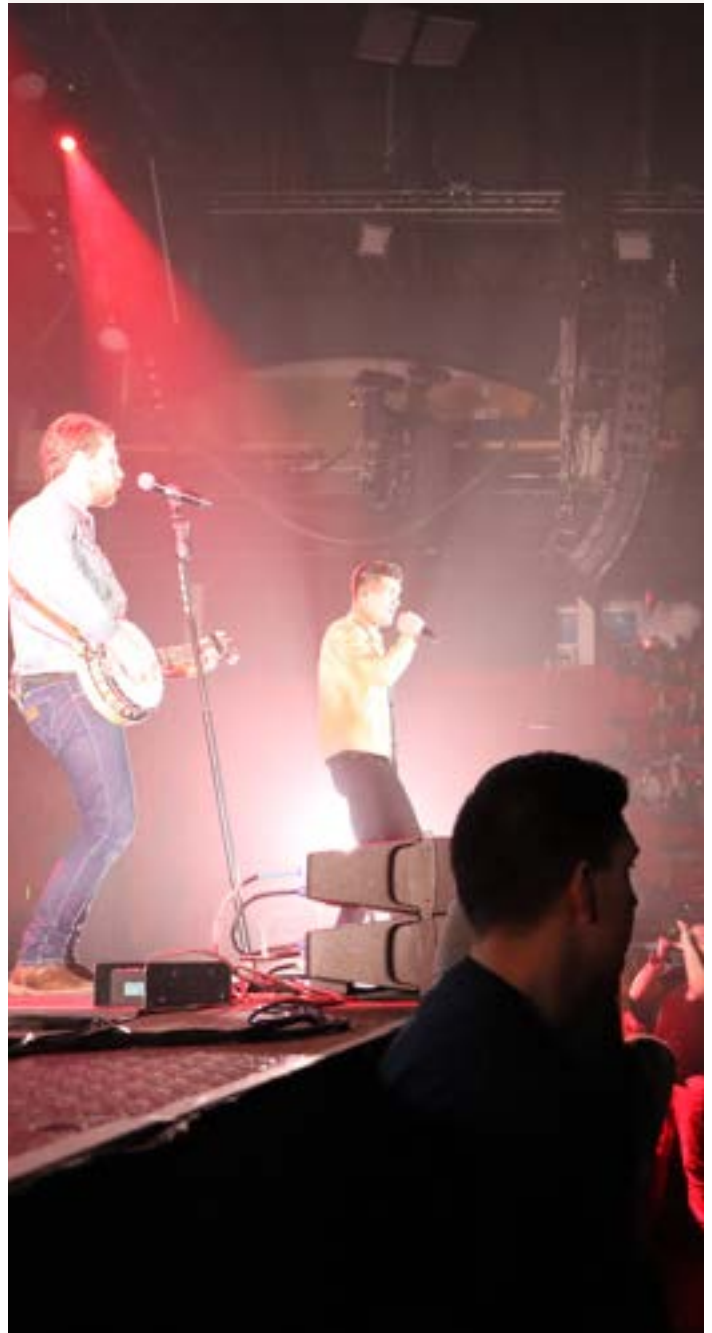
Consideration of a blended approach to commercial development should be explored.

A phased approach should consider Parcel A as the development priority; this would enhance revenue by a projected \$0.59 million per annum. With apparent interest in these lands, the development would enhance financial performance, support an improved guest experience, and retain Parcel B for future consideration. If a phased approach to development was to occur, the Keystone Centre would be required to develop an operating model that returns to breakeven performance.

A blended approach of improved financial performance and commercial development may offer a long-term sustainable model for the Keystone Centre. A blended approach would require bridge funding from alternative sources until commercial development revenue can be realized.

Key Considerations When Looking for Partners

Understanding the current commercial context in Brandon will be helpful when navigating a new development on this site. It is important to maintain a collective understanding of Keystone's vision and goals as new partners become involved in expanding development on the site. The new partners will be located on a site that has served the community of Brandon for many years, and it is crucial that the development does not prohibit the site from continuing to flourish.



14 Recommendations

Recommendations and Outcomes

General Remarks

The Site Master Plan report provides valuable information for the consideration of the Board of Directors and the Leadership at the Keystone Centre. Throughout the process, it became clear that, whatever decision and direction is finalized, it will be faced with significant interest from the public, stakeholders, and tenants.

The Keystone Centre truly is at the heart of the community (both geographically and emotionally) and, as such, the Board of Directors and the leadership at the Keystone Centre should expect that the process of building ambassadors, engaging stakeholders, and encouraging the public to participate in the final plan will be essential to a successful outcome. There is a true sense of community ownership for the lands at the Keystone Centre, which means that a path forward also requires a clear process that ensures enough time for interested partners or community members to engage.

Challenging the process of a methodical and engaging evolution of the final site master plan is the looming realities of a financial shortfall in the most recent operating year, and on the heels of COVID-19. The financial situation for the Keystone Centre will require immediate attention from funding partners and ownership, and there is an immediate need to secure additional financial support to continue the current operational standard.

Commercial development was explored as a lever or mechanism to support the long-term sustainability of the Keystone Centre. However, based on the most recent performance, the timing to recognize additional revenues from commercial development and the heightened immediate financial needs of the Keystone Centre will require at a minimum a short term bridging strategy until pre-COVID-19 business performance can return (and enhanced revenue can be achieved). Revenue growth may include improved asset utilization, further growth or expansion or the current business elements of the Keystone Centre, and/or the development of vacant lands on the site for commercial opportunities.

Recommended Key Priorities

At a strategic level, this report recommends the following two Strategic Priorities:

01

Finalize the Master Site Plan in 2024

02

Short, Moderate, and Long-Term Financial Sustainability

Finalize the Master Site Plan in 2024

To achieve this strategic priority, the organization will need to continue to explore the following:

A

Share the results of the community engagement work with the public as the Keystone Centre had committed throughout the public engagement process. It is recommended that this occur in the fall of 2024 after the commencement of a new school year with the purpose of maximizing communication. The Keystone Centre may wish to share the community engagement results with key stakeholders in advance of September to support the planning process.

B

Make the strategic decision to hold the lands adjacent to the Westoba Place Main Arena for a future replacement for the facility. The Keystone Centre should additionally leverage the opportunity with the seat replacement project occurring in the summer of 2024 to engage an engineering agency to perform a structural review on the existing Westoba Place facility, should this review return in a positive position for long term use of the facility the Keystone Centre should work with a design consultant to explore possible recreational uses and reconfiguration for the facility as repurposing options.

- C** Engage a commercial real estate agent to source potential development partners interested in a long-term lease agreement on the lands defined as Parcel B. Evaluate the opportunities based on the long-term loss of lands and the development opportunity that will compliment the experience of visiting the Keystone Centre.
- D** Invest in the improvement and site condition of Parcel B concurrent to the potential Parcel A development for commercial use.

Short, Moderate, and Long-Term Financial Sustainability

The following priorities should be explored:

- A** The immediate needs of the Keystone Centre have elevated risk based on the financial performance of the organization in the most recent operating year. As such, there is an immediate need to secure a short-term funding strategy.
- B** As the Keystone Centre recovers from COVID-19 and returns to a “new normal” operational model, the finalized Master Site plan may have a material impact on the moderate and long-term funding needs of the organization. It is clear that advancing the commercial development of existing lands on the site will provide a new and profitable business line for the Keystone Centre, but it may limit the future ability of the site to develop.

Concurrent to this consideration is the need to understand that future amenity development on the site may come with an operational cost. This cost may greatly benefit the economic impact on the City of Brandon, but it may create further headwinds for the financial sustainability of the Keystone Centre. The financial strategy must align directly with the finalized site master plan.

Recommended Next Steps

The project team has additionally developed a number of tactical next steps that are recommended as the Keystone Centre progresses with the Site Master Planning work. These steps should include the following:

Recommendation	Priority	Investment Time, Finances, Energy	Timeline
Share the public engagement results with the public.	High	Moderate	Sept 2024
Strategically approve the lands adjacent to the Westoba Place Main Arena as the future site selection for a new arena project.	Moderate	Low	Sept 2024
Engage an engineering firm to perform a structural review on the existing Westoba Place Main Arena.	High	Moderate	Aug 2024
Engage a design consultant to support the schematic design and class D estimates for a potential replacement for the Westoba Place Main Arena. This should be considered a planning exercise with the purpose of fully understanding the replacement cost and site connectivity and traffic opportunities.	Low	High	2025-2028

Recommendation	Priority	Investment Time, Finances, Energy	Timeline
Engage a design consultant to support recreational repurposing opportunities for the current Westoba Place Main Arena should a modernized facility be developed. This should include schematic concepts and class D price estimates.	Moderate	High	2025-2028
Engage a commercial real estate agency to source leasing partners for Parcel A.	High	Moderate	Sept 2024
Concurrent to the lands on Parcel A being removed from use for commercial development the Keystone Centre should invest in the site conditions on Parcel B to improve function use and aesthetics.	Moderate <small>*Dependant upon commercial lease advancement on Parcel A.</small>	Low	March 2025
Establish a committee of the Keystone Centre potentially in coordination with the City of Brandon and key stakeholders to advance the planning of the green space enhancement and capital campaign, the trail system connectivity, the improvement of the entrance and exit experience, and the removal of site barriers and fencing. This exercise will likely require design support.	High	High	Sept 2024
When the time is appropriate (following the replacement of Westoba Place, Repurposing of the existing Westoba Place, and post Parcel A Development) the Keystone Centre should finalize the intended use for Parcel B and concurrently develop a strategy for the existing campground amenities.	Low	Moderate	TBD
There is a need to secure a short term funding strategy to ensure the continuation of existing operations and service levels.	High	High	Sept 2024
The Board of Directors should review and refresh the strategic plan for the organization and clearly articulate the strategic priorities for management. This will support strategic decision making in the future. This strategic plan should be completed in 2024.	High	High	Jan 2025
The Keystone Centre should review and refresh the operating business plan and the capital plan based on the most recent financial results. The modernized business plan and capital plan should be completed in 2024.	High	Moderate	Sept 2024
The Keystone Centre should schedule regular update meetings with key stakeholders to ensure that communication throughout this process remains strong.	High	Moderate	Jan 2025
The risk matrix should be included semiannually within the Board of Directors meetings.	Moderate	Moderate	Jan 2025

A

Appendices

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Supporting Documentation.

Documents Referenced Throughout this Report

- Altus Report
- AMP Report 2018
- Environmental Report (Phase 1 ESA)
- KCI Assessment Report
- Keystone Centre Business Plan 2019
- Keystone Centre 5 Year Capital Plan 2022-2027

Economic Impact Study

The Economic Impact of the Keystone Centre to Brandon: A Preliminary Report

Submitted to: Neil Thomson, General Manager, Keystone Centre
Prepared by: Doug Ramsey and Derrek Eberts, Brandon University
December 9, 2013

Introduction

The Keystone Centre (KC) is the largest recreational and event facility in Manitoba and it is located in the City of Brandon with a population of just over 50,000. While the economic impacts of specific events have been conducted in recent years, no study of the economic impact of the facility on the City has been undertaken. The Summer Fair was estimated to have a gross economic impact of \$2.7 million in 2008 (Enigma Research Corporation, 2008). The Royal Manitoba Winter Fair was estimated to have a gross economic impact of \$9.0 million in 2010 (Enigma Research Corporation, 2010). These are annual events held at the Keystone Centre and, in addition to the annual Manitoba Livestock Exhibition, are organized and operated by the Provincial Exhibition of Manitoba. The economic impact of the Memorial Cup, a national junior hockey tournament held at the KC in 2010 was estimated to be \$2.8 million (Black, 2011). This figure does not include the economic impact of approximately \$5.3 million in capital expenditures that were made to the facility in order to attract the event. These improvements, including the construction of seven private suites, dressing room upgrades, the purchase of a new jumbotron, and other facility renovations, were justified as they would have future benefits to the facility and the community.

The KC Board and Management indicated an interest in better understanding the economic impact of the facility, as opposed to *ad hoc* event impacts, on the City of Brandon. This proved to be a difficult task because while the KC tracks total attendance for most events (including estimating local versus non-local attendance), they do not collect information on expenditures. This report is based only spending and spending multipliers. That is, it does not include employment generators or multipliers.

Economic Impact Analysis

Economic impact assessments of events are prevalent in the tourism (*e.g.* Grado *et al.*, 1997; Huang, 1997; Janeczko *et al.*, 2002; Kim *et al.*, 2011; Lee, 2007; Synovate Research Reinvented, 2009) and recreation (Walo *et al.*, 1996) literature. Less work is based on regions (*e.g.* Var and Quayson, 1985). There are a range of methods and techniques for conducting economic impact analyses ranging from simpler techniques of calculating visitor spending (*e.g.* Wilton and Nickerson, 2006), multipliers (Kim *et al.*, 2010) and direct observation (*e.g.* Frechtling, 2006) to more comprehensive cost-factor and expenditure ratio models (Frechtling, 2006). This work is not without its critics (Bonn and Harrington, 2008; Jug-Eun and Weber, 2005). Crompton (2006), for example, cites manipulation of data to achieve political

ends. One of his main concerns is the primary impact assessment assumption that without the spending in question, there would be no spending at all. He argues that money is just as easily spent elsewhere either within the community or beyond. The study of the KC argues that the Canadian prairies are unique as there is so much distance between large scale venues and that given the lower comparative urban populations that money may not in fact be spent in the region.

The economic impact assessment described below focuses only on spending rather than the more traditional spending plus employment generation calculations. This approach was taken because the assessment is based on secondary spending data as a baseline. That is, no user surveys were conducted to estimate spending. In order to provide an estimation of the overall economic impact of the KC, the data from the economic impact of the Royal Manitoba Winter Fair (RMWF) in 2010 was used as a baseline. We simply calculated average individual spending as an average based on Enigma's total spending estimate by local and non-local visitors to the RMWF in 2010. Table 1 lists the spending estimates for non-local and local visitors as well as participants.

Table 1. Spending Estimates, Royal Manitoba Winter Fair, Keystone Centre, 2010					
Spending Type	Non-local	Local	Participant	Total	
Accommodations	1,375,000	0	145,000	1,520,000	
Merchandise purchased on site	835,000	690,000	0	1,525,000	
Parking, fuel or repairs (within region)	565,000	75,000	30,000	670,000	
Restaurants, bars and clubs	550,000	215,000	51,000	816,000	
Tickets or admissions	545,000	510,000	13,000	1,068,000	
Event concessions (food and beverage)	490,000	375,000	18,000	883,000	
Retail clothing (off-site)	200,000	35,000	6,000	241,000	
Groceries, other food and beverages	185,000	0	19,000	204,000	
Other merchandise (off-site)	150,000	90,000	12,000	252,000	
Other entertainment, attractions, museums	25,000	0	3,000	28,000	
Public transit or taxis	5,000	5,000	0	10,000	
Total	4,925,000	1,995,000	297,000	7,217,000	

Source: Data taken from Enigma Research (2010).

From this baseline, an average expenditure per person was calculated. Non-local and participant data were combined. This was done because as will be described below, the KC only tracks visitors as local or non-local (i.e. not delineating local vs. non-local participant). Given the nature of the RMWF, we decided that most participants would come from outside the local area (beyond 40 kilometres). Based on the number of visitors and total expenditures estimated by Enigma Research (2010), the following averages for spending per person were calculated:

Total expenditure ÷ non-local/participants = average spending per person
 \$5,222,000 ÷ 35,900 = **\$145.46**

Total expenditure ÷ local attendees = average spending per person
 \$1,995,000 ÷ 29,500 = **\$67.62**

These average expenditure estimates were then applied to the attendance figures for events at the KC for a one year period from July 2011 to June 2012 (the KC fiscal year), when possible (Table 2). In addition to the 56 individual events in which KC staff tracked attendance, the spending estimates were also applied to the entire hockey season of the junior hockey team (Brandon Wheat Kings) and the three annual fairs operated by the Provincial Exhibition of Manitoba. As illustrated, the total spending for these events and activities is estimated to be more than \$46 million, including \$27.3 million for non-local and \$19.3 million for local attendees.

Table 2. Spending Estimates, Keystone Centre, Selected Events.			
Event(s)	Non-local (\$145.46/person)	Local (\$67.62/person)	Total
56 Events 2011-2012*	10,430,500	1,437,195	11,867,695
Wheat Kings 2011-2012 Season**	n/a	9,507,372	9,507,372
Royal Manitoba Winter Fair, 2012***	8,940,227	3,552,214	12,492,441
Manitoba Livestock Expo 2012***	261,828	81,144	342,972
Summer Fair 2012***	4,159,283	4,733,806	8,893,089
Arabian Horse Show 2013****	3,537,389	n/a	3,537,389
Total	27,329,227	19,311,731	46,640,958

Source: Data provided by Keystone Centre Management and Provincial Exhibition Management.

Notes:

*does not include Arabian Horse Show or the three Provincial Exhibition Events.

**based on 38 games with average attendance of 3,700 per game. Local average used for all.

***attendance data provided by the Provincial Exhibition of Manitoba Staff.

****attendance data provided by the Arabian and Half-Arabian Horse Show Organizers.

The total includes the Arabian and Half-Arabian Horse Show which is an international event that does not include a fee for visitors, and therefore is not tracked at the gate as is done with other events. The Arabian and Half-Arabian Show organizers estimate a total economic impact of between \$11 and \$12 million based on 3,040 participants for their August 2013 event. No details on how this estimate was calculated were provided. According to the KC, the length of stay per participant is between seven and ten days (Thomson, pers. comm., 2013). We used eight days as a conservative baseline.

Based on the total direct spending of \$46,640,958 listed in Table 2, indirect spending was calculated using multipliers identified in the literature (Gazel and Schwer, 1997; Saayman and Saayman, 2006; Chubabra *et al.*, 2003) and the Manitoba multipliers used by Statistics Canada (2008). The latter is used by the federal and provincial governments in Canada and lies in

between the lowest (1.13) and highest multipliers (1.73) adopted for this analysis. As indicated, the total economic impact of the events listed in Table 3 is estimated to be between \$53 million and \$80 million. The total calculated using Statistics Canada's spending multiplier for Manitoba was \$62,032,474. These figures do not include employment multipliers as only facility-specific employment could be calculated. That is, employment by organizers of the various events was not available.

It also does not include the value of recreational events to the KC. The following participation numbers were provided by the relevant sporting associations for 2012: hockey (724), figure skating (260), curling (992), and indoor soccer (256). The soccer figures are lower than previous years because the poor condition of the KC facility has meant games are now being played in local schools and at a facility in Shilo. It has been estimated in the past that approximately 2,500 individuals are registered in the various soccer leagues in Brandon throughout the year (*i.e.* indoor and outdoor).

Finally, the study does not include recent concert data. A future impact assessment should consider this as concerts reflect one market segment that if not available in Brandon, residents will certainly make the trip to other communities (*e.g.* Regina, Winnipeg).

Table 3. Direct and Indirect Effects of Events Based on Various Multiplier Factors.		
Source	Indirect Multiplier Based on \$46,640,958 Spending Estimate	Total Economic Impact Estimate (\$)
Saayman and Saayman (2006)	1.15	53,637,102
Chubabra et al. (2003)	1.29	60,166,836
Statistics Canada (2008)*	1.33	62,032,474
Chubabra et al. (2003)	1.43	66,696,570
Saayman and Saayman (2006)	1.52	70,894,256
Gazel and Schwer (1997)	1.73	80,688,857
Note: The "Within Province Multiplier" for Manitoba was used.		

Summary Statement

The estimated direct and indirect effects of events held at the Keystone Centre (Tables 2 and 3) are conservative. It does not include all events nor does it estimate the impact of recreational sporting events (*i.e.* ice hockey, figure skating, curling, indoor soccer) on the local economy. Further, employment impacts and multipliers are not included. This is simply direct and indirect spending based on select primary event estimates.

The estimated spending of \$62,032,474 is substantial yet conservative. It is recommended that the Keystone Centre undertake a project that collects spending data from participants and spectators at a sample of events in 2014 in order to obtain a more accurate calculation. Further, an assessment of the economic contribution of recreation (*e.g.* hockey, figure skating,

curling, indoor soccer) should be conducted. Based on such data, employment multipliers could also be applied to the impact analysis, providing a more accurate indication of the total economic impact of the KC on Brandon.

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Keystone Centre: Arena Options Economic Impact Analysis Executive Summary

April 24, 2024

DRAFT

Prepared for:
Keystone Centre

Prepared by:
Praxis Consulting Inc. and Orange Crow Leadership



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EXECUTIVE SUMMARY

Introduction

The Keystone Centre in Brandon is a major entertainment venue located in the heart of the city. The centre represents one of the largest clustering of indoor and outdoor multi-purpose event spaces in Western Canada and is a hub of economic activity in Tourism and Agriculture within the Province of Manitoba. It serves as a hub for various sporting events, concerts, other live performances, conventions, and meetings. The Centre attracts both local residents and visitors, contributing to the city's vibrant cultural scene and generating economic benefits. Capital costs for a new build are estimated at \$63.25 million in 2024 dollars.

In 2013 the Keystone Centre Commissioned an Economic Impact Assessment that was conducted by Brandon University. This study delivered the following outcomes:

- | | |
|---|---------|
| 1. Spending Estimates, Royal Manitoba Winter Fair, Keystone Centre 2010 | \$7.2M |
| 2. Spending Estimates, Keystone Centre Signature Events | \$46.6M |
| 3. Total Direct and Indirect Effects (Economic Impact) | \$62M |
| (Indirect Multiplier based on \$46.6M and Statistics Canada 1.33) | |

The economic impact of the Keystone Centre in 2013 was forecast at \$62M. This number has formed the foundation of the messaging for the Keystone Centre since the delivery of that report.

Its main arena, which is known as Westoba Place, is the home of the Brandon Wheat Kings of the Western Hockey League and the annual Royal Manitoba Winter Fair. Seating capacity for hockey games is 5,101 fixed seats and 3,155 fixed seats for concerts.

The original structure was built in 1973 and was a joint venture between the City of Brandon, the Government of Manitoba, and the Provincial Exhibition of Manitoba, which organizes the Royal Fair in March of each year. The Keystone Agricultural and Recreation Centre Inc., a non-profit corporation formed by the three parties, owns and operates the complex and grounds.

In January 2024 the Keystone Centre commissioned an update of the prior Economic Impact work that had been performed and engaged Orange Crow Leadership (OCL) and Praxis Consulting Inc., to assess the economic impact of a new arena, upgrading seating and dehumidification of the existing facility, and the current facility on the Brandon and provincial economies. OCL was tasked with assembling the necessary input information and material and Praxis would lead with the Economic Impact Assessment. The approach to the study followed a similar strategy to prior work but also requested new information to support future funding possibilities and decision making by the Board of Directors.

The 2024 Economic Impact Assessment considered the following multi-phase approach.

1. Base Operations EIA: This assessment considered the Economic Activity and Impact created by the base operations of the Keystone Centre in the management of the 90-acre site and the

540,000 square feet of indoor space. This base operations assessment The considered all revenue and expenses, contracted services, and employment.

2. Signature Event EIA: The Keystone Centre is privileged to host several annual reoccurring events that create a material impact on the economy of Brandon, the surrounding region, and the Province of Manitoba. For the purpose of understanding the collective impact of these events, the OCL and Praxis teams engaged each event rights holder and assembled information specific to the event under evaluation. In most cases the events right holder was very transparent and supportive in the information provided. In a situation where supporting data and information was required, the OCL team and the Keystone Centre team collaborated on the assembly of in-market information and best practice research to support the results. The following events were considered:
 - a. Manitoba Ag Days
 - b. Dakota Winterfest
 - c. Association of Manitoba Municipalities
 - d. Wheat Kings Hockey
 - e. Provincial Exhibition, Ag Exhibition, Royal Winter Fair
 - f. Manitoba Potato Days
 - g. Manitoba Water and Wastewater Association

It is recognized that the Keystone Centre hosts many unique and annual events but for the purpose of this study the Economic Impact considered the unique effects of the above reoccurring events. It is recognized that without the assembly of assets at the Keystone Centre these events would not be hosted in the City of Brandon.

3. Commercial Development: The Keystone Centre has been exploring the potential of leasing opportunities for parcels of land within the 90-acre site. Considerable work has been performed to understand the land lease values of two parcels of land, Parcel A (6.2 Acres) and Parcel B (5.8 Acres) located off 18th street and Richmond Avenue. This work has been to understand the potential for land development on this land assembly. At this time no direction has been provided by the Board of Directors but the Economic Impact of Commercial Development was explored for construction and operations in accordance with current zoning. The Commercial Development Impact should be considered as a potential enhanced Economic Impact to the overall Keystone Centre model should it be decided by as future direction.
4. Future Arena Redevelopment: The Westoba Place Main Arena hosts 55 events annually, is 65,000 square feet and was built in 1973 for \$3.4M. While the Keystone Centre and the members have invested over time to modernize the facility, it is without question one of the older Western Hockey League Arena's. The Board of Directors have not discussed a future plan for the Westoba Place Main Arena, however, through the site planning process, a regular element of discussion with key stakeholders was the future Plans for the aging arena. For the purpose of this Economic Impact Assessment the replacement of the existing Westoba Place Main Arena was considered as it offers considerable impact through construction and in operations. The replacement of the Westoba Place Main Arena impact should be considered as

a potential enhanced Economic Impact to the overall Keystone Centre model should it be decided by as future direction.

The Manitoba Input-Output Model was used to measure the provincial economic impacts associated with facility construction, operations, and visitor expenditures and a community-level economic model was constructed for the Brandon region to assess event impacts at the regional level. Local impacts were the revenue and expenses of the facility operation, spending of out-of-town visitors to Brandon and the associated spin-off impacts. These impacts were stated in terms of gross output, gross domestic product (GDP), employment and labour income.

Main Assumptions

The Centre and major events provided financial information, employee counts, number of contractors, and estimates of new likely attendance with a new facility. These figures were used for direct operational impacts and tourist spending. Manitoba residents outside of a 50-kilometer radius of Brandon were considered as tourists.

Current facility impacts include a proposed seating upgrade and dehumidification at a cost of \$2.5 million. It is assumed that this development will proceed if a new arena is no longer considered and will have no impact on future attendance.

The Centre estimates that attendance at all events will increase by between 15% and 20% with a new arena. Consequently, 17.5%, the mid-point, was assumed to the increment by which attendance, revenues, expenses, employment, visitation, and annual capital investment will increase.

Separate from Arena options and not contingent on a new facility are 313,109 square feet of new commercial space, assumed to be primarily retail, at a cost of \$39.9 million. The impact of new commercial space was estimated by average retail employment per square foot and retail output per employee: \$49.2 million annually.

Summary of Results

The results include direct, indirect, and induced impacts facility construction operating expenses, visitor spending and new retail spending for Manitoba, Brandon, the and the rest of Manitoba outside of Brandon (ROP). Results are annual for operations and cumulative for construction. With the exception of 2026, 2028, and 2030 construction costs, results are expressed in 2024 dollars.

Direct impact is the total initial expenditure. Indirect impact is the secondary impact that includes inter-industry transactions: purchases of inputs from supporting industries. Induced impact is the additional impact from changes in household spending as additional labor is hired.

Gross output measures total expenditures on local goods and services as well as payments to labour and business profits. Gross output is the total value of goods and services produced by an industry and

includes intermediate inputs that are foreign- and domestically produced goods and services used by an industry in the production of its gross output. Value added is the difference between gross output and intermediate inputs and represents the value of labour and capital used in producing gross output. The sum of value added across all industries is equal to gross domestic product for the economy.

Gross Domestic Product (GDP) measures net economic activity within a prescribed geographic area. It represents the payments made to final factors of production: labour, unincorporated business profits, and other operating surplus (corporate profits, interest income, inventory valuation adjustments, and capital consumption allowances). GDP excludes the value of intermediate goods and services used in production. Labour income includes wages, salaries, and employer contributions to pensions and benefit packages.

Construction employment is cumulative and measured in person years. Operational and visitor spending employment impact results are measured in positions and includes a mix of both full and part-time positions. Results are rounded to the nearest whole number, and as such, columns sums may not necessarily add to the table total.

Construction impacts all cumulative over the course of the construction period and estimated for 2024, 2026, 2028, and 2030 costs for a new arena. Although the direct costs vary with inflation, construction employment impacts for the new build option remain unchanged at the estimated 2024 level.

Results are expressed both incrementally (relative to the existing facilities options) and gross (relative to a hypothetical case where there is no Keystone Centre).

BASELINE OPERATIONS & SIGNATURE EVENTS

Table 1: Provincial Impacts: Baseline Operations and Tourism

Provincial Impacts: Status Quo/Upgrade – Operations and Tourism	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Positions)	Labour Income (\$M)
Operations	31.9	22.0	644	10.8
Tourism	46.3	25.4	443	14.3
Total	78.1	47.3	1,088	25.0

Table 2: Regional Impacts: Baseline Operations and Tourism

Regional Impacts: Upgrade and Status Quo - Operations and Tourism	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Positions)	Labour Income (\$M)
Operations	24.6	17.5	606	9.0
Tourism	36.5	19.4	395	11.9
Total	61.1	36.9	1,001	20.8

Table 3: Provincial Impacts by Event and Centre Operations Impacts: Signature Events- Operations and Tourism

Provincial Impacts: Upgrade and Status Quo - Operations and Tourism	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Positions)	Labour Income (\$M)
Manitoba Ag Days	11.4	7.0	113.2	3.2
Dakota Winterfest	21.6	12.1	224	6.5
Association of Manitoba Municipalities	1.5	0.9	24	0.5
Wheat Kings	10.2	6.2	157	3.7
Provincial Exhibition	14.7	8.3	162	4.3
Manitoba Potato Days	0.7	0.4	26	0.2
Manitoba Water & Wastewater Assoc	1.1	0.6	9	0.3
Keystone Centre Operations	16.9	11.7	373	6.4
Total	78.1	47.3	1088	25.0

Table 4: Regional Impacts by Event and Centre Operations Impacts: Signature Events - Operations and Tourism

Regional Impacts: Upgrade and Status Quo - Operations and Tourism	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Positions)	Labour Income (\$M)
Manitoba Ag Days	9.2	5.7	102	2.7
Dakota Winterfest	17.0	9.3	201	5.4
Association of Manitoba Municipalities	1.2	0.7	22	0.4
Wheat Kings	7.8	4.8	145	3.1
Provincial Exhibition	11.6	6.4	146	3.5
Manitoba Potato Days	0.6	0.3	26	0.1
Manitoba Water & Wastewater Assoc	0.9	0.5	8	0.2
Keystone Centre Operations	12.8	9.2	351	5.4
Total	61.1	36.9	1001	20.8

COMMERCIAL AND CONSTRUCTION IMPACTS

Table 5: Provincial and Regional Impacts – New Commercial Retail (When Operational)

Provincial and Regional Impacts: New Commercial Retail (When Operational)	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Positions)	Labour Income (\$M)
Provincial	92.7	59.2	747	30.8
Regional	72.8	46.8	650	26.0

Table 6: Provincial Impacts: Construction of New Arena

Provincial Impacts: Construction of New Arena	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Person Years)	Labour Income (\$M)
Construction 2024 (Cumulative)	105.4	50.1	473	26.7
Construction 2026 (Cumulative)	122.0	58.1	473	30.9
Construction 2028 (Cumulative)	132.0	62.8	473	33.5
Construction 2030 (Cumulative)	140.5	66.8	473	35.6
Annual Capital Investments - Status Quo	4.5	2.1	20	1.1
Annual Capital Investments - New Arena	5.3	2.5	24	1.3
Seat Upgrade and Dehumidification (Cumulative)	4.2	2.0	19	1.1
Commercial Space Construction (Cumulative)	66.5	31.6	299	16.9

Table 7: Regional Impacts: Construction

Regional Impacts: Construction	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Person Years)	Labour Income (\$M)
Construction 2024 (Cumulative)	64.5	28.9	282	16.4
Construction 2026 (Cumulative)	74.7	33.5	282	19.0
Construction 2028 (Cumulative)	80.8	36.2	282	20.5
Construction 2030 (Cumulative)	86.0	38.5	282	21.8
Annual Capital Investments - Status Quo	2.8	1.2	12	0.7
Annual Capital Investments - New Arena	3.2	1.5	14	0.8
Seat Upgrade and Dehumidification (Cumulative)	2.5	1.1	11	0.6
Commercial Space Construction (Cumulative)	40.7	18.2	178	10.3

NEW BUILD

Table 8: Provincial Impacts: New Build Arena – Operations and Tourism (17.5 % Performance Improvement)

Provincial Impacts: New Build - Operations and Tourism	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Positions)	Labour Income (\$M)
Operations	37.4	25.8	757	12.7
Tourism	54.4	29.8	521	16.8
Total	91.8	55.6	1,278	29.4

Table 9: Regional Impacts: New Build Arena – Operations and Tourism (17.5 % Performance Improvement)

Regional Impacts: New Build - Operations and Tourism	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Positions)	Labour Income (\$M)
Operations	28.9	20.6	712	10.5
Tourism	42.9	22.8	464	14.0
Total	71.8	43.3	1,176	24.5

Table 10: Provincial Impacts: New Build Arena– Operations and Tourism - Increment

Provincial Impacts: New Build - Operations and Tourism - Increment	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Positions)	Labour Income (\$M)
Operations	5.6	3.8	113	1.9
Tourism	8.1	4.4	78	2.5
Total	13.7	8.3	190	4.4

Table 11: Regional Impacts: New Build Arena – Operations and Tourism - Increment

Regional Impacts: New Build - Operations and Tourism - Increment	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Positions)	Labour Income (\$M)
Operations	4.3	3.1	106	1.6
Tourism	6.4	3.4	69	2.1
Total	10.7	6.5	175	3.6

SUMMARY OF IMPACTS

Table 12: Summary Impacts: Provincial

Summary Impacts: Provincial	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Positions)	Labour Income (\$M)
Baseline Arena Operations	16.9	11.7	373	6.4
Events	61.2	35.6	715	18.6
New Commercial	92.7	59.2	747	30.8
New Arena (Incremental)	13.7	8.3	190	4.4
Total	184.6	114.8	2025	60.2

Table 13: Summary Impacts: Regional

Summary Impacts: Regional	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Positions)	Labour Income (\$M)
Baseline Arena Operations	12.8	9.2	351	5.4
Events	48.3	27.7	650	15.4
New Commercial	72.8	46.8	650	26.0
New Arena (Incremental)	10.7	6.5	175	3.6
Total	144.6	90.2	1827	50.5

GOVERNMENT REVENUE

Table 14: Government Fiscal Impacts

Government Revenues (\$M)	Federal (Manitoba Portion)	Provincial (Manitoba Only)	Municipal (Brandon Only)
Construction 2024 (Cumulative)	8.2	5.3	1.3
Construction 2026 (Cumulative)	9.5	6.1	1.5
Construction 2028 (Cumulative)	10.3	6.6	1.6
Construction 2030 (Cumulative)	10.9	7.0	1.7
Annual Capital Investments - Status Quo	0.4	0.2	0.1
Annual Capital Investments - New Arena	0.4	0.3	0.1
Seat Upgrade and Dehumidification (Cumulative)	0.3	0.2	0.1
Commercial Space Construction (Cumulative)	5.2	3.3	0.8

Table 15: Government Revenue Impacts: New Build – Operations and Tourism

Government Revenues (\$M) – Operations and Tourism	Federal (Manitoba Portion)	Provincial (Manitoba Only)	Municipal (Brandon Only)
Upgrade/Status Quo	6.7	6.3	1.6
New Build	7.8	7.4	1.9
Increment	1.2	1.1	0.3

Table 16: Government Revenue Impacts: New Build – Operations and Tourism

Government Revenues (\$M) – New Commercial	Federal (Manitoba Portion)	Provincial (Manitoba Only)	Municipal (Brandon Only)
	11.2	10.5	2.1

Key Takeaways

Currently, the Keystone Centre adds \$61.1 million to local gross economic activity, \$36.9 million to local GDP, create or maintain 1,001 jobs locally, and add \$14.6 million to government revenues (\$6.7 million Federal, \$6.3 million Provincial, and \$1.8 million Municipal). Roughly, 1 in 27 jobs in Brandon depend directly and indirectly on the Keystone Centre.

The construction of a new facility will have an overwhelmingly positive impact on the Brandon economy. Over the course of the construction period, the development will add \$108 million to local gross economic activity, \$48.4 million to local GDP, add 472 jobs locally, and add \$24.8 million to government revenues (\$3.8 million Federal, \$8.8 million Provincial, and \$2.2 million Municipal).

Once operational, at full build out and including new commercial space, the development will add a further \$85.3 million to local gross economic activity annually, \$53.3 million to local GDP annually, an additional 826 jobs locally, and add \$26.4 million to government revenues (\$12.4 million Federal, 11.7 million Provincial, and \$2.4 million Municipal).

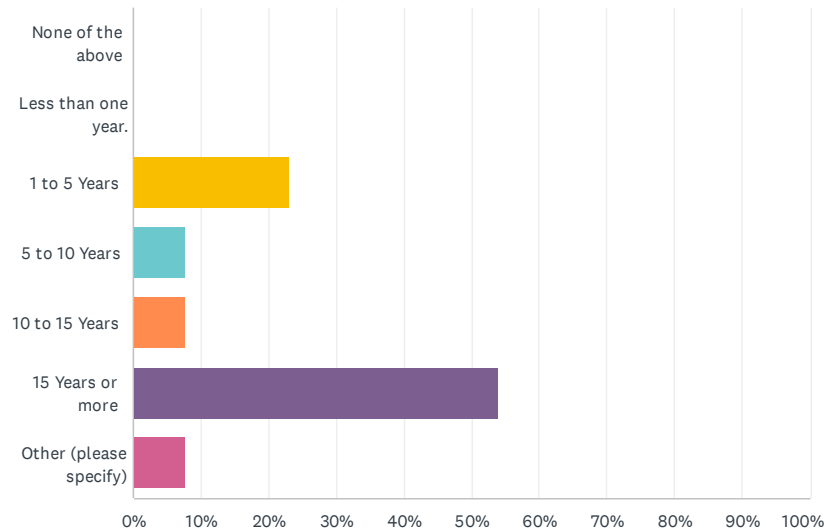
Stakeholder Engagement Results.

Keystone Centre Site Master Plan Engagement Survey

SurveyMonkey

Q1 How many years have you been involved with the Keystone Centre?

Answered: 13 Skipped: 0

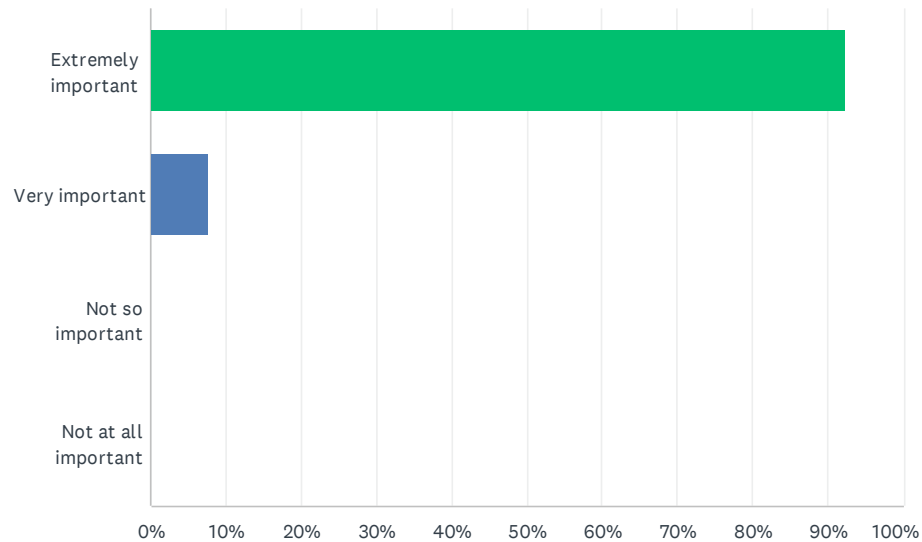


ANSWER CHOICES		RESPONSES	
None of the above		0.00%	0
Less than one year.		0.00%	0
1 to 5 Years		23.08%	3
5 to 10 Years		7.69%	1
10 to 15 Years		7.69%	1
15 Years or more		53.85%	7
Other (please specify)		7.69%	1
Total Respondents: 13			

#	OTHER (PLEASE SPECIFY)	DATE
1	13 years on City Council	11/14/2023 10:13 AM

Q2 How important are the assets at the Keystone Centre to the quality of life in the City of Brandon?

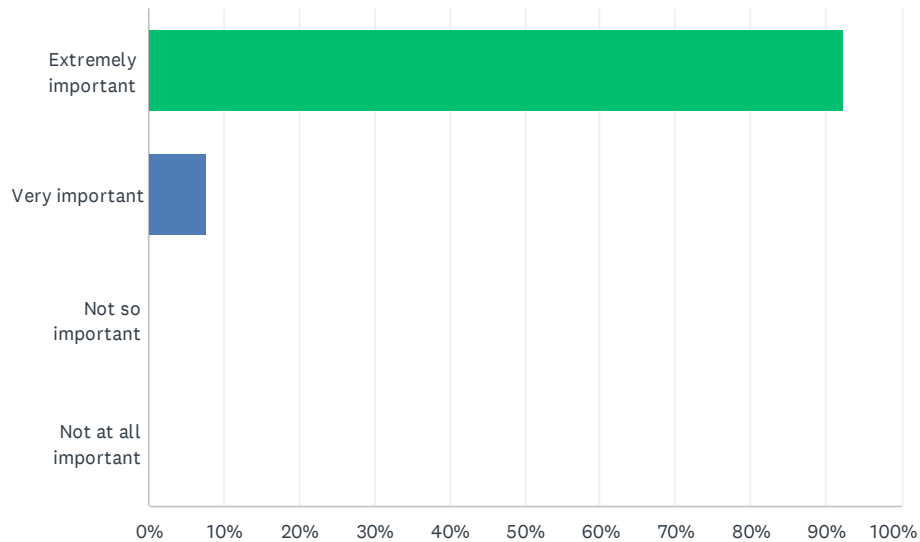
Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely important	92.31%	12
Very important	7.69%	1
Not so important	0.00%	0
Not at all important	0.00%	0
TOTAL		13

Q3 How important are the assets at the Keystone Centre to the Economic Impact in the City of Brandon?

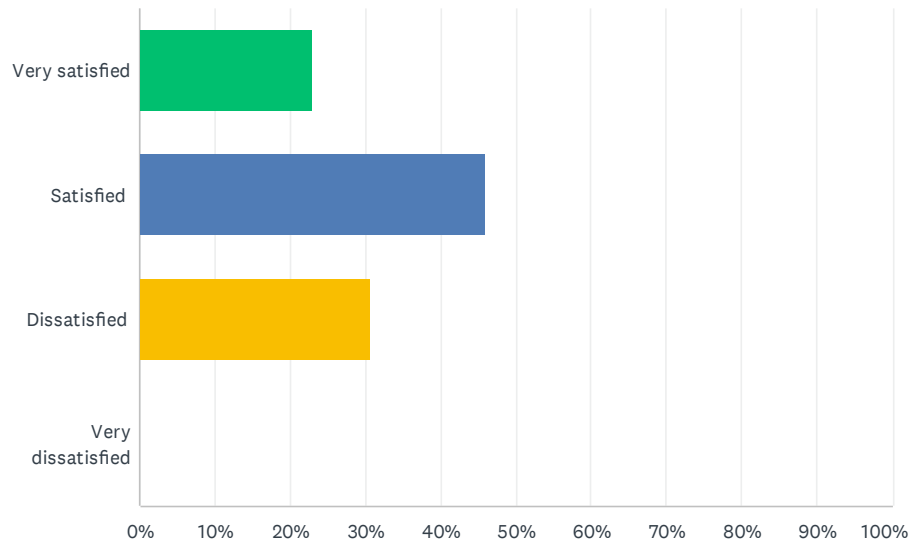
Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely important	92.31%	12
Very important	7.69%	1
Not so important	0.00%	0
Not at all important	0.00%	0
TOTAL		13

Q4 When you consider the current experience of visiting the Keystone Centre rank your overall satisfaction level?

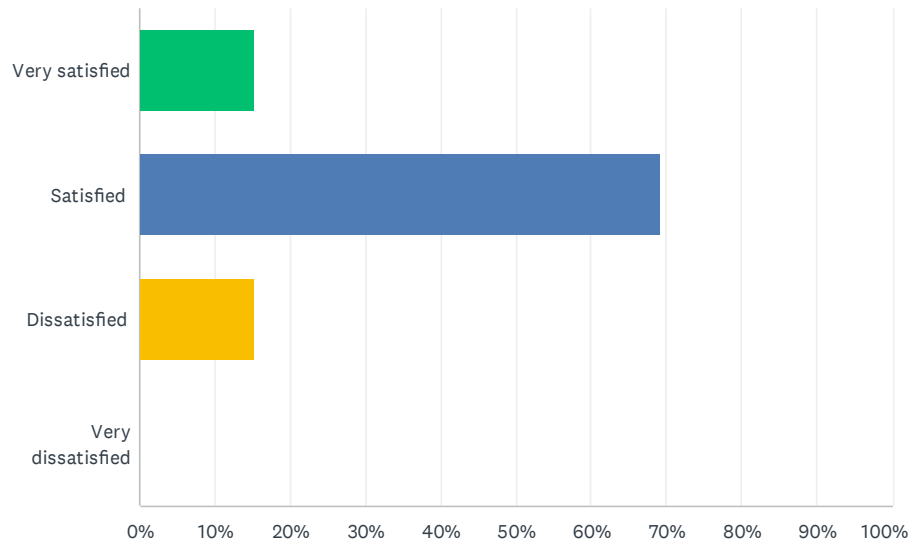
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ANSWER CHOICES	RESPONSES	
Very satisfied	23.08%	3
Satisfied	46.15%	6
Dissatisfied	30.77%	4
Very dissatisfied	0.00%	0
TOTAL		13

Q5 When considering the current experience of visiting the Keystone Centre rank your overall satisfaction with the quality, maintenance, and upkeep of the buildings?

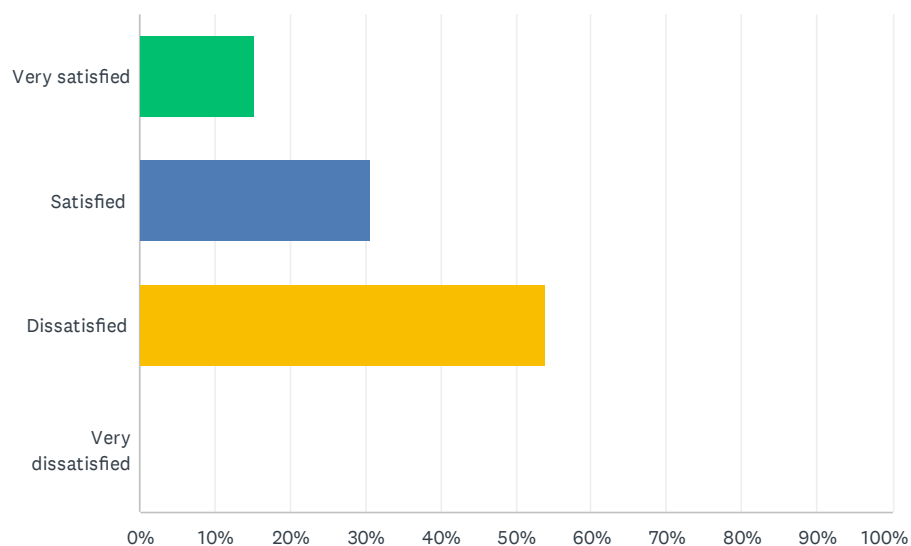
Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very satisfied	15.38%	2
Satisfied	69.23%	9
Dissatisfied	15.38%	2
Very dissatisfied	0.00%	0
TOTAL		13

Q6 When considering the current experience of visiting the Keystone Centre rank your overall satisfaction with the site and grounds?

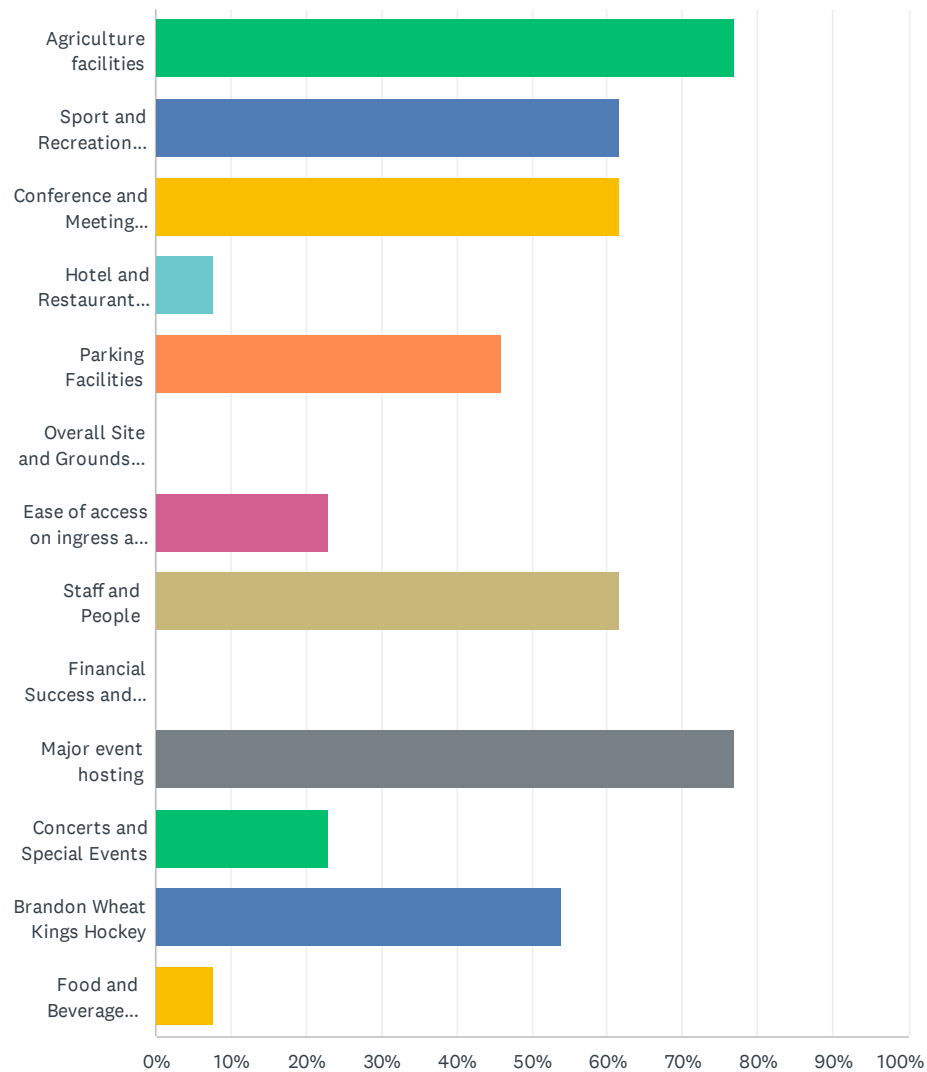
Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very satisfied	15.38%	2
Satisfied	30.77%	4
Dissatisfied	53.85%	7
Very dissatisfied	0.00%	0
TOTAL		13

Q7 Choose the top strengths of the Keystone Centre at this time?

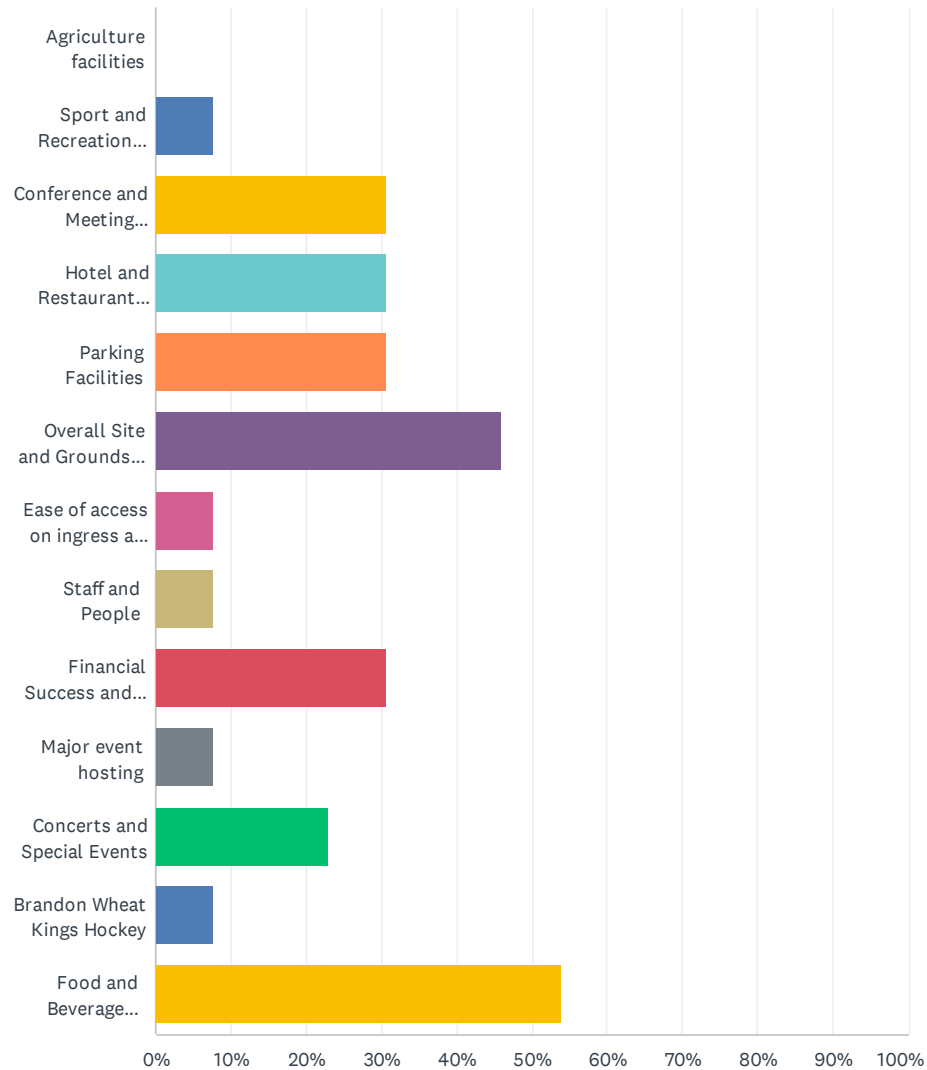
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ANSWER CHOICES	RESPONSES	
Agriculture facilities	76.92%	10
Sport and Recreation Facilities	61.54%	8
Conference and Meeting Facilities	61.54%	8
Hotel and Restaurant Facilities	7.69%	1
Parking Facilities	46.15%	6
Overall Site and Grounds Facilities	0.00%	0
Ease of access on ingress and egress	23.08%	3
Staff and People	61.54%	8
Financial Success and Performance	0.00%	0
Major event hosting	76.92%	10
Concerts and Special Events	23.08%	3
Brandon Wheat Kings Hockey	53.85%	7
Food and Beverage Services	7.69%	1
Total Respondents: 13		

Q8 Choose the top weaknesses of the Keystone Centre at this time?

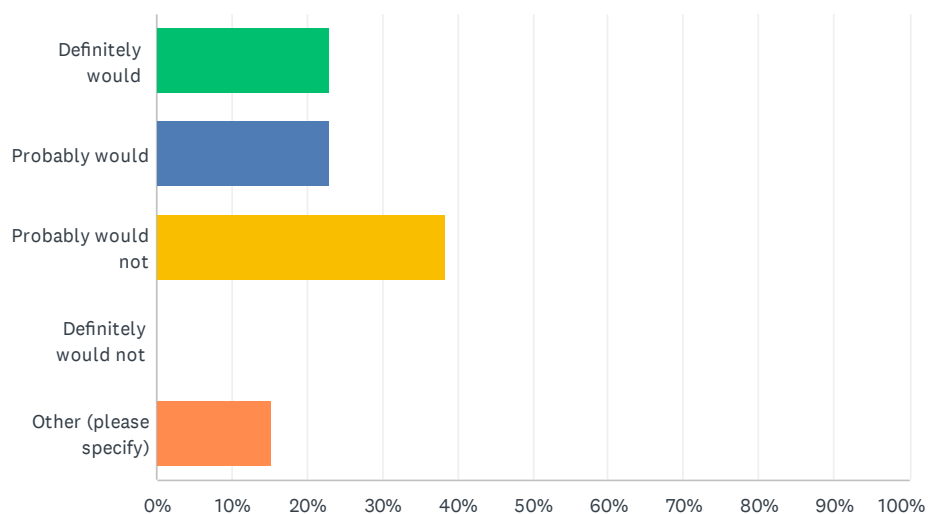
Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Agriculture facilities	0.00%	0
Sport and Recreation Facilities	7.69%	1
Conference and Meeting Facilities	30.77%	4
Hotel and Restaurant Facilities	30.77%	4
Parking Facilities	30.77%	4
Overall Site and Grounds Facilities	46.15%	6
Ease of access on ingress and egress	7.69%	1
Staff and People	7.69%	1
Financial Success and Performance	30.77%	4
Major event hosting	7.69%	1
Concerts and Special Events	23.08%	3
Brandon Wheat Kings Hockey	7.69%	1
Food and Beverage Services	53.85%	7
Total Respondents: 13		

Q9 Do you think there is a need to replace the Westoba Main Arena with a more modern sports and entertainment facility?

Answered: 13 Skipped: 0

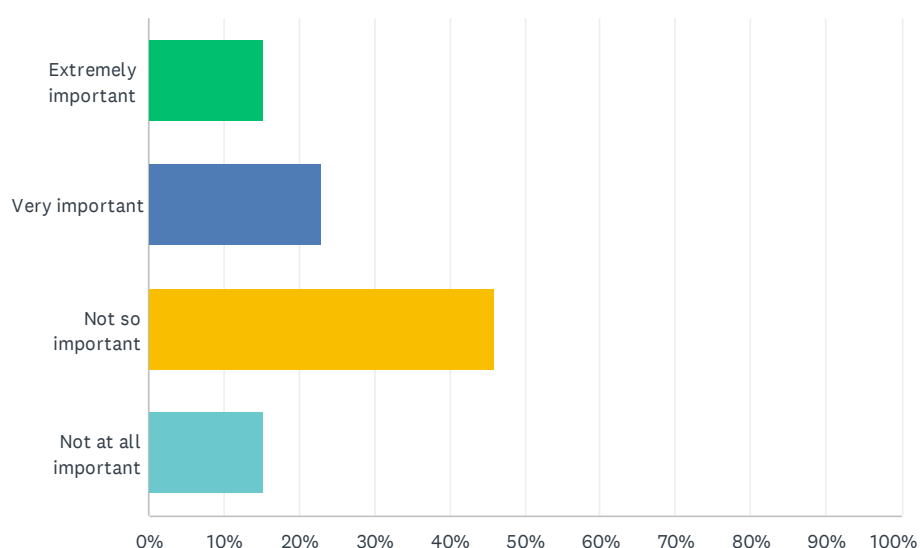


ANSWER CHOICES	RESPONSES	
Definitely would	23.08%	3
Probably would	23.08%	3
Probably would not	38.46%	5
Definitely would not	0.00%	0
Other (please specify)	15.38%	2
TOTAL		13

#	OTHER (PLEASE SPECIFY)	DATE
1	in 10 -15 yrs time	11/16/2023 12:56 PM
2	is the current infrastructure costing too much to maintain	11/13/2023 12:54 PM

**Q10 How important do you feel that commercial development on the Keystone Centre site is to enhancing the overall experience of the visitor?
(Commercial development should be considered retail opportunities that would compliment activities on the site)**

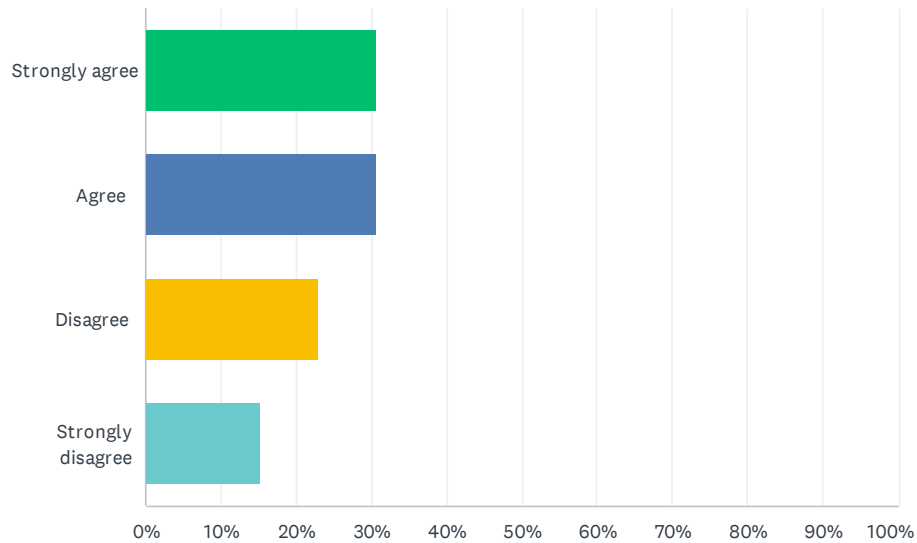
Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely important	15.38%	2
Very important	23.08%	3
Not so important	46.15%	6
Not at all important	15.38%	2
TOTAL		13

Q11 Do you agree with the Keystone Centre exploring Commercial Development opportunities as a mechanism to support financial sustainability while concurrently enhancing the overall visitor experience?

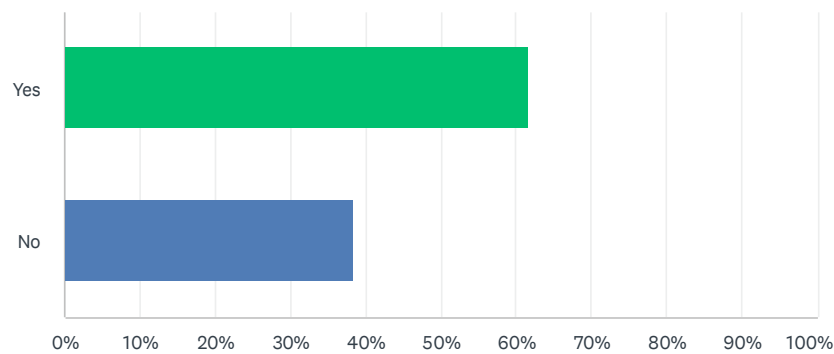
Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	30.77%	4
Agree	30.77%	4
Disagree	23.08%	3
Strongly disagree	15.38%	2
TOTAL		13

Q12 Do you think the Keystone Centre should be considering commercial development on site?

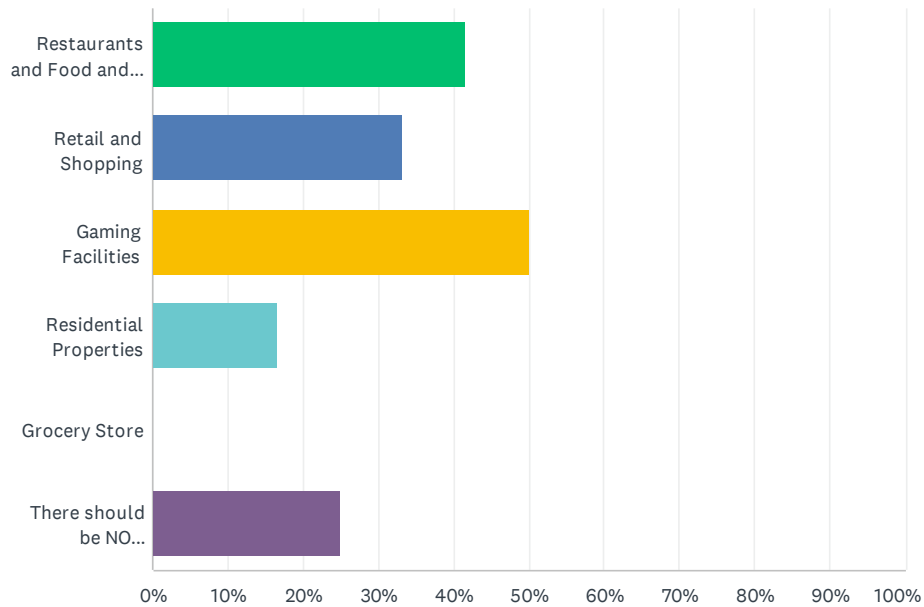
Answered: 13 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		61.54%	8
No		38.46%	5
TOTAL			13

Q13 If commercial development was to occur on the Keystone Centre site, what do you think should be considered?

Answered: 12 Skipped: 1



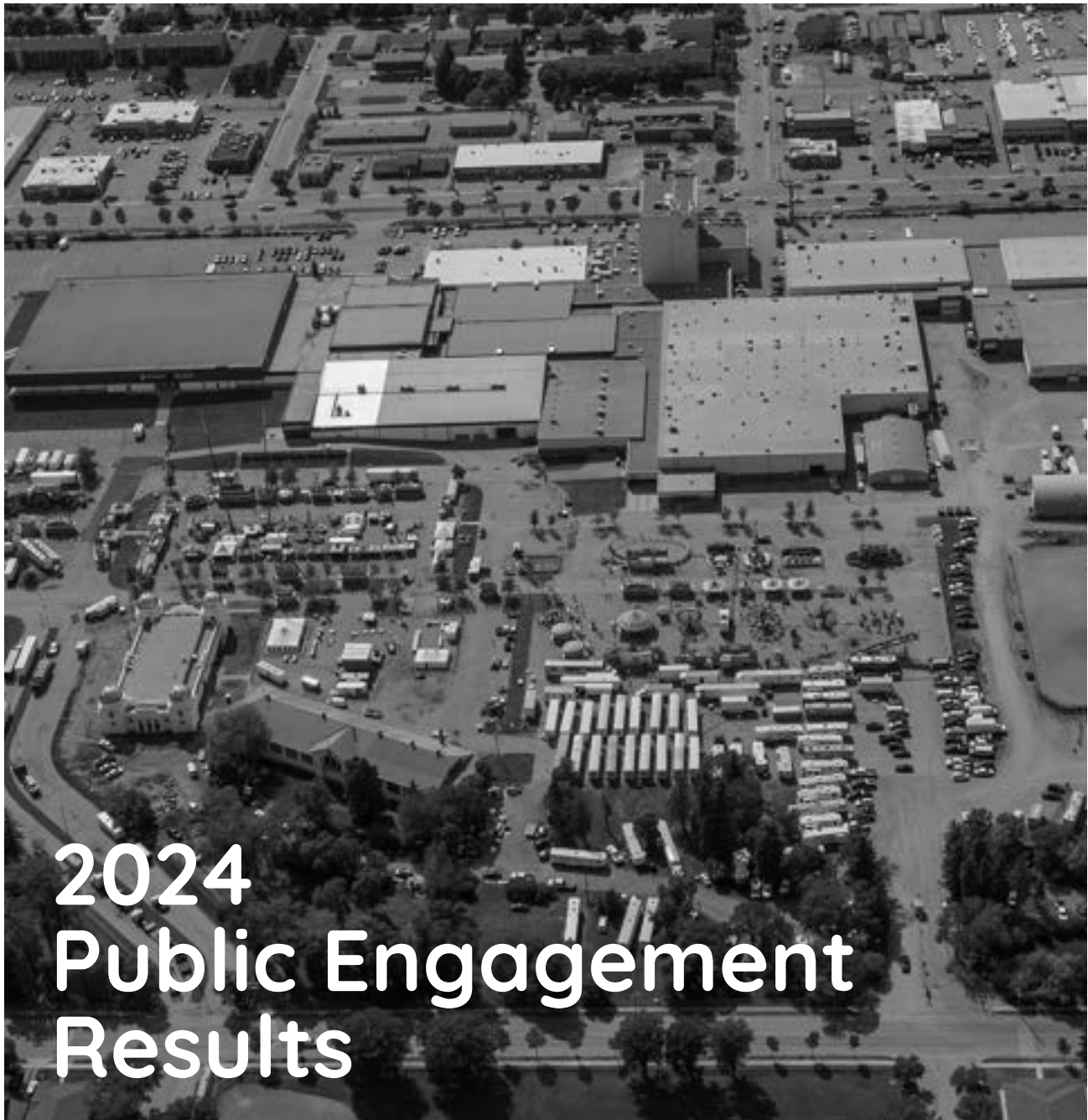
ANSWER CHOICES	RESPONSES	
Restaurants and Food and Beverage Opportunities	41.67%	5
Retail and Shopping	33.33%	4
Gaming Facilities	50.00%	6
Residential Properties	16.67%	2
Grocery Store	0.00%	0
There should be NO commercial development	25.00%	3
Total Respondents: 12		

Q14 In your opinion what should be the number one priority for the Keystone Centre Board of Directors and Administration Team?

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	To hire a new GM ASAP	11/21/2023 2:23 PM
2	Ice rinks	11/16/2023 4:52 PM
3	long term sustainability	11/16/2023 12:56 PM
4	securing provincial funding equality with Wpg convention centre	11/15/2023 10:13 AM
5	Gaming Revenue and a new main arena venue	11/14/2023 7:37 PM
6	Customer and client experiences.	11/14/2023 10:13 AM
7	Tourism & Events	11/14/2023 9:27 AM
8	bringing people onto the site	11/14/2023 8:37 AM
9	Focusing your time and energy on having the facility used as much as possible - multi day events, activities, user groups that enhance the facility and tourism in all of Brandon Manitoba.	11/13/2023 12:54 PM
10	coming from an event perspective that does not include areas or agriculture, upgrading of meeting spaces - accoustics, flooring.	11/13/2023 12:37 PM
11	All areas fancied up a bit - flooring, ceilings, etc	11/13/2023 12:05 PM
12	Removing the restrictive fence and establishing edge uses (greenspace/commercial) that complement the keystone. Extra parking is nice, but not at the expense of establishing a much improved site layout.	11/13/2023 11:35 AM
13	Main Arena Replacement	11/13/2023 10:57 AM

2024 Public Engagement Results





Disclaimer

The statements made in this report relative are based solely on the information obtained to date. Orange Crow Leadership (OCL) has used its professional judgment in assessing the information and formulating its opinion and recommendations. New information may result in a change in this opinion. The mandate at OCL is to perform the tasks prescribed by the client with the due diligence of the profession. No other warranty or representation, expressed or implied, as to the accuracy of the information or recommendations is included or intended in this report. Orange Crow Leadership disclaims any liability or responsibility to any person or party, other than the party to whom this report is addressed, for any loss, damage, expense, fine, or penalty which may arise or result from the use of any information or recommendations contained in this report.

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1. Introduction.



As the Keystone Centre (KC) prepares to embark on the next 50 years of community service, it was recognized that the future of the centre will be defined by what the community wants it to become.

As with any organization that has a historic legacy, the KC Board of Directors and the leadership team knew that they needed to think about business development for the next 25 to 50 years while continuing to deliver the wonderful events and opportunities that occur each day at the Keystone Centre.

As a significant contributor to the economics of the Province and the City of Brandon, the Keystone Centre enhances the quality of life in Westman and is regarded as a hub of culture, agriculture, entertainment, sport, recreation, and live events.

In 2020, the Province of Manitoba, through the Department of Municipal Relations, initiated a process to develop a long-term sustainability plan for the Keystone Centre. The original parts of the building are over 50 years old, creating demand for capital renewal to ensure that the centre remains viable and maintains the ability to attract events.

A Strategic Master Plan was needed for the aging buildings that leverages infrastructure investment with the needs of the community, while ensuring fiscal responsibility. The KC Board of Directors commissioned a report to establish the future of the aging infrastructure on the site and potential revenue generating opportunities.

The organization is currently engaged in a Site Master Planning process to determine the future role and sustainability of the site and facilities for the next generation, while aligning with the greater City of Brandon Planning process. This plan looks at the potential for all development and future considerations.

This report will develop a comprehensive approach to long-term solutions and recommendations for the facilities and the site. Prior to any action being taken on the Site Master Plan Final Solution, the Board of Directors recognized the importance of engaging the public to understand what the community values.

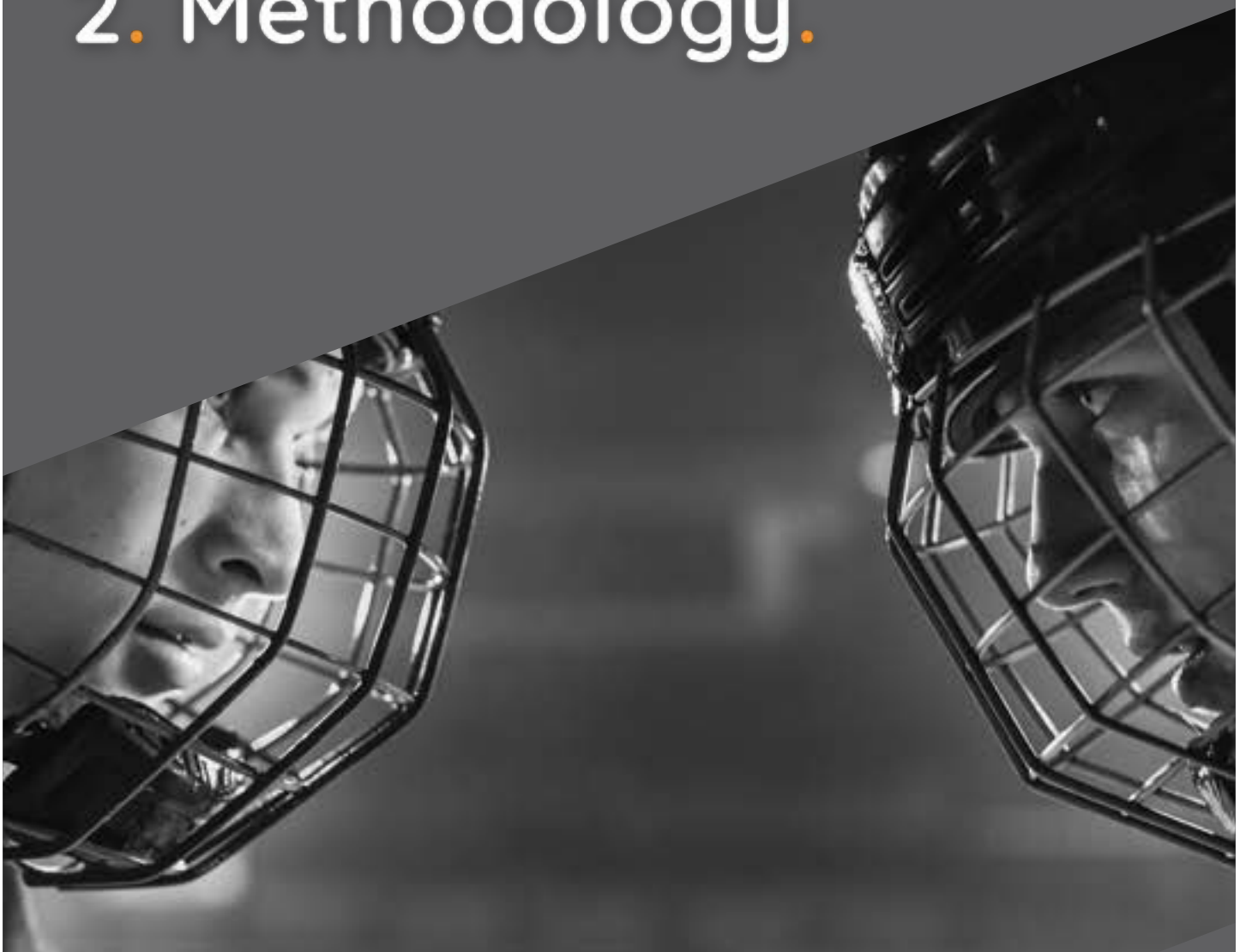
The public engagement was developed to ensure that any future plans are directed by the voice of the community and that the Keystone Centre is making decisions with the best information available.

The KC Board of Directors gave instructions to engage with the city, the Province and the public. A broad public engagement initiative launched on May 1, 2024 and remained open until June 16, 2024 to ensure the public had an opportunity to share their needs, vision and aspirations for consideration in the long-term strategic plan that is under development.

The KC Board of Directors and Administration engaged Orange Crow Leadership (OCL) to support the public engagement in concert with the completion of the Site Masterplan and in accordance with the International Association for Public Participation Standards (IAP2).



2. Methodology.



Engagement Methodology.



The Keystone Centre, a civic asset, manages vast lands and civic structures, and is an important economic and tourism driver for the Province of Manitoba and the City of Brandon.

The centre is still recovering from the effects of the COVID-19 pandemic and the owners and operators needed to plan transformative ways to achieve sustainability. Orange Crow Leadership (OCL) was engaged to consult with the team on community asset development/replacement, community connectivity projects, the potential of commercial development and assist in the development of a long-term strategic plan for the Keystone Centre. Once draft plans were in place, the Keystone Centre wanted to immediately engage with the facility stakeholders, community stakeholders and the public.

The project team's plan for engagement considered the use of on-line and in-person strategies and opportunities that endeavour to maximize the accessibility of engagement while concurrently maximizing the data and information to support future project decision making. Engagement had to ensure accessibility in a safe and welcoming space that maximized participant opportunity to contribute.

It was the intent of the project team to engage with user groups and the public throughout the various stages of this project. The team hosted in-person meetings with various sport user groups. These stakeholders were asked to complete a survey with targeted questions to determine the varied needs of each group. The results of the stakeholders engagement can be found in section 3 of this document.

Once the stakeholder engagement process was completed, an Economic Impact Assessment (EIA) Report was commissioned by OCL. The results of the EIA were made ready in time to commence engagement with community members to allow them to have input into the future of their civic asset and to see the economic impact that the Keystone Centre provides for the city and the Province.

The project team then proceeded to develop a public engagement plan. Based on the public interest assessment, participation was centered on the Inform and Consult dimensions on the IAP2 Spectrum of Public Participation (see below) to gain public feedback on their needs, visions and aspirations for the future Keystone Centre.

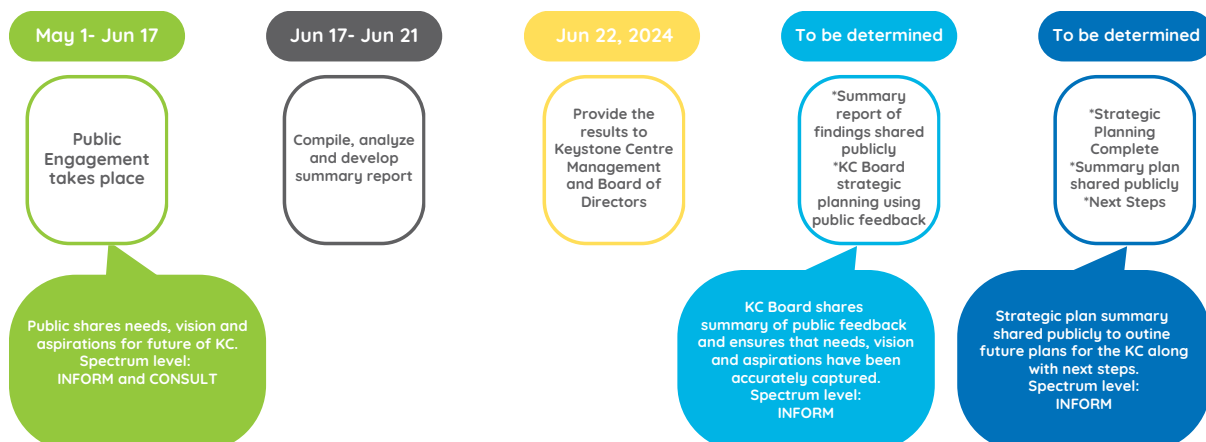
Engagement Methodology.



Based on the public interest assessment, participation was centered on the Inform and Consult dimensions on the IAP2 Spectrum of Public Participation (see below) to gain public feedback on their needs and aspirations for the future Keystone Centre.

Increasing level of participation →					
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Promise to the Public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example of Tools	Fact sheets, websites, open houses, mailings, social media	Public comment, focus groups, surveys, public meetings	Workshops, deliberative polling	Stakeholder advisory committees, consensus-building, participatory decision-making	Stakeholder Resident juries, ballots, delegated decisions

The project team wanted to gather information from the public to provide to the Board of Directors for consideration in developing the long-term strategic plan for the Keystone Centre property. Once next steps have been determined, future public engagement opportunities will be determined.



Engagement Methodology.



Public Engagement Summary

- A targeted stakeholder engagement process occurred.
- The public was consulted on needs, visions and aspirations for the future of Keystone Centre through a multi-faceted engagement process (May 1 – June 17, 2024)
- The public had the ability to participate digitally through a QR code-based survey that could be accessed through on-site marketing, a dedicated webpage, and the centre’s social media channels.
- The public could also participate in one of the five in-person open houses hosted by Orange Crow Leadership, the Keystone Centre Board members and leadership team. Finally, the public had the ability to participate by sharing their thoughts through a dedicated email address.
- The public was assured that all commentary will be reviewed, all ideas will be considered, and these along with the survey results will be gathered as data points and made available to the public when the results have been shared with the decision-makers. The process was open and transparent throughout, and the public opinion gathered will help shape the outcomes. The perspective of the public will impact the future decisions of the organization, it is a critical component of the planning process.

Public Engagement Goals

The overarching goal was to engage the Brandon Census Metropolitan Area (CMA) public in helping define a sustainable, community-relevant solution for the future of the Keystone Centre.

Specific participation goals were to:

- Educate the public about the governance and mandate of the Keystone Centre
- Gather GBA representative feedback about needs and aspirations for the future of the Keystone Centre; and
- Share a full report of findings with decision makers to be considered in developing a long-term strategic plan that outlines future development for the Keystone Centre property.



08

Engagement Methodology.



Public Engagement Objectives

- Create public awareness and understanding of Keystone’s mandate
- Educate stakeholders of the reason for this public engagement and the opportunities to provide feedback
- Solicit broad and diverse feedback from stakeholders and the public through interactive and inclusive modes

Research Objectives

- Identify partnerships and new business opportunities that will contribute to a sustainable future for the property
- Determine the public’s needs, vision and aspirations for the future of the Keystone Centre

The Public Engagement process kicked off on May 1, 2024 when a press release was sent to all media outlets advising of the public engagement initiative. The on-line survey was hosted by OCL. A baseline target was established on a 95% Confidence Level, based on a population size of 65,000 people, with a 5% margin of Error to support a statistically relevant outcome. The results this approach required 383 participants.

To encourage broad participation, various methods were used to gather feedback which included targeted stakeholder meetings, an on-line survey, a dedicated email address, open houses, informal/business as usual conversations at meetings and events. The Keystone Centre Marketing department advertised the engagement process through all of their social media channels as well as having a dedicated page on the website and printed material with a QR Code allowing access to the on-line survey strategically placed throughout the Keystone facilities.

Participants in the stakeholder and public engagement sessions were encouraged to complete the on-line survey. Participants were also encouraged to write their comments on boards that were made available at the open house sessions.

The public engagement process was evaluated to determine whether the team reached the target number of participants and whether they effectively educated the public about Keystone’s mandate and the role that the centre plays in the community. The perceptions of transparency and effectiveness of the engagement process were also evaluated.



3. Stakeholder Feedback & Community On-line Survey **Results.**

Stakeholder Feedback.



In November of 2023 the Keystone Centre conducted a focused Stakeholder Engagement event that included survey feedback, interviews, and open house meetings with seven key stakeholders including: the Provincial Exhibition, the City of Brandon, the Brandon Wheat Kings, Hockey Brandon, Manitoba Ag Days, the Association of Manitoba Municipalities, and the Brandon Chamber of Commerce. The full overview of this process is outlined within the Site Master Plan Document but the key findings included the following outcomes:

Continue with Engagement

It is clear that stakeholders expect continued (and more comprehensive) engagement as a long-term site plan becomes finalized.

Improve Operations

There is a need to improve current operational performance. This should include financial performance, maintenance, upkeep, and facility repairs, and the organization must focus on improved food and beverage performance.

Complementary Commercial Development

As the Keystone Centre considers commercial development, the enhancement of the on-site experience is strongly supported. However, any commercial development should not be at the expense of future amenity growth or event growth for the Keystone Centre. It was additionally clearly noted that commercial development should complement other developments within the City of Brandon and must be considerate of the current tenant agreements on the site.

Plan for the Future

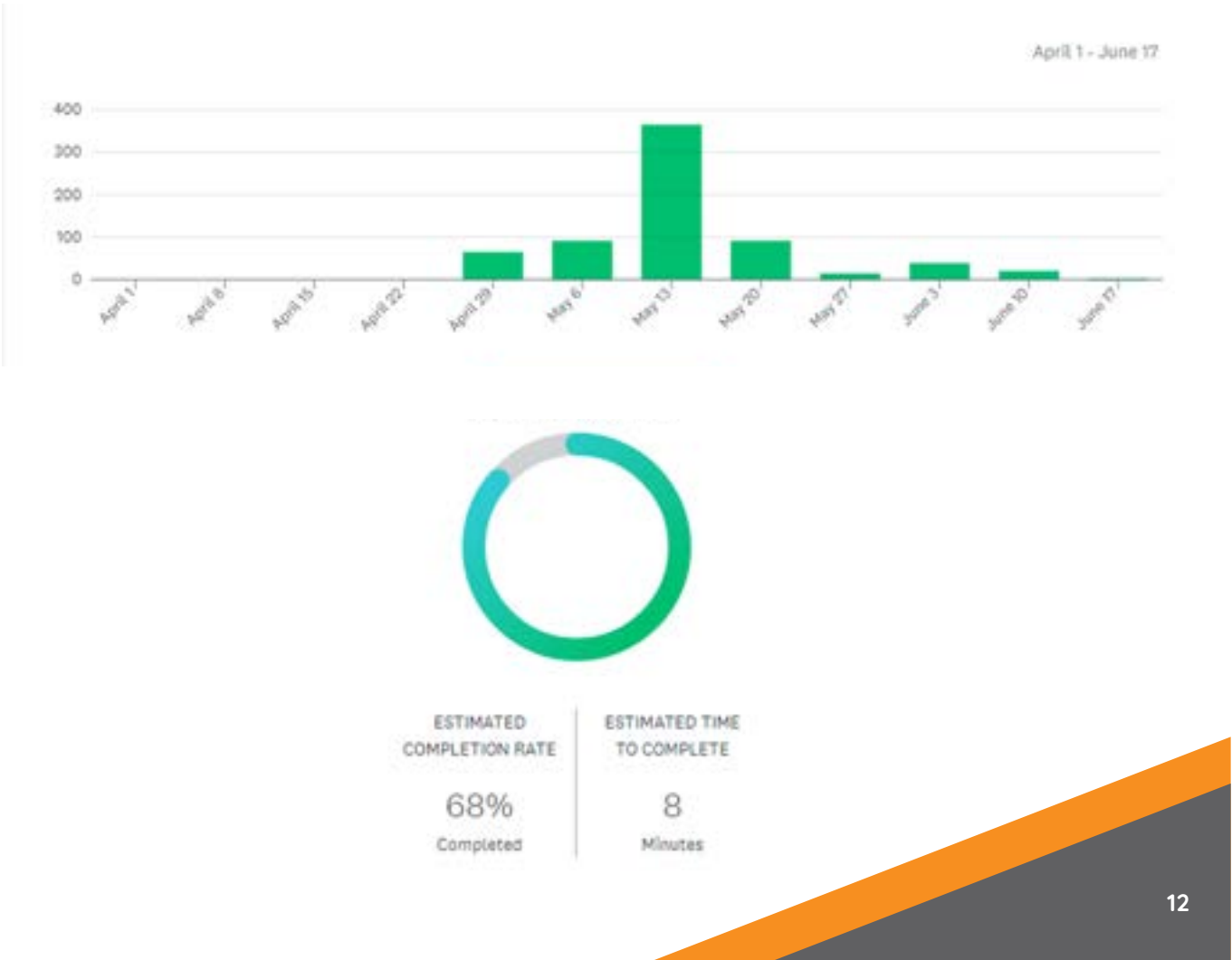
The future site plan should be focused on the future of the community and the next generation. A plan should not simply focus on today, but must think about the needs of the Keystone and community in 25 to 50 years.



Statistically Relevant Feedback from You.

The goal for the Keystone Centre Community Engagement was established based on a 95% Confidence Level, based on a population size of 65,000 people, with a 5% margin of error to support a statistically relevant outcome. The results this approach required 383 participants to the Engagement Survey and the Keystone Centre Community Engagement delivered 676 collected responses. The results of this sample survey support the desired outcome.

The survey was open from May 1, 2024 to just after midnight on June 17, 2024 and resulted in an average completion rate of 68% and a time to completion of eight minutes. The majority of survey responses were collected between May 6, 2024 and May 20, 2024.



On-Line Survey Participant Profiles.



Participation in the on-line survey resulted in a female/male ratio of 60/40 with 69% of participants aged between 35-54 years of age. Only half of the participants were aware that the Keystone Centre is a not-for-profit organization and registered charity incorporated by the Government of Manitoba, the City of Brandon and the Provincial Exhibition as the primary shareholders.

Just under 70% of the respondents call the City of Brandon home with 66% of participants having lived in Brandon for over 15 years and over 50% live in a 4-5 person household.

The annual household income of the participants varied greatly with 30% claiming an income of \$160,000 or more, 17% between \$120,000-\$160,000, 17% between \$90,000-\$120,000 and 13% between \$60,000-\$90,000.

Over 60% of participants said that they visit the Keystone Centre more than 10 times per year with 82% saying that the Keystone Centre is very/extremely important to them personally and 97% stated that the Keystone Centre is very/extremely important to the City of Brandon.

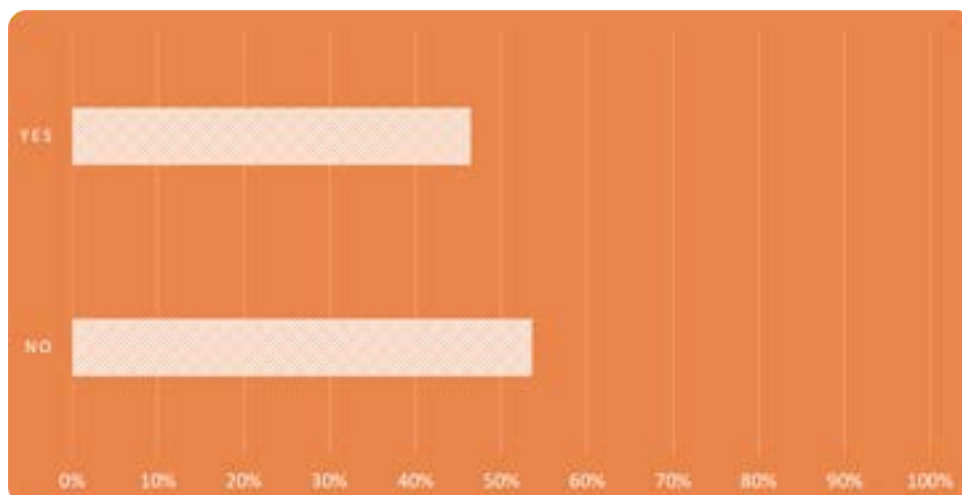
When asked how they heard about the survey, 48% stated that it was through email, 29% through FaceBook, 10% through family/friends and 8% through stakeholder groups.





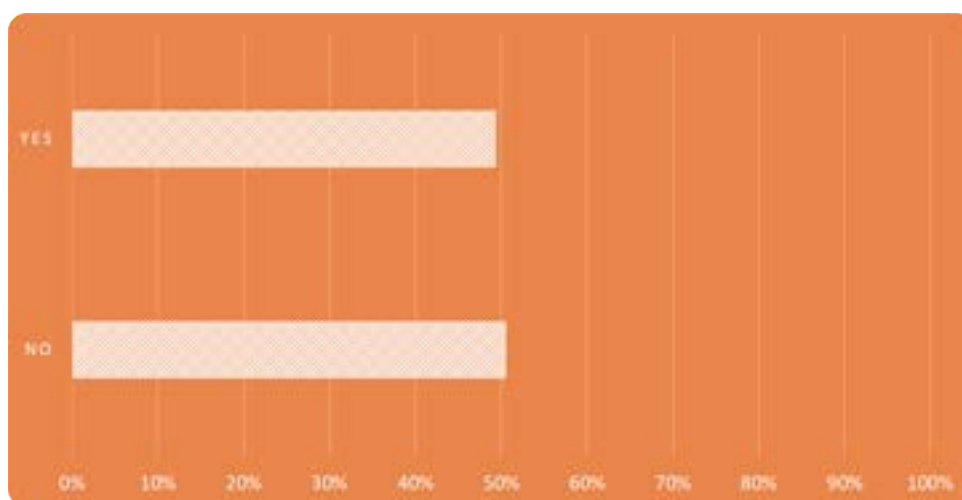
Q1: Did you know that the Keystone Centre is a not-for-profit organization and a registered charity?

54% of participants were **not** aware that the Keystone Centre is a not-for-profit organization, this suggests that the Keystone Centre can enhance messaging around the organizations community driven mandate and structure.



Q2: Did you know that the Keystone Centre was incorporated by the Government of Manitoba, the City of Brandon and the Provincial Exhibition as the primary shareholders?

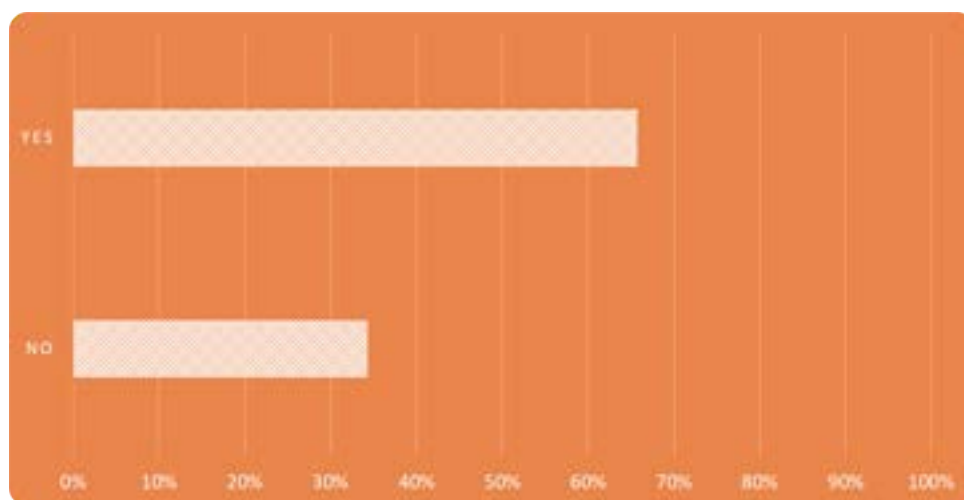
Over 50% of participants were **not** aware of the incorporation of the Keystone Centre and this once again offers the Keystone Centre an opportunity for improved communication, story telling, and understanding of the joint governance model that is currently in place.





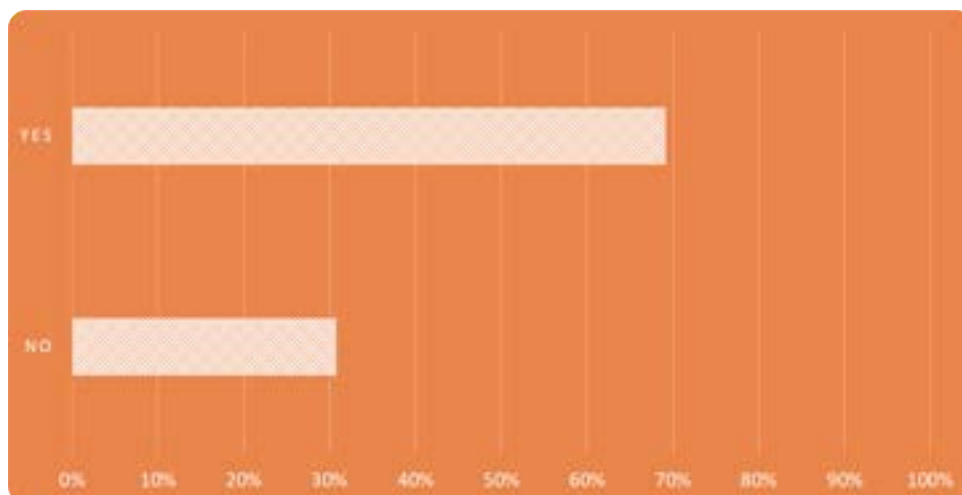
Q3: Did you know that the Keystone Centre is led by a volunteer Board of Directors?

Over 65% of the participants **were aware** that the Keystone Centre is governed by a volunteer led Board of Directors. This suggests strong awareness of the Board of Directors but additionally highlights the opportunity to enhance awareness and communication to support community understanding and future Board recruitment, skill enhancement, and inclusivity.



Q4: Do you call the City of Brandon home?

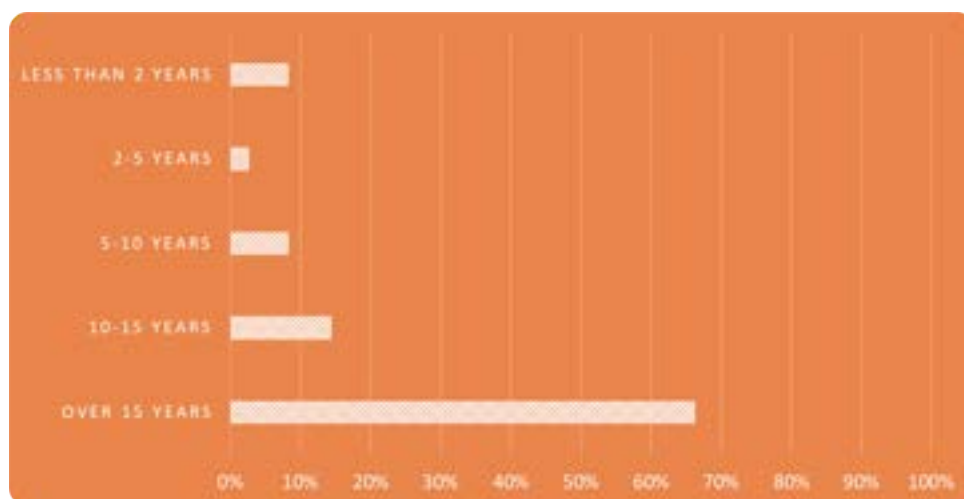
Almost 70% of all participants call Brandon their home and this suggests that the Keystone Centre is a topic of interest within the local community. With 30% of respondents identifying home somewhere external to Brandon this highlights the regional impact of the Keystone Centre and the regional engagement that has been created. The Keystone Centre truly does service a market area much larger than the City itself.





Q5: How long have you lived in Brandon?

The vast majority of participants have lived in Brandon for 15 years or more, this group of participants represented over 66% of total survey engagements. The results of this question suggest strongly that the Keystone Centre is of great interest to long term community residents. Additionally, it highlights the importance of engaging new members of the community in future discussions surrounding the Keystone Centre. The results of this question suggest that participants have great familiarity with the community and experience in the area.



Q6: Your gender

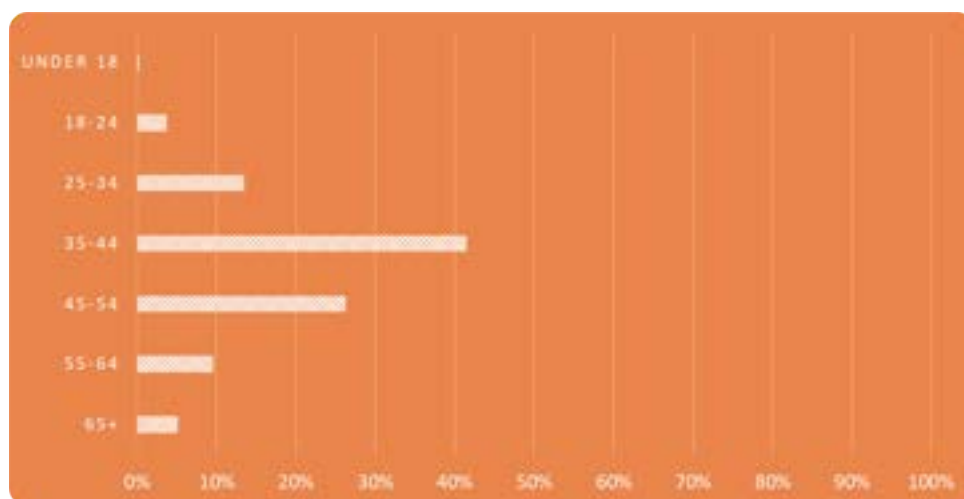
The majority of the participants in the survey, 62%, identify as female while 36% of participants identified as male with under 2% not providing an answer.





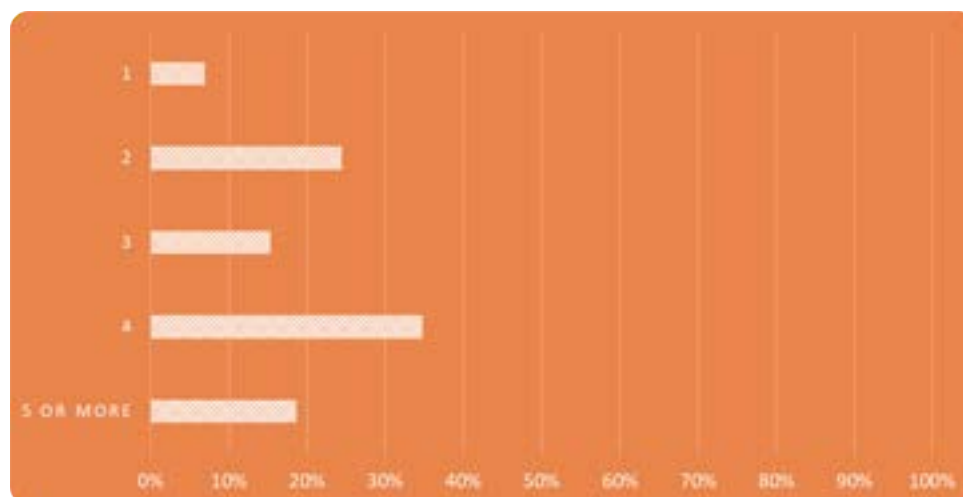
Q7: Your age range?

42% of participants were between 35-44 years of age, with 26% between 45-54, and 13% between 25-34. This suggests strong participation for a variety of age demographics but does highlight the opportunity to engage young people under 18 and between 18-24 in future community conversations. Creative strategies that include the younger aged community members will be important as this group will be key to the long term plans for the Keystone Centre.



Q8: Your household size

There was strong diversity in average household size amongst the participation mix with the largest category representing household of four persons.





Q9: Which of the below best describes your current household annual income?

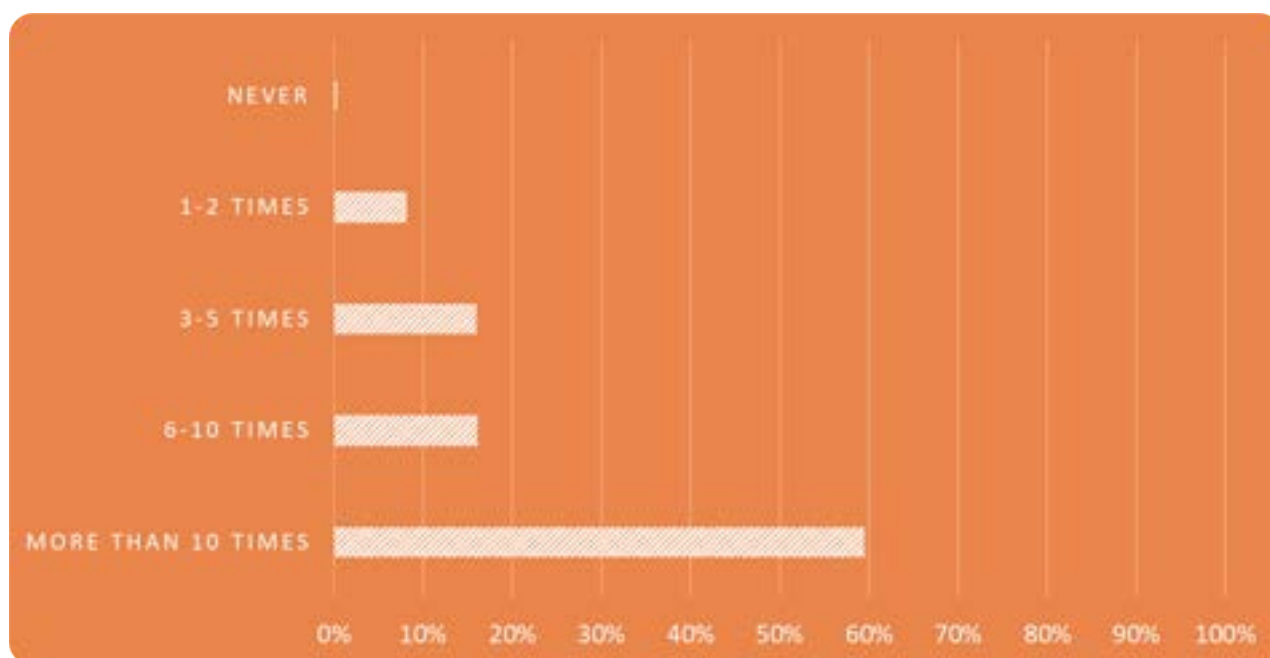
There was strong diversity in average household income amongst the participants but it should be noted that the largest participation group represented households with an income above \$160,000 annually. Almost 20% of respondents answered “prefer not to answer”. It should additionally be noted for consideration that there was low participation from households with annual income between \$30,000-\$60,000 and as such this may impact some results or suggest a barrier to participation.





Q10: How often do you visit the Keystone Centre each year?

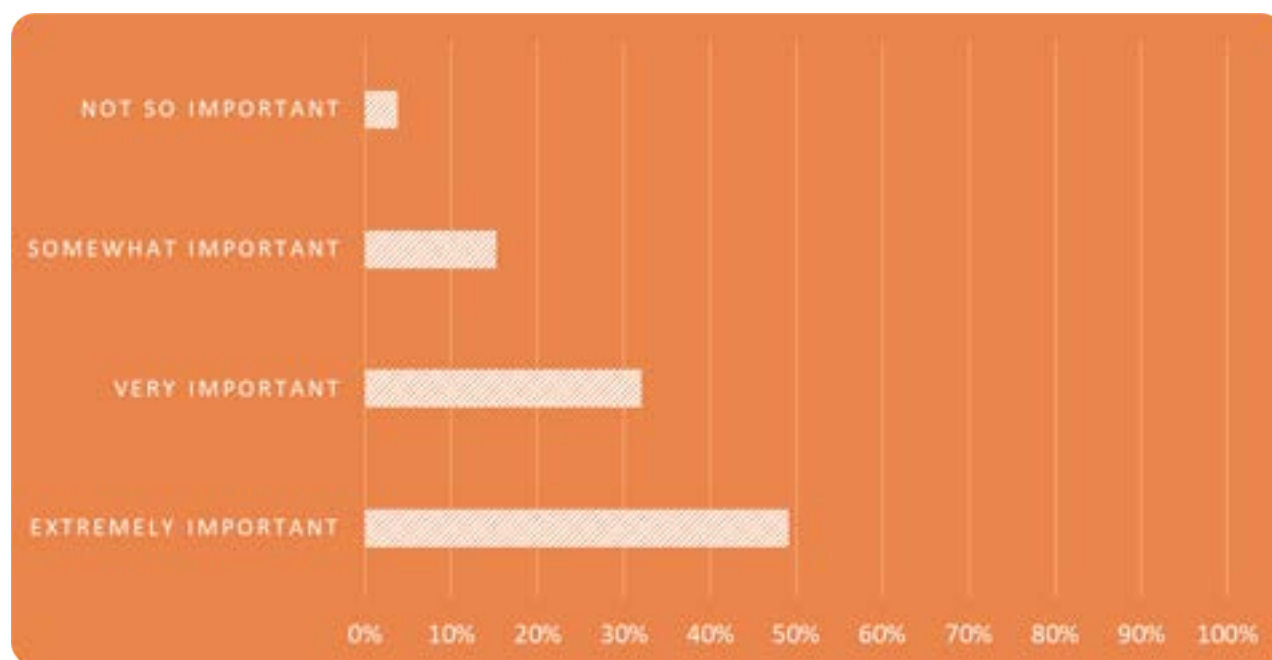
Almost 60% of participants use the Keystone Centre more than 10 times per year, this suggests that those that are the most frequent and repeat users are deeply engaged and interested in the future planning for facilities and the site. It is additionally noteworthy to highlight that under 1% of participants had never used the Keystone Centre. These responses suggest that participants are familiar with the facility, the grounds, and the Keystone Centre.





Q11: How important is the Keystone Centre to you personally?

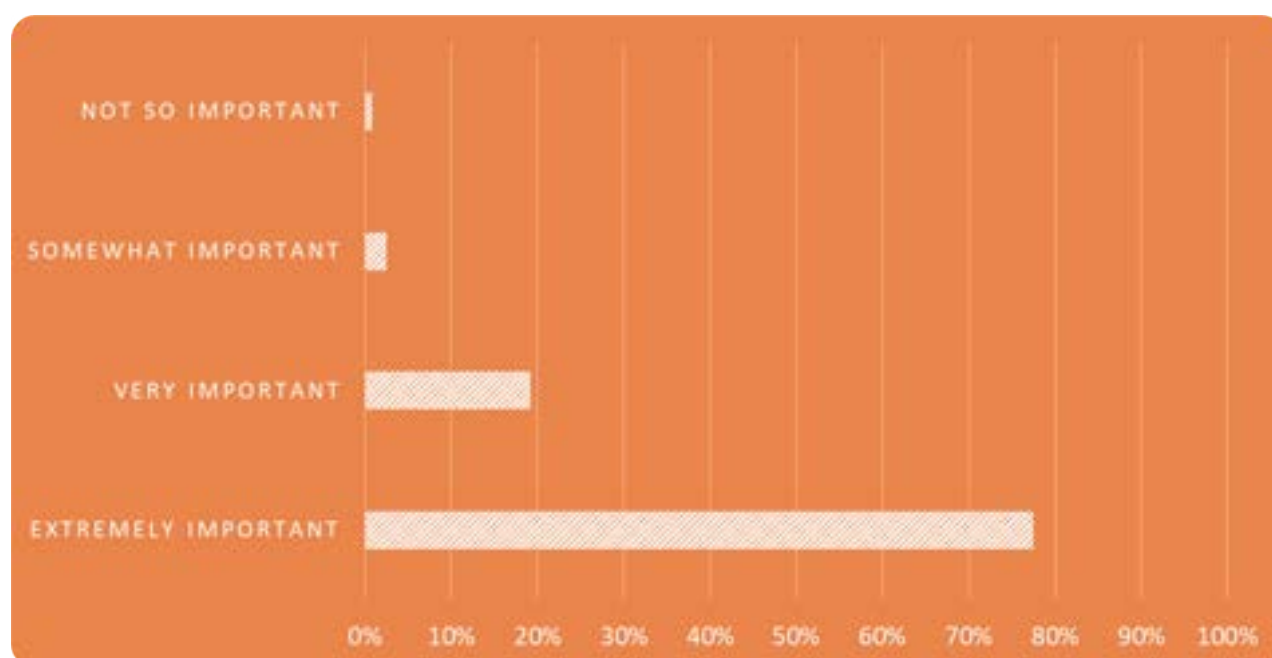
Over 81% of participants felt that the Keystone Centre was wither very important or extremely important to them personally. Almost 50% of respondents suggested the Keystone Centre is of extreme importance to them as an individual. Under 4% suggested that the Keystone Centre was not important. This question certainly highlights the very personal connection within the community and region to the Keystone Centre and highlights the importance of strong public communication and engagement.





Q12: How important do you think the Keystone Centre is to the City of Brandon?

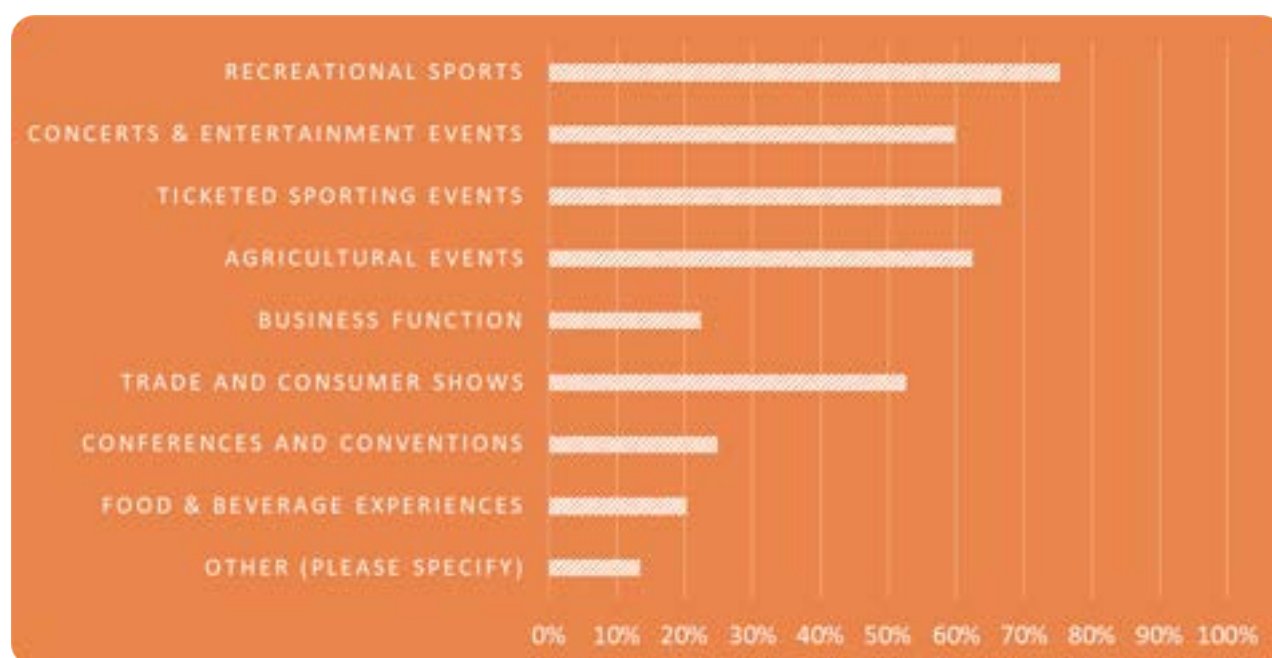
This question is perhaps one of the most impactful within the entire survey as over 97% of all participants consider the Keystone Centre very important of extremely important to the City of Brandon. Under 1% suggest that the Keystone Centre is not important. This question highlights the importance of aligning any future site plan and decisions with the greater City of Brandon strategies and priorities.





Q13: When visiting the Keystone Centre, what types of events or activities do you most commonly attend?

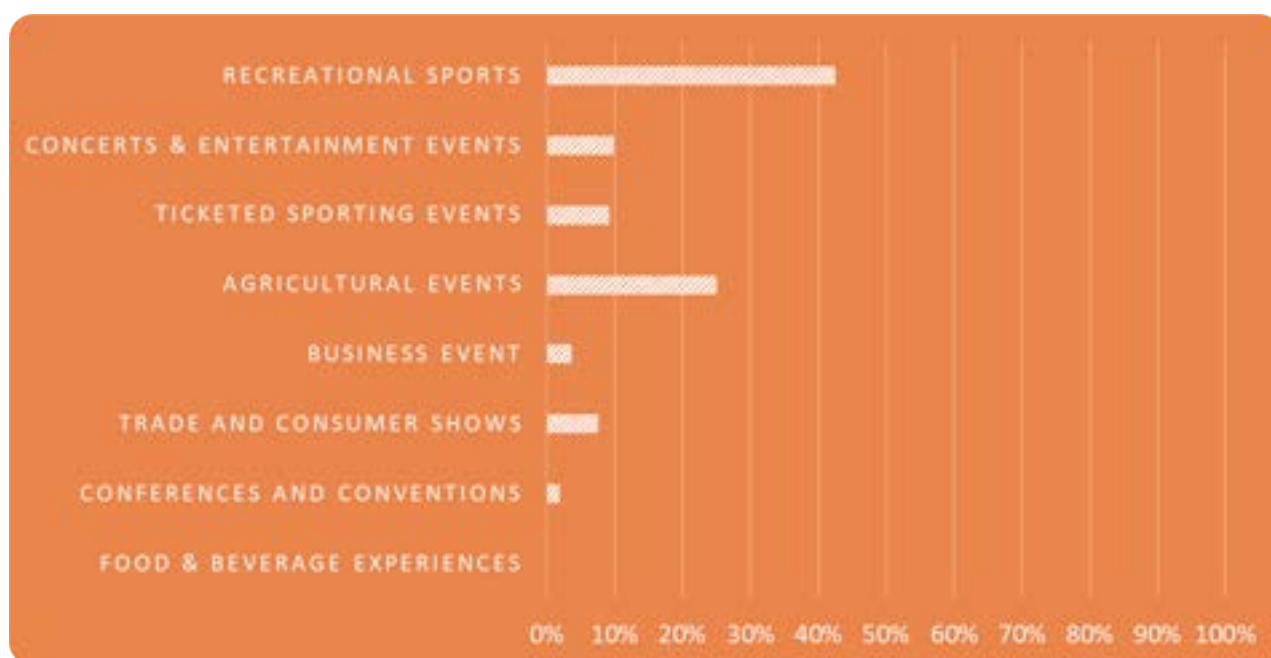
Over 75% of survey participants commonly use the Keystone Centre for recreational sports, with almost 67% attending ticketed sporting events, 62% attending agricultural event, and 60% attending concerts and entertainment events. This is important to note as given the attendance interests of the participants it may influence the recommended future plans. With this noted, the sample survey remains statistically relevant.





Q14: What was the last event or activity that you attended at the Keystone Centre?

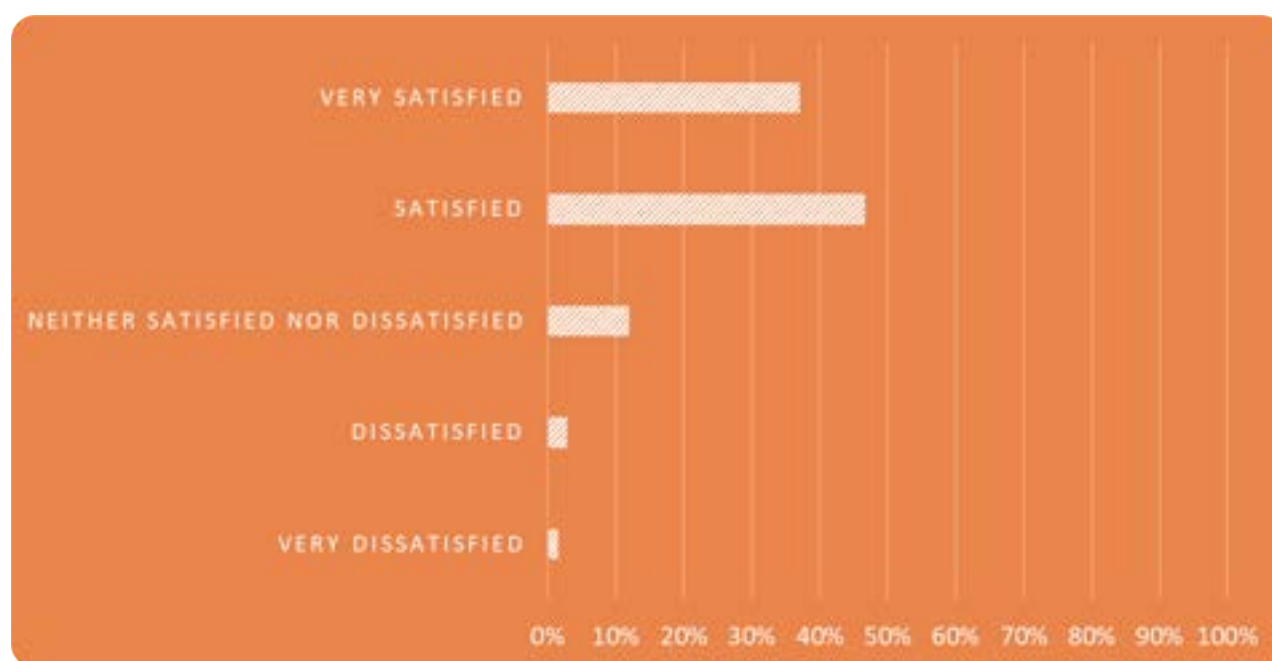
In alignment with prior survey responses, the most recent event or activity attended was primarily recreational sporting events, agricultural events, concerts and entertainment, and ticketed sporting events.





Q15: How was your overall satisfaction with your experience at that event?

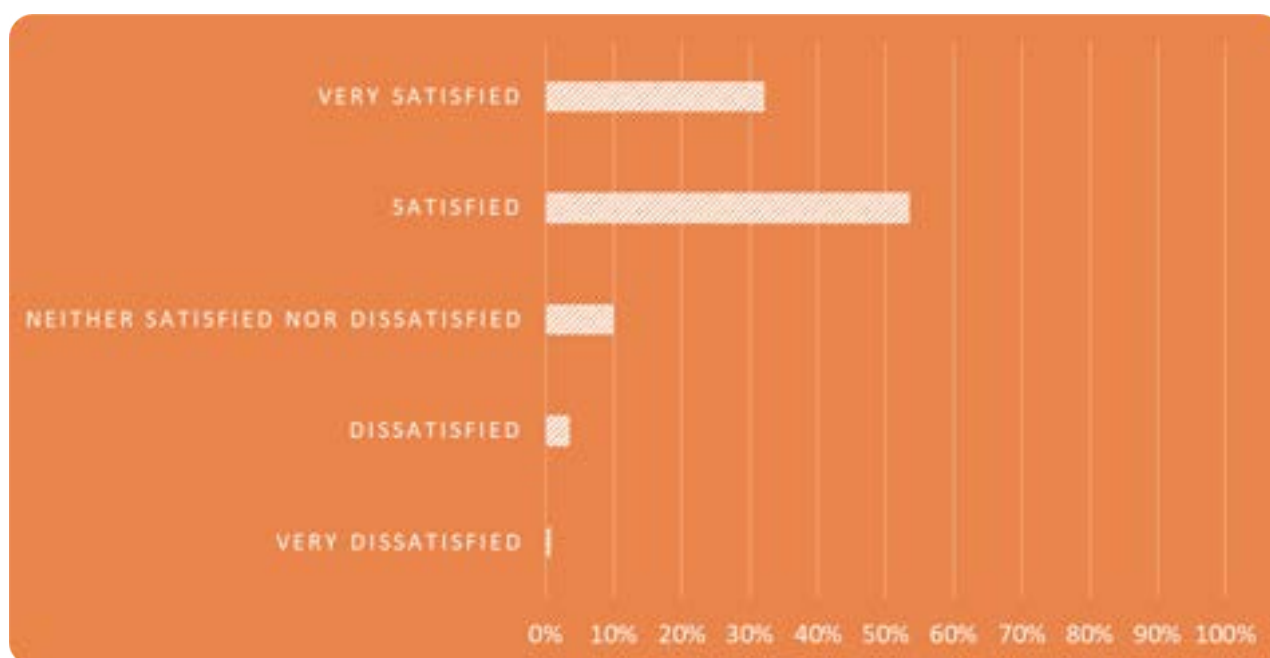
Overall satisfaction with most recent event experiences at the Keystone Centre suggests a high level of satisfaction but with 15% of respondents ranging from neutral to very dissatisfied there is opportunity for improvement. There may be an opportunity for the Keystone Centre to increase post event client feedback and satisfaction surveys to enhance the information available in support of future decision making.





Q16: How was your overall satisfaction with the cleanliness of the facilities?

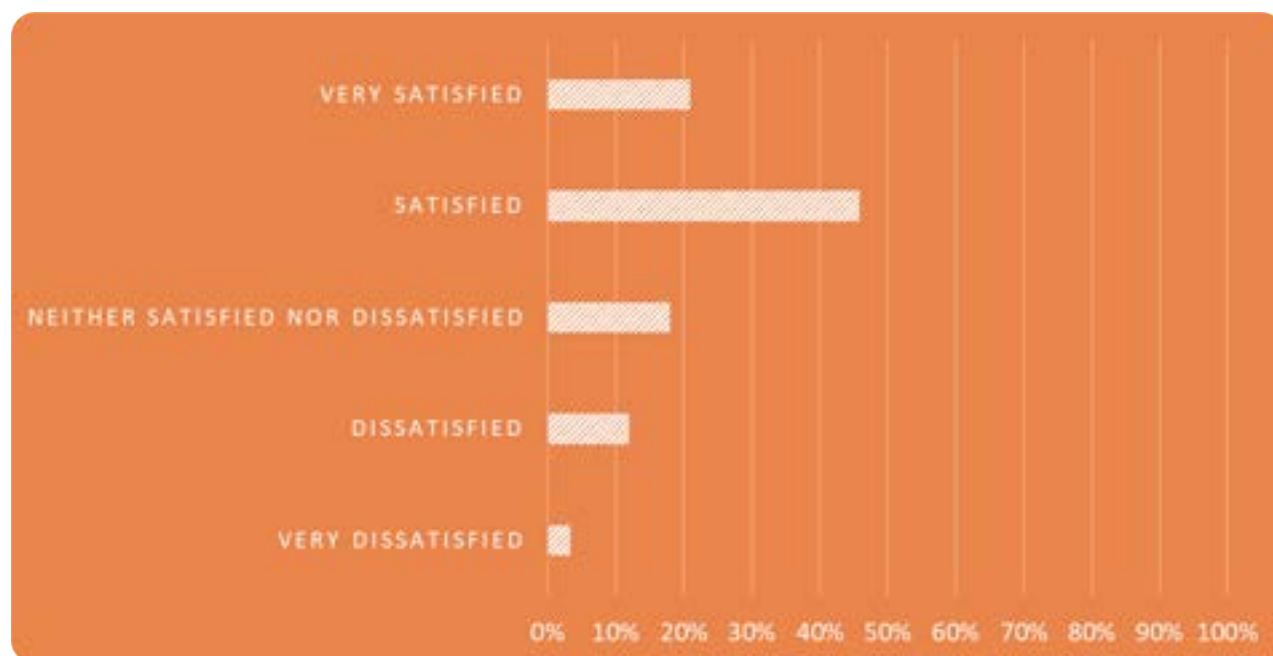
Over 85% of participants were either very satisfied or satisfied with the cleanliness of the Keystone Centre facilities. Just under 15% of respondents ranging from neutral to very dissatisfied there is opportunity for the Keystone Centre to increase post event client feedback and satisfaction surveys to enhance the information available in support of future decision making.





Q17: How was your overall satisfaction with your parking experience at the facility?

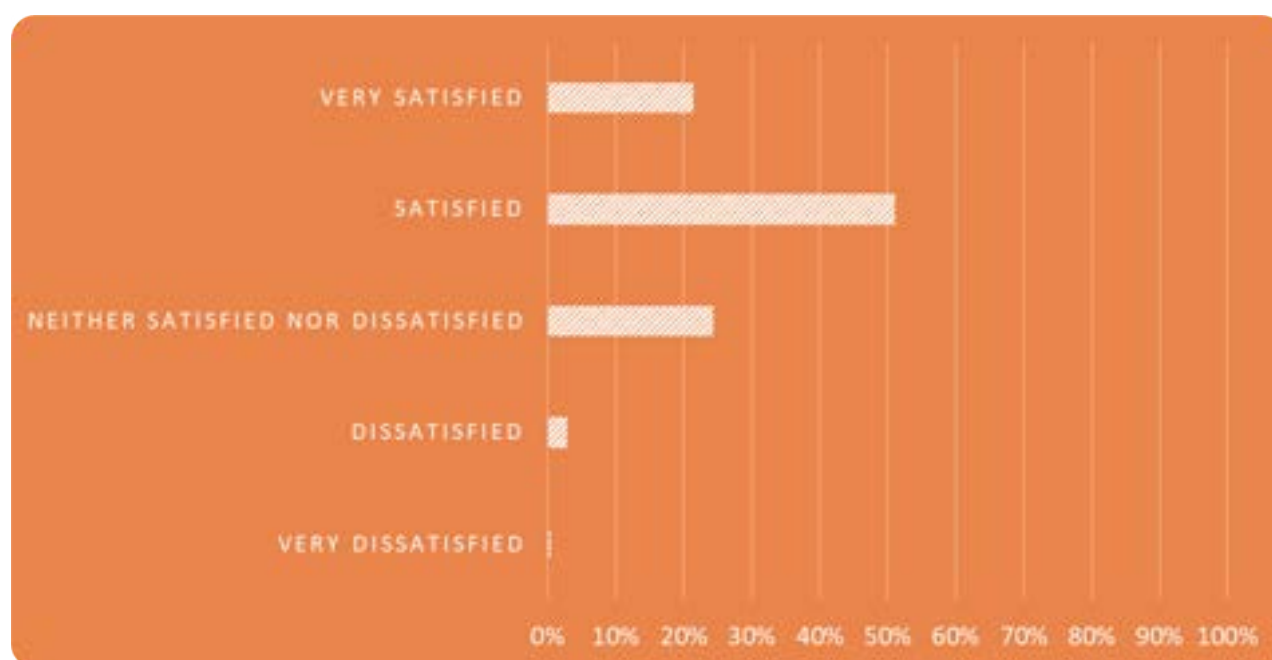
The results of the parking experience satisfaction suggests an opportunity for improvement and a specific opportunity of focus. With exceptionally positive attendance experience results and cleanliness results the Keystone Centre has an opportunity for improvement with parking as almost 33% of participants ranged between neutral and very dissatisfied.





Q18: How was your overall satisfaction with your customer service experience at the facility?

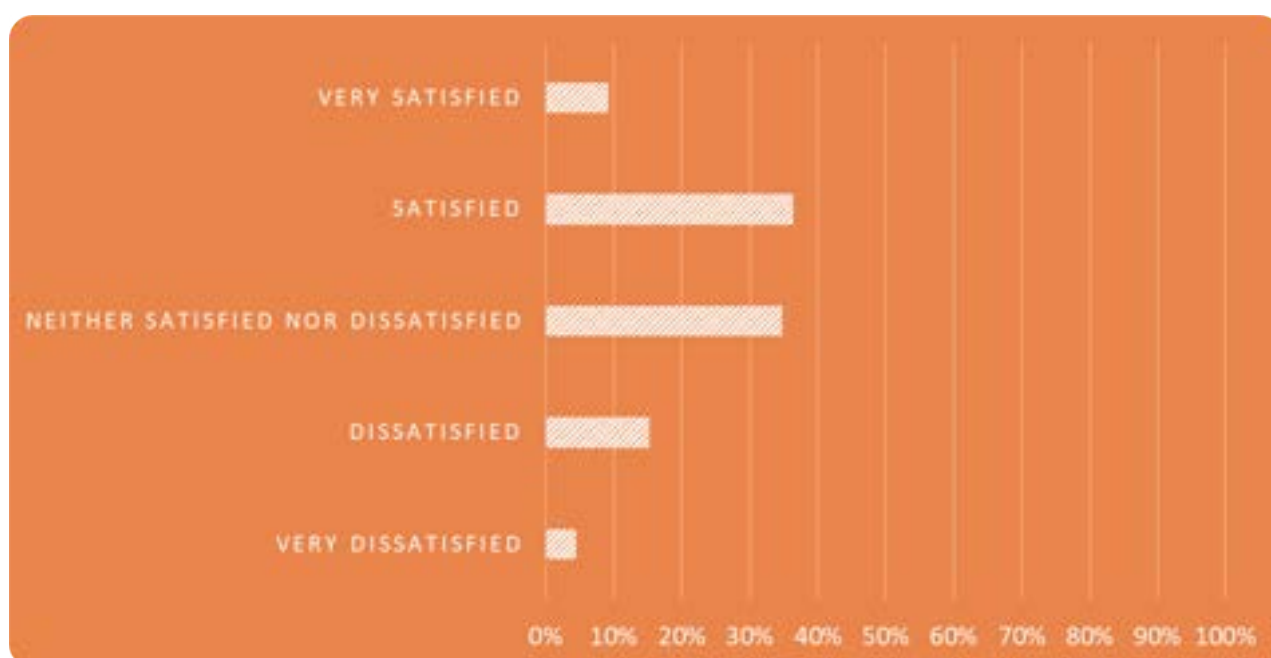
The results of the customer service related question highlight a heightened number of neutral participants. This is an opportunity for the Keystone Centre to enhance the customer service experience through training and staffing and ensure that participants currently in a neutral position move towards more positive outcomes and not the alternative. Neutral participants represent almost 25% of respondents and this should be noted as an opportunity for the Keystone Centre.





Q19: How was your overall satisfaction with your food & beverage experience at the facility?

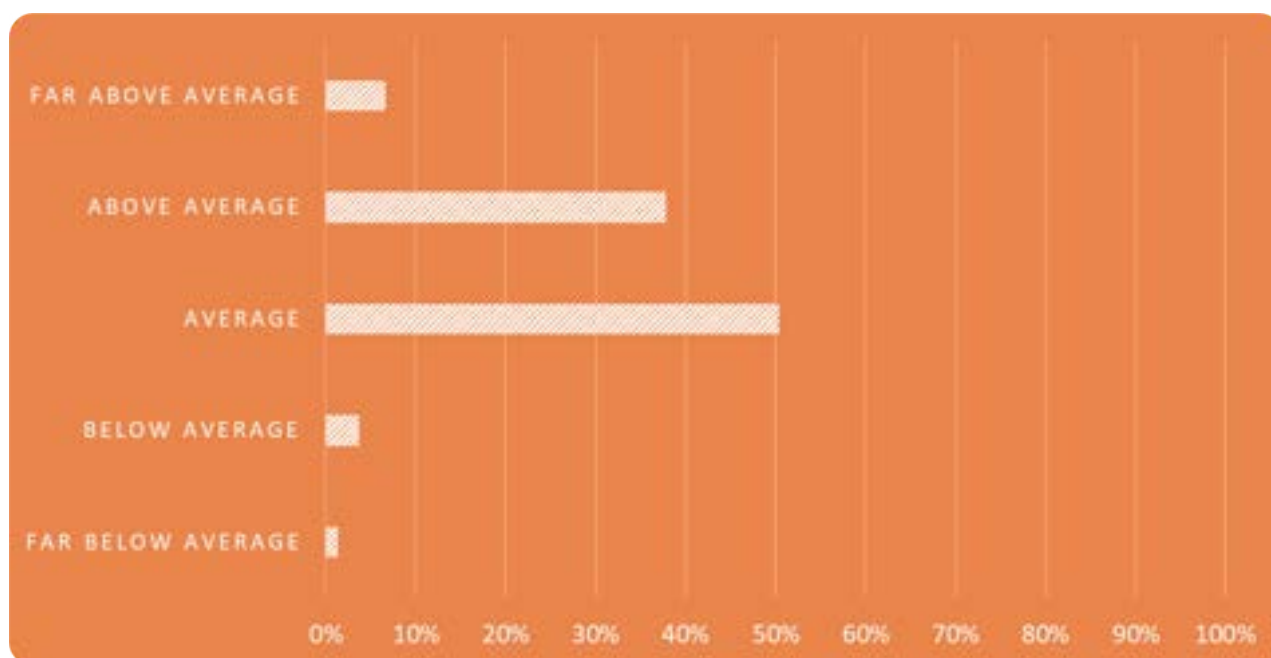
The results of the food and beverage related question shows the highest level of neutrality and dissatisfaction, this should be explored by the Keystone Centre. With exceptionally strong overall experience results food and beverage is an area that may offer valuable satisfaction improvement. Further investigation should be performed specific to this question as it may offer improved satisfaction results, financial opportunity, and business growth.





Q20: Did the facility in which you attended your last event, meet with your needs and expectations?

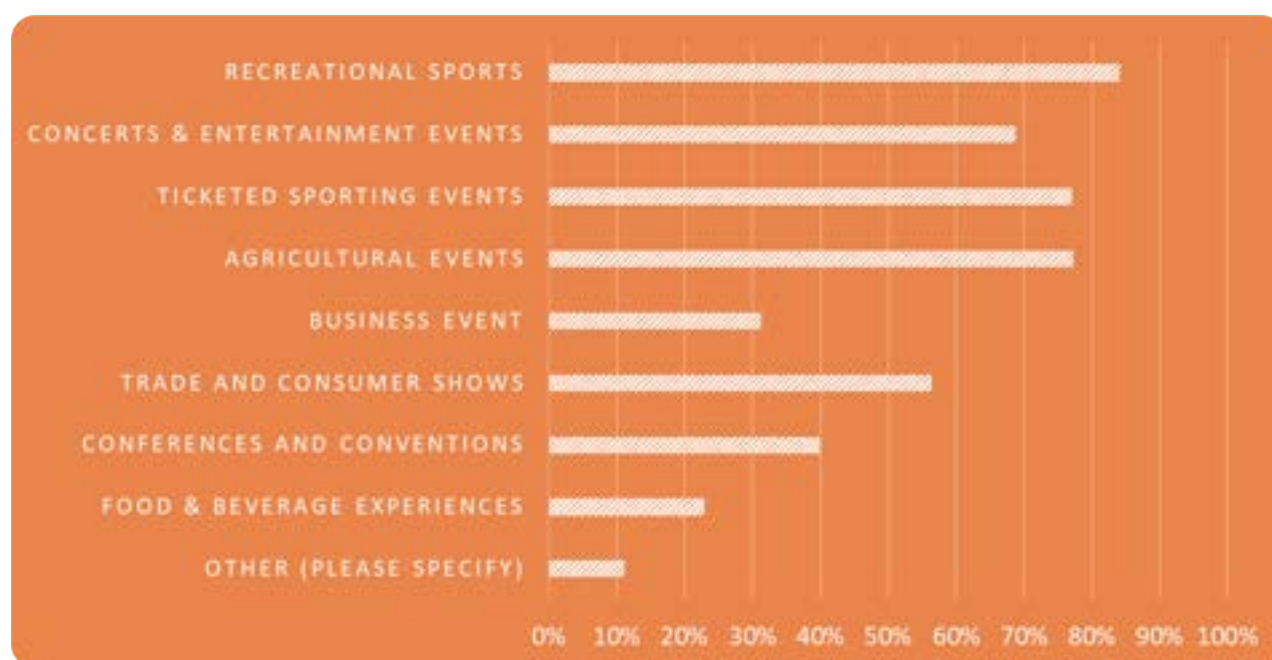
Overall there was strong alignment between the needs of the participant and the facility expectation, although it should be noted that over 50% of respondents suggested an “average” outcome and this should be monitored.





Q21: What do you think the main purpose of the Keystone Centre should be in the future?

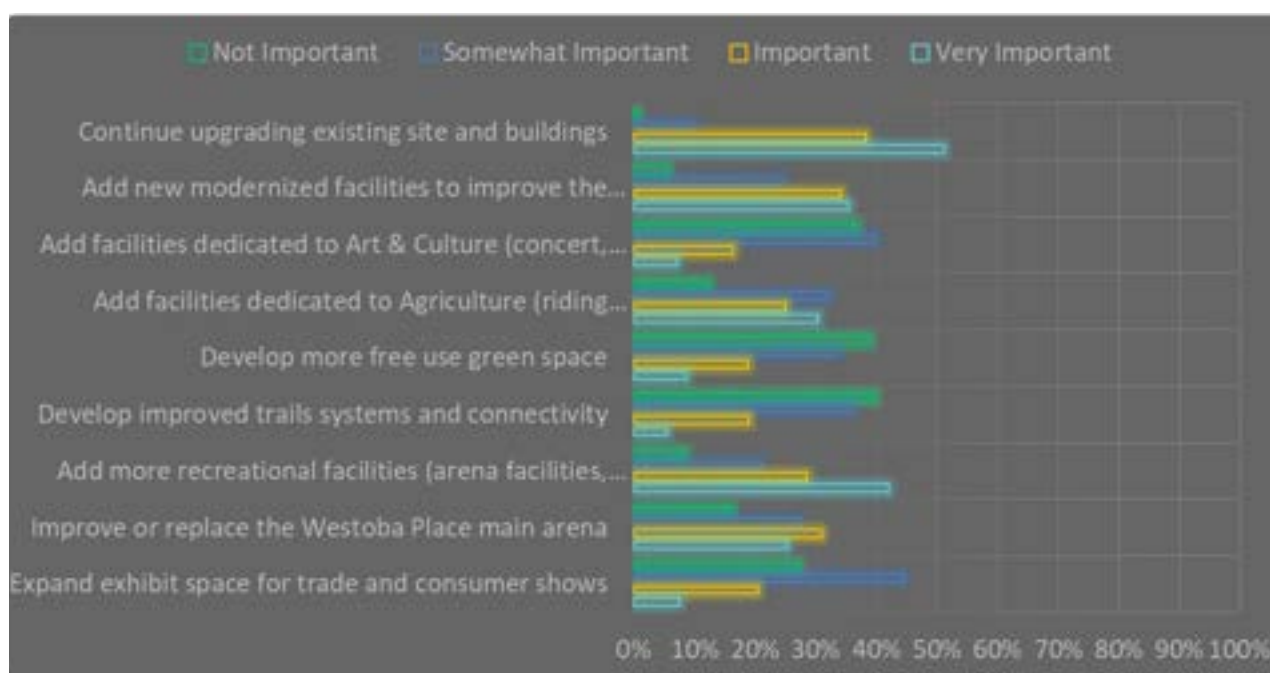
In a very aligned response with the most frequent uses of the participant group when asked about the main purpose of the Keystone Centre respondents suggested the following order: recreational sports, agricultural events, ticketed sporting events, and concerts and entertainment events. These outcomes should be strongly considered as the Keystone Centre considers future site planning.





Q22: How important do you think the following options are in the future plan for the Keystone Centre?

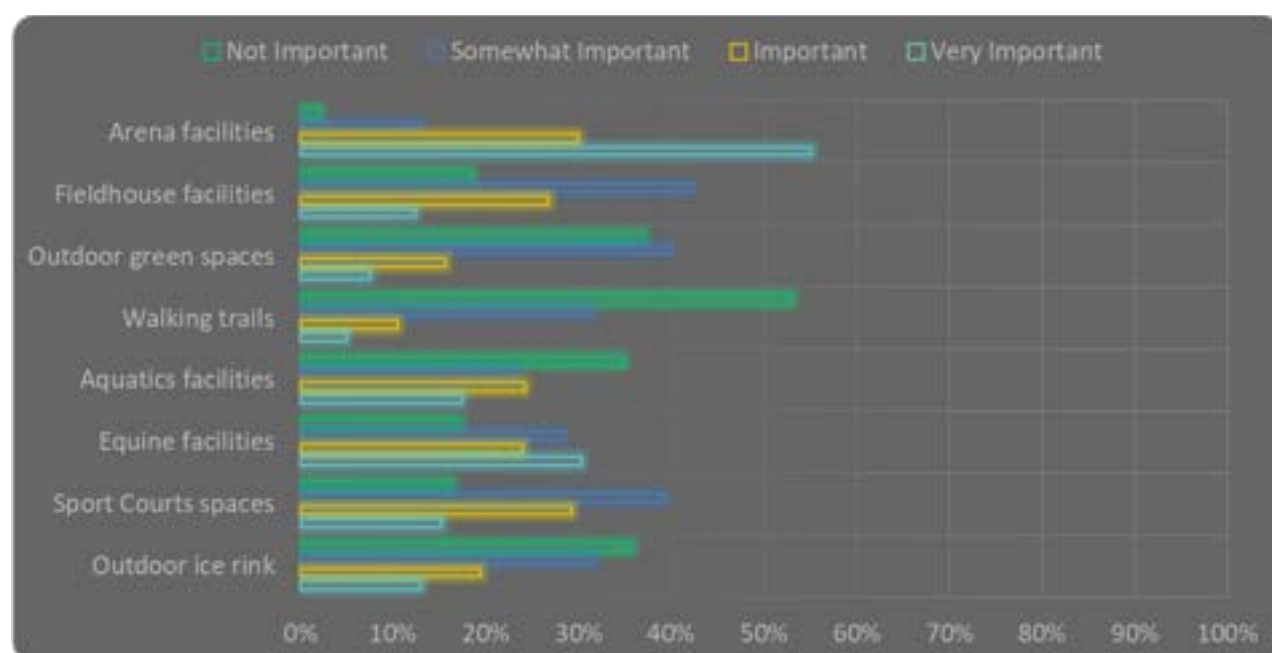
When exploring options for the future the plans for the Keystone Centre participants were clear with the top five priorities based on weighted average in the following order: Continue upgrading existing site and buildings (3.4), Add more recreational facilities (3.04), Add new modernized facilities to improve the current experience (3.00), Add facilities dedicated to agriculture (2.73), Improve or replace Westoba Place Main Arena (2.66). The top three “very important” weighted responses were continue upgrading existing site and buildings (51.18%), add more recreational facilities (41.96%), add new modernized facilities to improve the current experience (35.54%).





Q23: If you were to consider expanding recreational amenities at the Keystone Centre in the future, what activities do you consider the most important for consideration?

When asked to consider expanding recreational amenities the participants ranked additional arena facilities, equine facilities, sport court spaces, field house facilities, and aquatic facilities within the top priorities.





Q24: Which of the following do you think are important to consider in the future plans for the Keystone Centre?

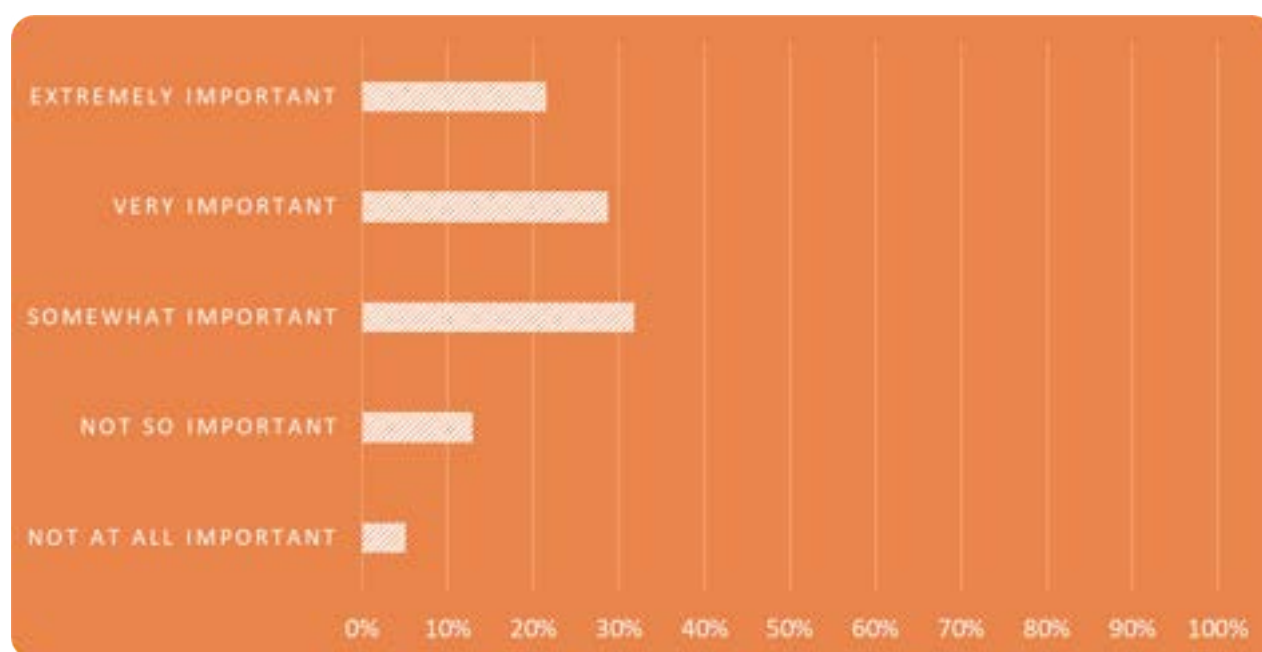
As the Keystone Centre considers future plans for the site the participants were clear that parking must be a primary element of planning followed by improved accessibility, commercial development opportunities, improved ingress and egress, and improved transit options. As noted in previous survey comments and questions, parking is of critical importance to site operations.





Q25: In your opinion, how important is it to improve or replace the Westoba Place Main Arena?

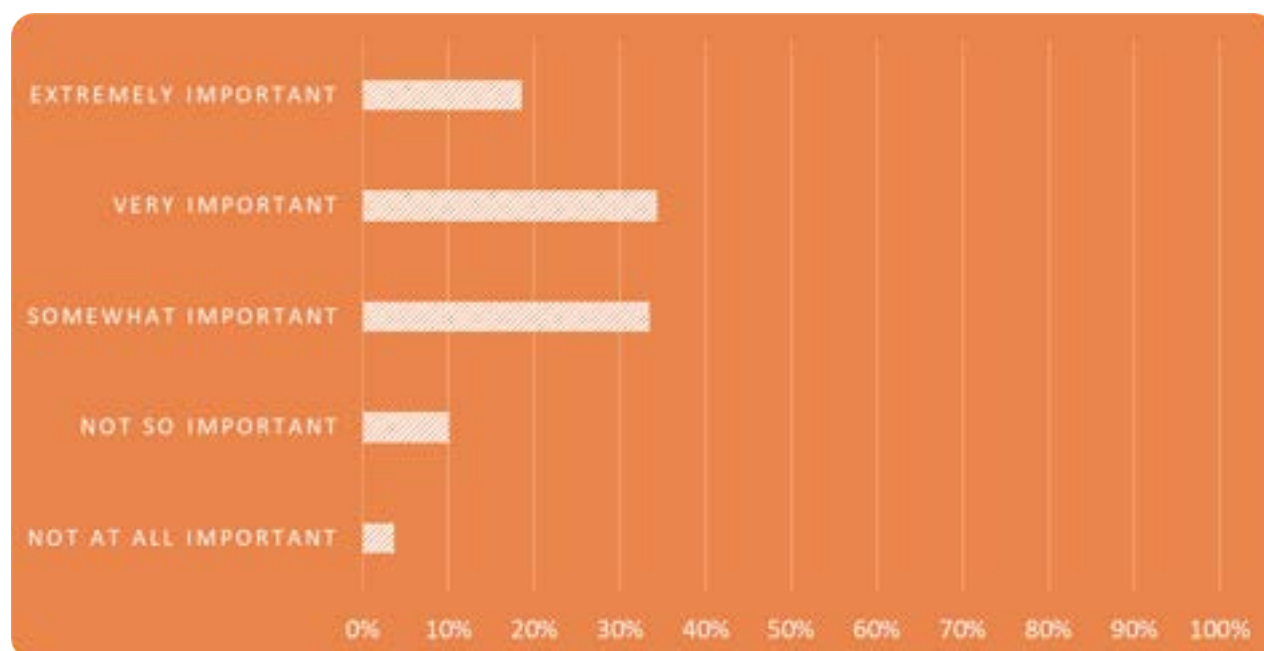
When considering the future of the Westoba Place Main Arena over 50% of participants suggest that improving or replacing the facility is either very important or extremely important. With 18% suggesting that it is either not important or not at all important, this suggests that the Keystone Centre should begin a discussion on the future plans of Westoba Place and improve the understanding of options and next steps.





Q26: When you consider the Keystone Centre's financial challenges, in your opinion, how important will commercial development be on the Keystone Centre site in the future?

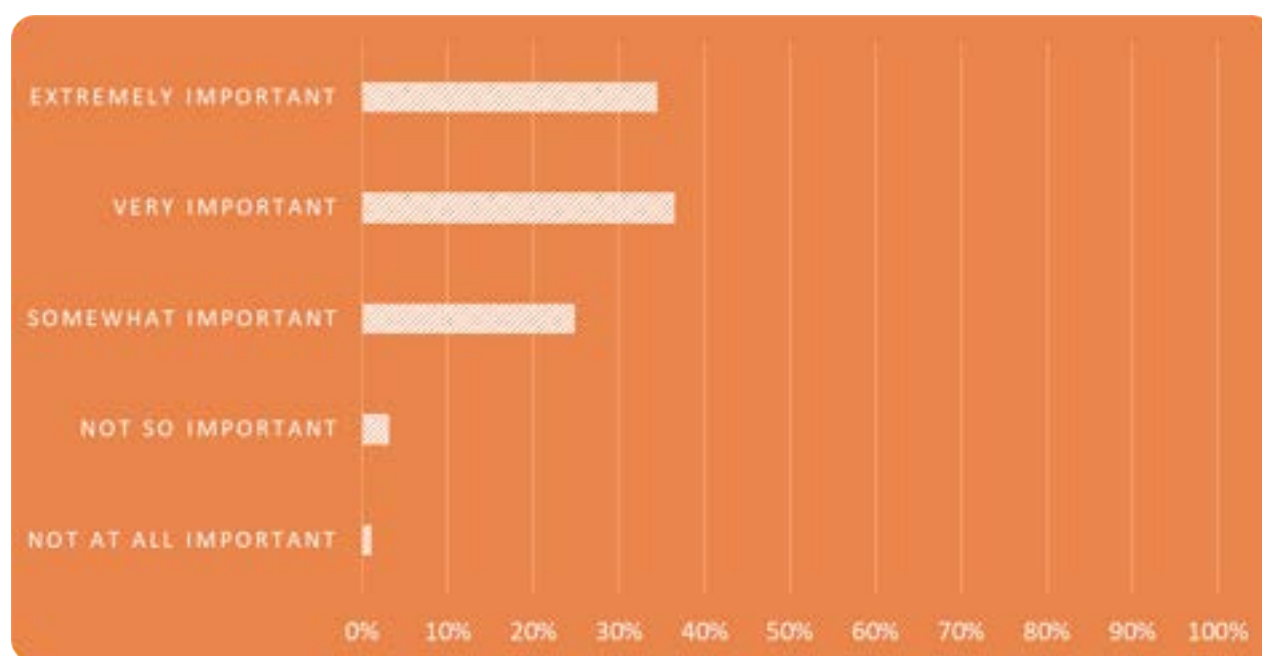
When considering the use of existing Keystone Centre lands for commercial development, 52% of participants feel the action is important or extremely important while only 14% suggest it is not important. With almost 34% of participants remaining neutral on this topic the Board of Directors should be sensitive in exploring this option but further understanding of the opportunity should be considered.





Q27: In your opinion, how important are expanded or improved recreational amenities at the Keystone Centre?

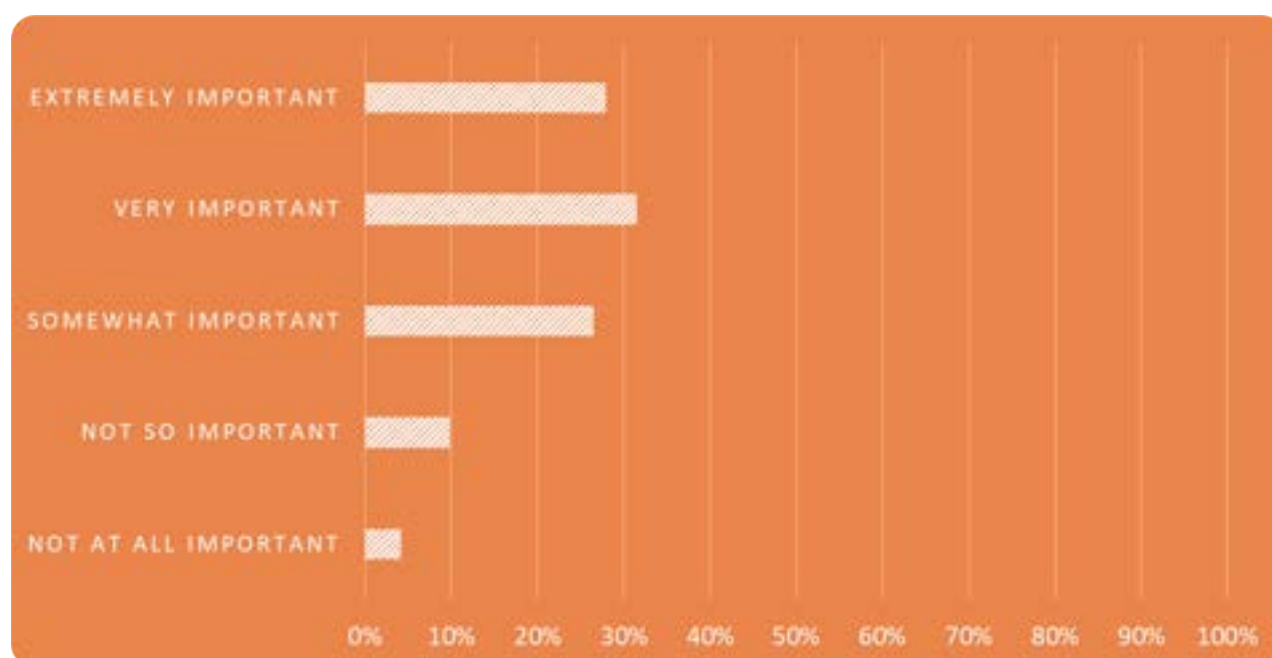
The common theme of improving and enhancing recreational offerings on the Keystone Grounds remains present in this survey response with more than 70% providing a favourable position.





Q28: In your opinion, how important are expanded or improved agricultural amenities at the Keystone Centre?

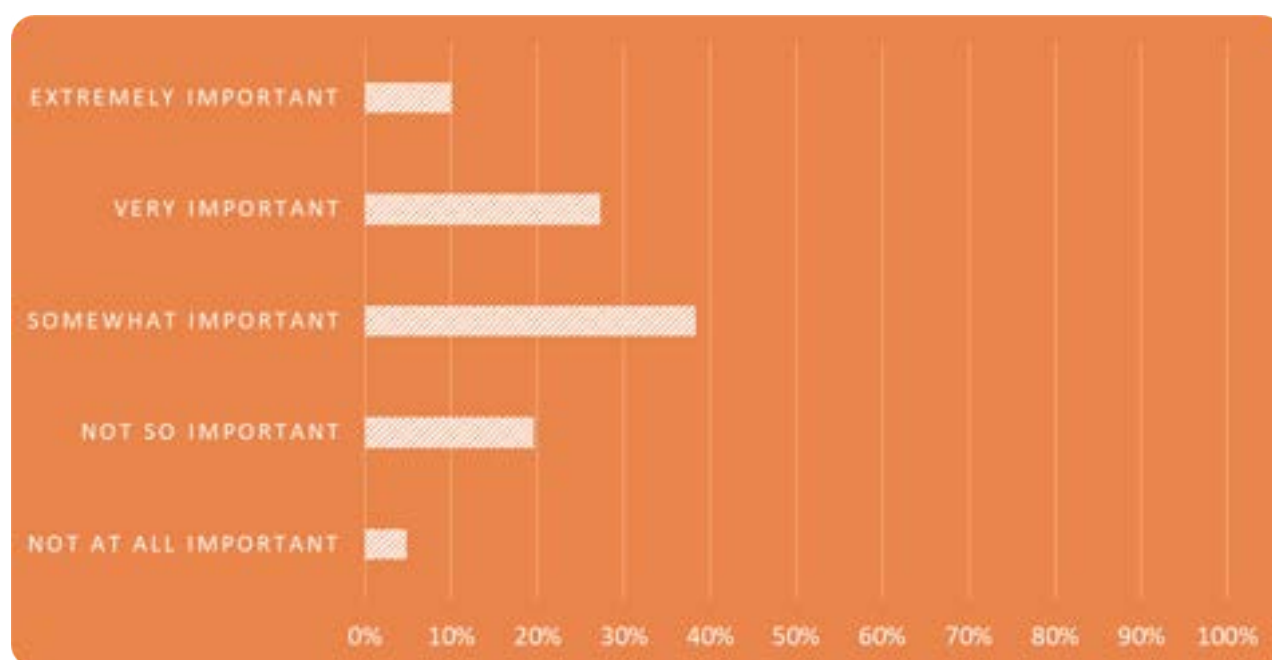
Exploring improvements in agricultural facilities received strong support with 58% of participants encouraging future planning.





Q29: In your opinion, how important are expanded or improved tradeshow, convention, conference and exhibition amenities at the Keystone Centre?

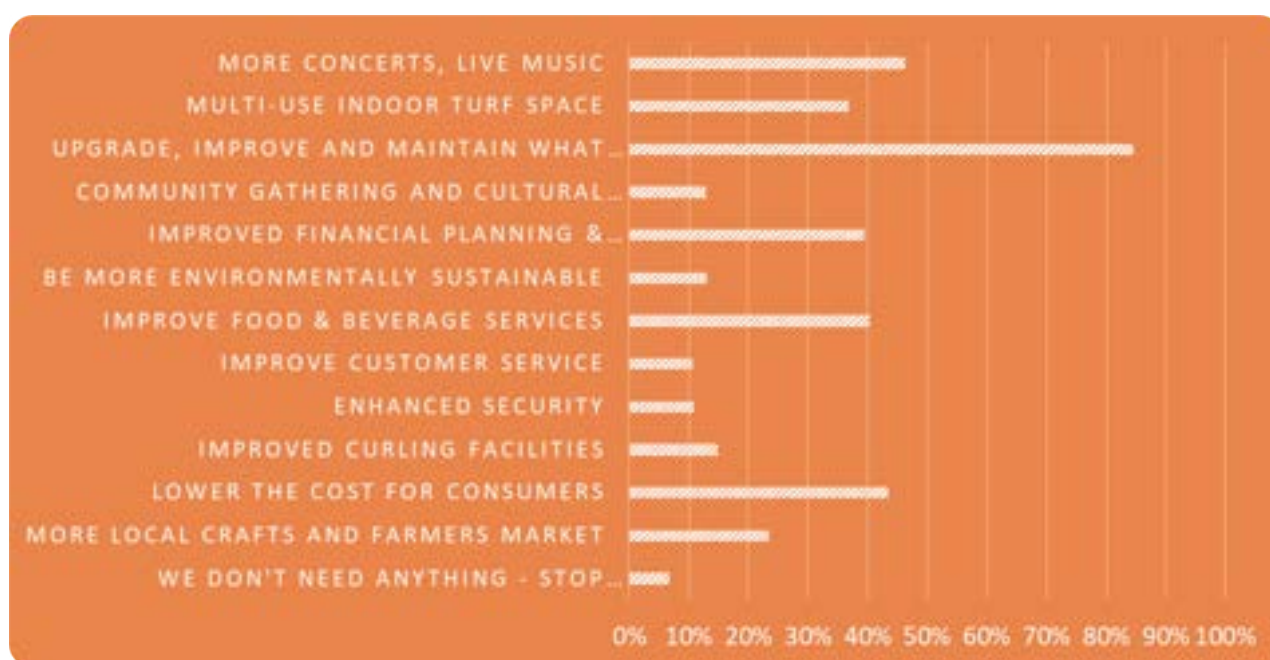
Participants acknowledge the importance of tradeshow, convention, conference, and exhibition space however it is not one of the top priorities at this time.





Q30: What else would you like the Keystone Centre to consider when planning for the next 10-15 years?

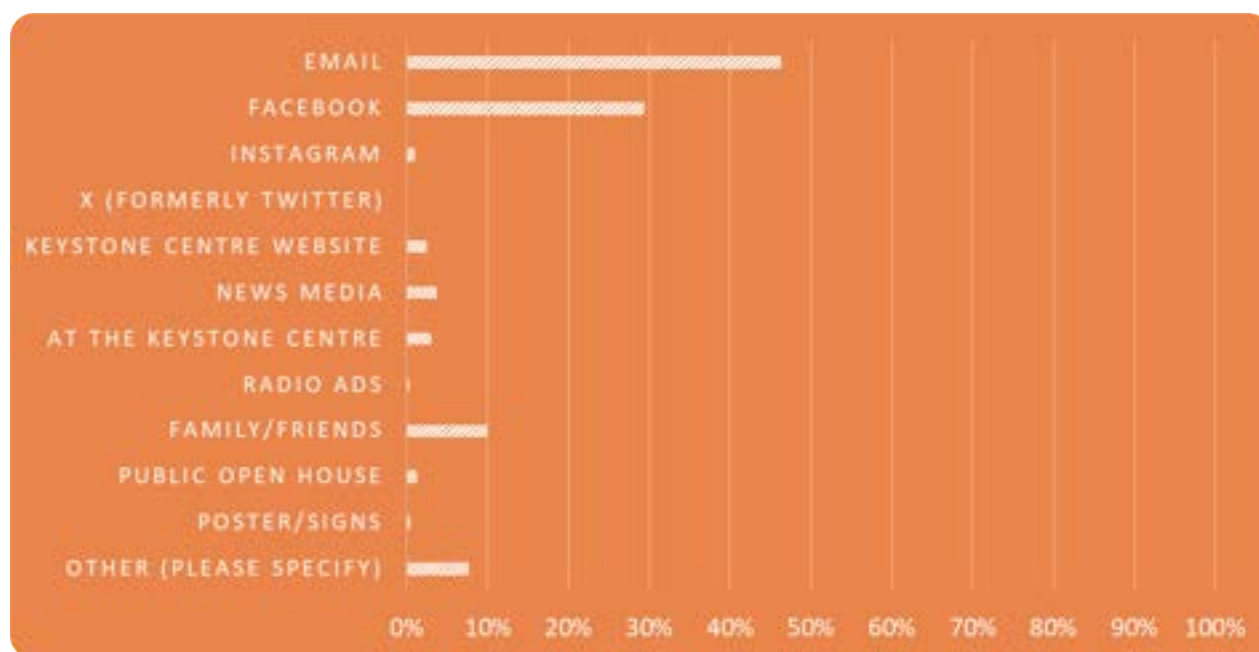
When considering the next 15 years at the Keystone Centre the number one response for the future is continue to upgrade and improve existing amenities (85%), followed by, more concerts and live music (46%), lower costs for consumers (44%), improve food and beverage services (40%), improved financial planning and budgeting (39%). These are valuable insights for the Board of Directors to consider when setting a new strategic direction for the future.





Q31: How did you hear about this survey?

The following data highlights the importance of maintaining the email data base at the Keystone Centre and managing social media as key engagement, awareness and communication channels with the public.





4. In-Person ‘Open House’ Results.



Public Engagement Open Houses.



Orange Crow Leadership (OCL) ran a series of open houses over the course of two (2) days to allow for fulsome public participation and consultation.

Open houses provide an informal setting to share information with the public while also gathering public input. The open houses presented information cafeteria-style, allowing participants to rotate through stations and discuss specific topics of interest with OCL and Keystone Centre staff and Board members. This public engagement method was chosen to encourage participation from all community members. In total, five (5) public open houses were hosted on May 16 and 17, 2024.

Open house feedback provided an environmental scan for the Keystone Centre, identifying strengths, weaknesses, opportunities and challenges. All feedback received has been amalgamated into key themes and will inform short-term initiatives to address current weaknesses and challenges as well as future long-term property development priorities.

The sessions were well attended with approximately 70 people attending over the course of the five (5) sessions. It should be noted that participation in the on-line survey boosted significantly after each session. People care about the property and want to have a say in it's future.

The message was clear that the Keystone Centre is an important civic asset in the City of Brandon and people wanted to see what the future plans for improvement and development were.



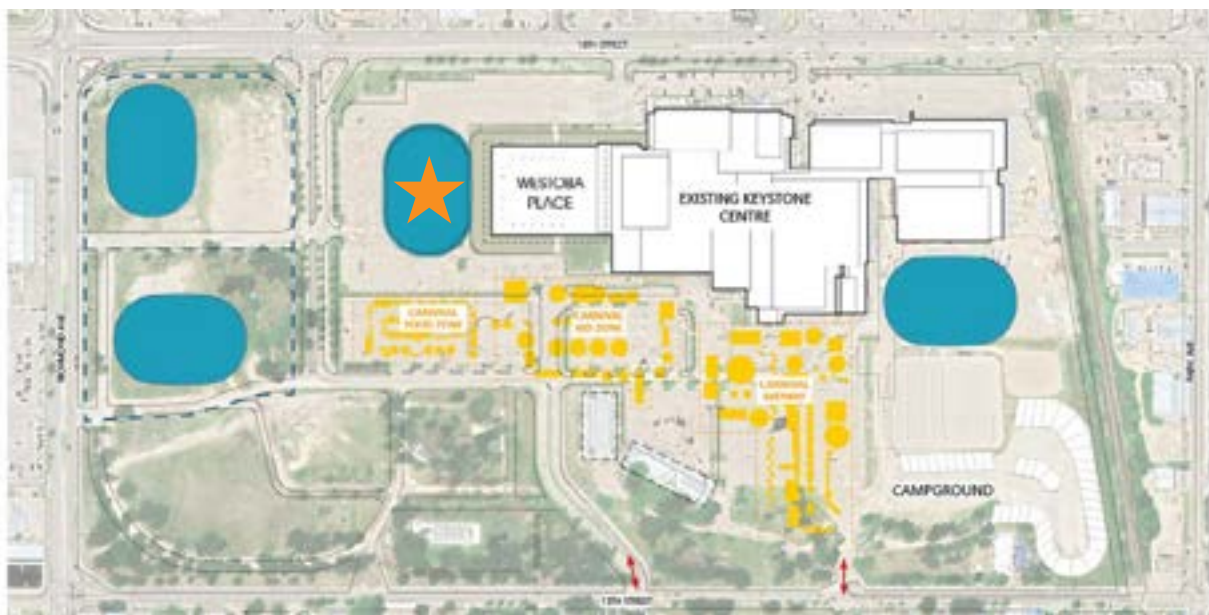
Public Engagement Open Houses.



Probably the most notable piece of feedback coming from these sessions was that people were not opposed to a new arena. The actual support for a new arena was very high with the main question being what do we do with Westoba Place. The feedback from that question was very supportive of repurposing the facility for sport, recreation and agricultural events. To maintain the competitive advantage of having interconnected facilities, the new arena should be connected to the current facilities.

At one of the stations at the open houses, OCL asked participants to place a sticker on the suggested placement of a new arena. The response was overwhelmingly in favour of building the new arena to the south of Westoba Place with some form of indoor connectivity.

Other conversations suggested that the Keystone Centre should look at ways to become self-sufficient by finding new revenue opportunities. This might include some commercial development on the site.



Public Engagement Open Houses.



Parcel A was discussed as the optimal location for commercial development but there was a message that it should be purposeful and have tenants that will compliment the facility and the events that take place there.

There were some concerns expressed about the level of parking that would be lost with a new arena and using Parcel A for commercial development.



There were also concerns about ingress and egress and how to manage patrons of the commercial development site vs. patrons attending events.

Both parking and ingress/egress would need to have a plan developed before any building commences.

Finally, the discussion around more green space was at the forefront of a number of attendees. It was felt that connecting existing walking trails and developing a park/green space on site that can be activated in the summer and winter months would offer huge benefit to the community.



5. Alignment with prior work.



Highlighting Prior Work.



In March of 2021, MNP was engaged to perform a Long-Term Sustainability Plan, as initiated by the Province of Manitoba. The plan proposed the enhancement of outdoor tent space and commercial development for revenue growth estimated at \$860,000 per year, with \$13.6M required in capital investment within the next five (5) years.

The plan encouraged the Keystone Centre to find financial and operational sustainability by growing revenue streams, investing in assets, and improving utilization. Although the position of the Keystone Centre suggested the MNP report was assertive in growth expectations, there was alignment in the need to find new opportunities for business viability as well as creative and innovative approaches to new profit centers and business improvement.

In March of 2023, Altus Group provided a market analysis report to determine the best use and the rental rate for two parcels of land on the Keystone site. The report concluded the best use of the land was for commercial development and both parcels could be leased at a rate of \$1.32-\$1.75 per square foot. These values were used to support the financial modeling within this document.

The Keystone Centre has received interest in land leasing opportunities specific to Parcel A and Parcel B of the considered commercial land space. At this time administration and the Board of Directors have not advanced any formal discussions on the future use of the Parcel A and Parcel B lands, however there is confirmed interest in this space from reputable private agencies.

Any future action related to commercial land development will be dependent upon a long-term master site plan, the direction of the Board of Directors and ultimately the three ownership entities as this would be considered non traditional use of the lands and may impact current operations and agreements. To support future decision making relative to the Parcel A and Parcel B lands, Environmental Consulting Solutions performed a Phase 1 ESA in December of 2023. This study highlighted some potential risk and it was recommended that a further enhanced study be performed should a decision to advance commercial development be explored.

OCL and TBD Architecture were engaged to support the development of a Master Site Plan that was completed in January 2024. Within this plan there were a number of recommendations for the Board of Directors, these recommendations included the following.

Alignment of Actions & Outcomes.

Finalize the Master Site Plan in 2024 and action the following eight (8) recommendations:

Launch a public engagement strategy to understand the position of the community on future site planning.

- [Currently in process.](#)

Secure a short-term funding strategy to ensure the continuation of existing services and operations.

- [Currently in process.](#)

Coordinate and collaborate with the City of Brandon to ensure that the Keystone Master Site Plan and the greater community plans are aligned.

- [Preliminary discussions have taken place but further work to occur in the summer 2024.](#)

Review and refresh the Strategic Organizational Plan based on the future site Master Plan and an improved understanding of the business operations post COVID-19.

- [Currently in process, awaiting Master Site Plan and Public Engagement feedback.](#)

Develop a revised multi-year Business Plan based on improved financial awareness of operations post COVID-19 and in alignment with an updated Strategic Direction.

- [Currently in process.](#)

Schedule regular meetings with key stakeholders to ensure communication and information exchange is strong as the Master Site plan details are finalized.

- [Currently being performed.](#)

Understand the site planning and future plans for the Westoba Main Arena.

- [Awaiting Master Site Plan and Public Engagement feedback.](#)

Develop a Risk Matrix that is maintained and updated for the Board of Directors, this should include mitigating strategies for high-risk items.

- [Currently under development.](#)



6. Recommendations & Actions.



What we Heard From the Community.



The Keystone Centre identified public engagement as a critical element of advancing the strategic long-term Site Master Plan for the organization. There was an authentic and purposeful desire to engage the community in a conversation about the future of the Keystone Centre and to inform the Board of Directors on the priorities from a community perspective.

Through a sample survey that was open to the public between May 1, 2024, and June 16, 2024, and through a series of five open house sessions held between May 16 and May 17, 2024, the Keystone Centre engaged in a conversation with 70 people in person and 676 participants in a virtual environment. The participation achieved the desired outcomes and is considered statistically viable given the community population. The target participation rate based on a 95% confidence level, 5% margin of error, and a population size of 65,000 was 383 participants. The work done by the Keystone Centre to engage the community exceeded the participation goals by 293 people.

The full survey results are provided for the consideration of the Board of Directors; however, the project team has tried to summarize what we heard from your community in the following information statement.



What we Heard From the Community.



Personally, the Keystone Centre is of high importance, but the role the Keystone Centre plays is critical to the social and economic success of the City of Brandon based on participant feedback. There is an opportunity to improve awareness of the structure and model as it relates to the Keystone Centre. You have a great story to tell; you should tell it. Those within the community are eager to participate in a conversation about the Keystone Centre, especially those who are long-time residents. You are a regional facility, so your conversation reach should go beyond the city limits. There is an opportunity to engage new community members and young people in a more fulsome capacity; but this may take a new strategy. Your participants were diverse in age and household size. Women wanted to have their voices heard, and there is some risk that people with less disposable income or in a lower income bracket did not participate in the engagement work.

People visit the Keystone Centre for recreational opportunities, ticketed sporting events, concerts and entertainment, agricultural offerings, and trade and conventions. In short, people come to participate or experience something that matters to them. People are positive about the events offered, the cleanliness of facilities, and the customer service, and they think the current facilities meet their needs today. This might change in the future, so be attentive. Your guests want you to spend some time on parking and food and beverage; there is opportunity in these portfolios.

As the Keystone Centre considers the next 50 years, focus on sports and recreation, ticketed sporting events, agriculture, entertainment and concerts, and trade and consumer shows. The other things matter, just not as much. The community wants you to continue to enhance your facilities, upgrade and modernize, maintain your commitment to agriculture, and figure out the future of Westoba Place because it matters as an event hub. There is limited urgency on the future of Westoba Place, but there is the need for a plan.

In your future plans, commercial development should be considered but aligned with enhancements to the current experience and financial need. Focus on accessibility, value for the customer, and ease of site ingress and egress through connectivity.

Where should your plans place emphasis in the future, it is clear these are the priorities:

- Improve and upgrade your facilities with recreation and agriculture considerations
- More concerts, live events, and ticketed event options
- Solidify your financial position
- Improve your food and beverage offerings
- Accessibility to the site at all times is critical
- Focus on value for money in the eye of the consumer.



Recommended Actions and Outcomes.



When specifically considering the Site Master Plan efforts for the Keystone Centre, there are a number of recommended considerations that the community engagement process supports.

These outcomes are as follows and in order of priority:

1. **Westoba Place Main Arena:** Dedicate the land adjacent to the current Westoba Place Main Arena as the future site location for a new event centre development. The land planning should occur immediately, although the advancement of the arena development may take considerable time given the investment magnitude.
2. **Plan to Repurpose Westoba Place Main Arena:** With the seat project in effect, there is an opportunity to understand the structural condition of the existing facility. Assuming the facility has significant useful life in another form, consider a repurposing strategy to support recreation or agricultural needs.
3. **Explore Commercial Development with Caution:** There is a financial need to find new sources of revenue and an opportunity to align commercial development with complementary amenities. Consider exploring the Parcel A lands to fully understand the possible value. Should commercial development proceed on Parcel A, use the time that absorbing this development will provide to enhance and improve the site conditions on Parcel B for marketing and outdoor staging space. Investment in Parcel B should be mindful of timing for future use and balance the investment with a future use.
4. **Green Space, Barriers, and Community:** Consider the need to remove the hard edges of the site to make the grounds easier to access and more inviting. Explore the green space on the site to include outdoor recreation, entertainment, pavilion space, interpretive trails, and passive community use with expanded event offerings. Consider how the Keystone Centre connects within a greater trail system in the community.
5. **Explore Parcel B and Camping Facilities:** With a better understanding of the future state, consider the future use of Parcel B in a recreational or commercial development; this should be supported by financial and community need. If Parcel B is activated, it will require that the current campground space be reimaged for mixed-use and land optimization.
6. **Continue the Engagement:** The Keystone Centre has committed to sharing the results of all community engagement and this should occur in the fall of 2024. It will be important that the Keystone Centre continue a conversation with the community as site plans evolve and plans become solidified. The community is engaged and wants to remain connected to future plans.

Site Phasing

Concepts Phase 1.



Based on the community engagement results, it was apparent that there is a need to understand the future site requirements for a potential new development of the Event Centre. There is also strong recognition that the strength of the Keystone Centre is in the connectivity of the existing assets. The first recommended step is to allocate land necessary to support the development of a modernized Westoba Place Main Arena. This does not suggest that the Event Centre replacement is a top priority but understand the land requirements is priority for planning. Through engagement there was a definitive message that any future development or replacement of Westoba Place must be connected to the existing facilities. It was also suggested that the current and future state of the existing Westoba Place Main Arena be studied, fully understood and that options be explored to repurpose this facility in sequence with a potential new Event Centre to meet the expanding recreational demands of the community.

Proposed Phase 1
Event Centre Site Allocation and Westoba Place Main
Arena Repurposing Plan.



Site Phasing

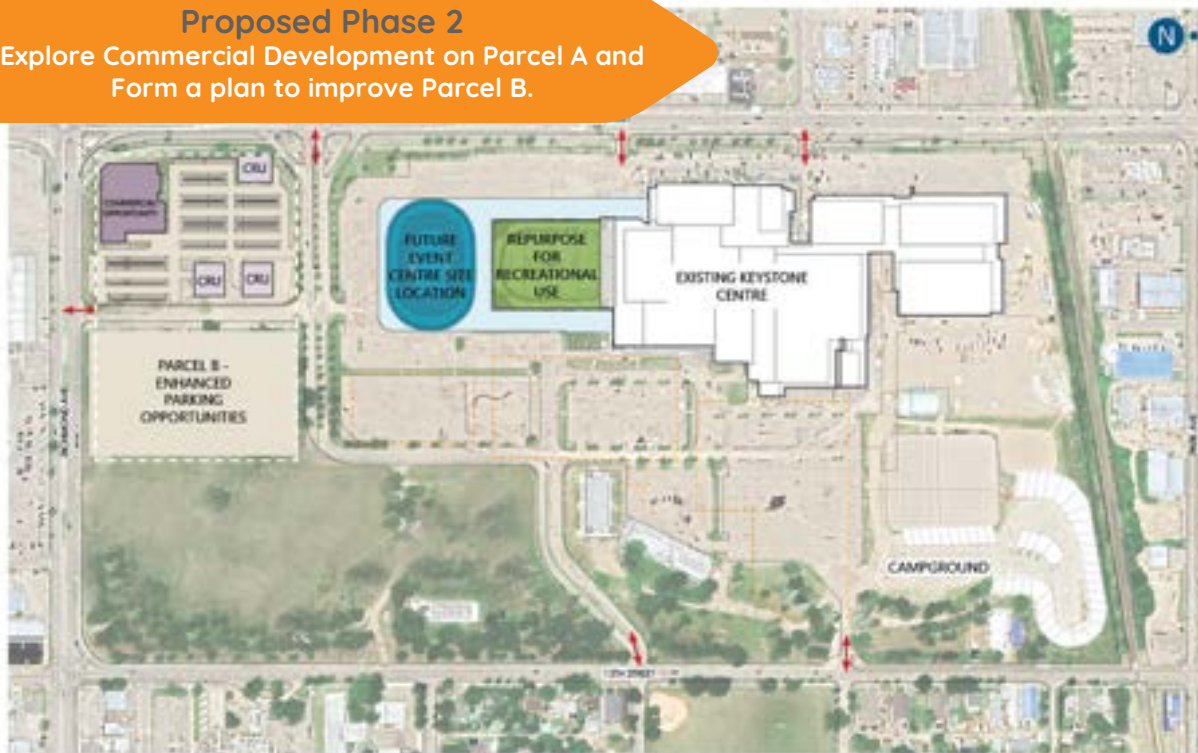
Concepts Phase 2.



The Community is aware that the Keystone Centre must find innovative revenue growth opportunities and one of these opportunities is the commercial use of some lands. The community is sensitive to the use of land and competing with other developments and as such, it is recommended that the Keystone Centre engage a representative to seek interest in developing Parcel A for commercial opportunities that compliment and enhance the programing at the Keystone Centre. Concurrent to this process the Keystone Centre should develop a plan to enhance the use, functionality, and the perception of the current Parcel B lands. This plan should be budget conscious as the long term development of these lands will be dependent upon future market demand for commercial space and community input, in particular related to expanded recreational opportunities.

Proposed Phase 2

Explore Commercial Development on Parcel A and
Form a plan to improve Parcel B.



Site Phasing

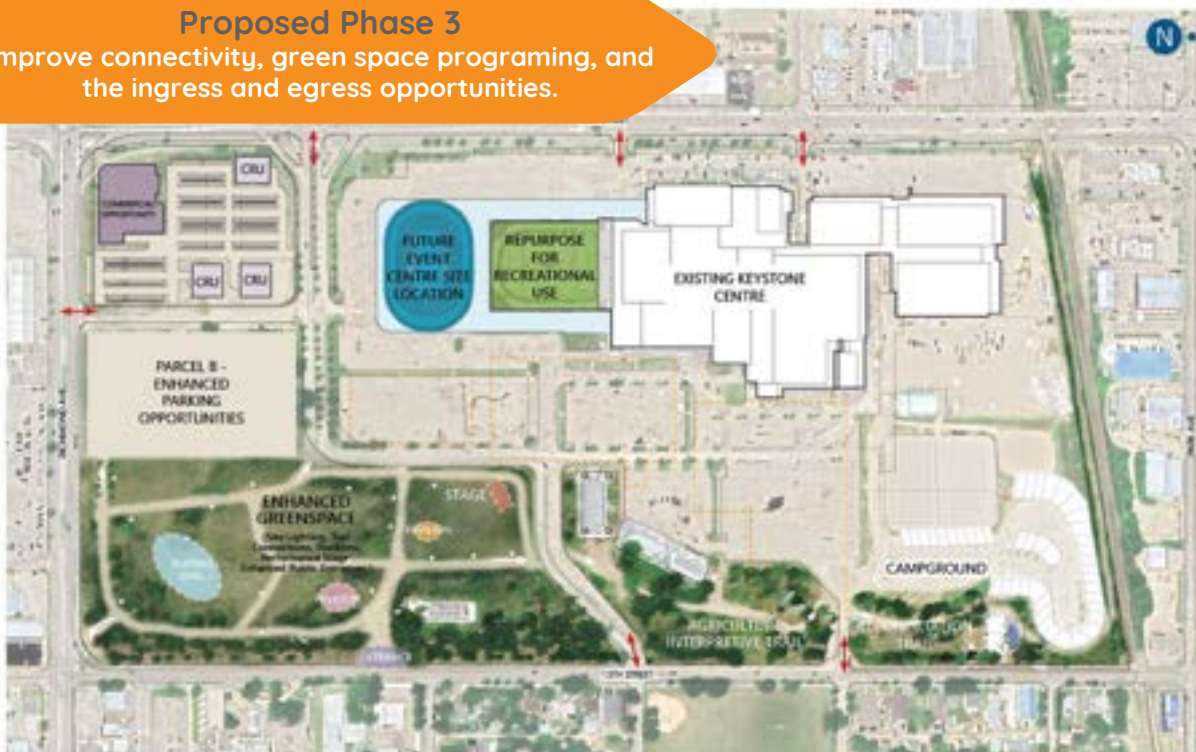
Concepts Phase 3.



The Keystone Centre is fortunate to be located on one of the main streets within the City of Brandon and offers remarkable opportunity for trail system connectivity, recreation, cultural, event green space development, and improved community accessibility. The Keystone Centre should explore the development of green space, develop a plan to connect the grounds with a greater City wide trail strategy, remove barriers to site access (fencing) to enhance accessibility, and improve the entrance and exit experience to the grounds. This plan should be coordinated with the City of Brandon and incorporated within future site development. Enhancing the green space development can offer added recreational benefit, enhanced concert and ticketed event possibilities, and cultural programming. Improvements in site connectivity and ingress and egress will support greater accessibility while concurrently reducing the parking burden. A plan for transit connectivity should additionally be explored.

Proposed Phase 3

Improve connectivity, green space programming, and the ingress and egress opportunities.



Site Phasing

Concepts 4(a)(b).



Consider the development of Parcel B for recreational use or commercial development use, develop a plan that expands parking while meeting the campground needs, and ensure the site meets the growth of major annual events over the next 25+ years.

Proposed Phase 4 (A)

Exploring Parcel B for recreation, enhancing the campground space, and ensuring the site meets future needs.



Proposed Phase 4 (B)

Exploring Parcel B for commercial development, enhancing the campground space, and ensuring the site meets future needs.



Thank you!



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Phase 1 ESA Report.



PHASE I ENVIRONMENTAL SITE ASSESSMENT

KEYSTONE CENTRE – PARCEL A + PARCEL B

C/O TBD ARCHITECTURE + URBAN PLANNING

1175 – 18TH STREET

BRANDON, MANITOBA

JANUARY 17, 2024

EXECUTIVE SUMMARY

Environmental Consulting Solutions (ECS) completed a Phase I ESA report on behalf of TBD Architecture + Urban Planning, for vacant land identified as Parcel A (6.22 acres) and Parcel B (5.76 acres) of Keystone Park, associated with 1175 18th Street in Brandon, Manitoba (Site). The objective of the work was to identify the potential for environmental impairment to soil or groundwater that may have resulted from historical or current land use, either on- or off-site. The purpose of the work was to complete a non-intrusive environmental assessment in advance of potential land development.

The site is located with the South Centre Neighborhood of Brandon, Manitoba. The current land use of the Site is considered to be parkland, with commercial arterial districts to the west and south. A mix of educational, institutional, residential and commercial arterial district land uses are present to the west of the Site and east of 13th Street. The Site zoning is Parks and Recreational Zone (PR). The site situated within a mix of land uses including parks and recreational, residential and commercial.

The elevation of the site is approximately 394 m above sea level (masl), and the Site is flat. Assiniboine River is approximately 3.1 kilometres to the north at an approximate elevation of 355 masl, so both regional surface drainage and shallow groundwater flow is expected to be north or northeast, towards the Assiniboine River.

Keystone Agriculture and Recreation Centre Inc. (Keystone Centre) was founded in 1972, on land encompassing over 36 hectares. The south portion of Keystone Centre now identified as Parcel A and Parcel B has remained undeveloped.

Based on a review of historical aerial photographs, the Site was initially used for agricultural purposes. Significant infilling of the north part of Parcel A took place in the 1950s to 1970s, concurrent with the infilling of a surface water impoundment with domestic waste and soil to the north of the Site, in an area that is now a parking lot. The presence of unknown fill, especially in the north portion of Parcel A, is a potential environmental concern because the environmental quality of the source fill is not known, and the fill may contain domestic waste.

The following off-site locations could result in potential subsurface impacts at the Site via groundwater transport due to their upgradient location and/or size of the potential contamination source:

- A bulk petroleum or petrochemical complex south of the site that was well developed in 1947 and persisted to at least the 1960s. The remediation and reclamation status of the facility is unknown;
- Three upgradient or cross-gradient historical petroleum retail fuel facilities south and east of the Site; and
- Two upgradient active petroleum underground storage tank (UST) sites, including Petro-Canada and a Canadian Tire Plus, which has known petroleum hydrocarbon contamination in groundwater.

Based on the findings above, it is recommended that a Phase II Environmental Site Assessment (ESA) be completed at the Site to investigate the south and west property boundaries for petroleum hydrocarbons and to assess historic infilled areas for metals, salinity and petroleum hydrocarbons. The intrusive investigation can be completed independently or during any planned geotechnical investigation.

This Executive Summary should be read in conjunction with the Statement of Limitations in Section 8.0.



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Figure 9:	Potential Contaminated Sites within 250 m of Site



Photographs – December 7, 2023

Photo 1:	View of Parcel A + Parcel B from the north Site entrance looking southeast towards Richmond Avenue
Photo 2:	View of Parcel A + Parcel B from the north Site entrance looking south towards Richmond Avenue.
Photo 3:	View of Parcel B from southern property line looking north.
Photo 4:	View of Parcel A from the interior asphalt roadway looking southwest towards 18 th Street and Richmond Avenue
Photo 5:	View of Parcel A + Parcel B from southwest corner of Parcel A northeast
Photo 6:	View of Parcel A from the southwest corner of Parcel A looking northeast

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Appendix A	Water Well Database Information
Appendix B	Land Titles
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1.0 INTRODUCTION

Environmental Consulting Solutions (ECS) was retained by TBD Architecture + Urban Planning on behalf of the Keystone Agricultural and Recreational Centre Inc. (the Client) to conduct a Phase I Environmental Site Assessment (ESA) for the property identified as Parcel A + Parcel B associated with 1175 18th Street in Brandon, Manitoba (Site). The site location is provided on Figure 1.

Written authorization to proceed with the Phase I ESA was provided by TBD Architecture & Planning on behalf of the property owner Keystone Agricultural and Recreational Centre Inc.

1.1 Objective and Purpose

The objective of the Phase I ESA was to identify the potential for environmental impairment to soil or groundwater that may have resulted from historical or current land use, either on- or off-site. It is ECS' understanding that the purpose of the Phase I ESA is for potential future land development.

1.2 Scope of Work

The scope of work for this Phase I ESA was developed in accordance with established industry practices, the Canadian Standards Association (CAN/CSA) Standard Z768-01 (R2016) and the Environmental Assessment Scope of work provided to ECS. The scope included:

- Review of current land use and/or zoning of the site and adjacent areas to identify potential environmental concerns relating to land use;
- Review of topographical, geological, and hydrogeological information for the site and surrounding areas;
- Review of historical aerial photographs for the site and surrounding area, as available from EcoLog Environmental Risk Information Service Ltd. (ERIS) and Google Earth™ Satellite Imagery;
- Review of historical land title information;
- Review of information regarding on-site underground and aboveground storage tanks;
- A document search of municipal, provincial, and federal regulatory government agencies;
- An ERIS database search for the site and for the adjacent properties;
- Information search regarding spills or related dangerous goods incidents on or nearby to the sites;
- Inquire with Manitoba Environment and Climate Change regarding any orders, violations, or spills;
- A search of Manitoba Environment and Climate Change Contaminated/Impacted/All Sites online database;
- A search of Manitoba Environment and Climate Change Hazardous Waste Generator Registrations database;
- A site reconnaissance, to visually inspect the site and its vicinity;
- Interviews of site representative(s) about the history of the site and the adjacent properties; and
- Report discussing the history and current activities at the site and adjacent properties, the results of the historical searches and aerial photography review, and the site reconnaissance which includes site photographs and site interview information. The report will state an opinion as to the present environmental condition of the site with respect to potential environmental concerns.



1.3 Study Limitations

No Fire Insurance Plans, Property Underwriters' Reports, Property Underwriters' Plans or Business Directories were reviewed for the Phase I ESA because these documents were not available for the Site. Also, it was not possible to review a pre-development aerial photograph because the earliest photo was from 1947, at which time Brandon, Manitoba was already well-established as a city.

2.0 SITE OVERVIEW

The Site is located at the northeast corner of the intersection of Richmond Avenue and 18th Street in Brandon, Manitoba. The Site includes Parcel A (6.22 acres) and Parcel B (5.76 acres) of Keystone Park, associated with Keystone Centre located at 1175 18th Street in Brandon, Manitoba. The total area of the Site is approximately 4.84 hectares (11.98 acres).

The Site is owned by Keystone Agricultural and Recreational Centre Inc., and is used as a recreational park. No buildings are associated with the land, but the area contains interior roadways and paths constructed of gravel or old asphalt. Parcel A is accessible via a paved entrance from an unnamed boulevard to the north. Parcel B is accessible via an access off Richmond Avenue. The parcels generally consist of gravel fill, grassy lawns, or stands of mature trees (Parcel B). Keystone Centre has a large parking lot to the north of the Site.

A Detailed Site Plan showing the two parcels and the surrounding land uses and businesses is shown on Figure 2.

2.1 Land Use and Zoning

The site is located with the South Centre Neighborhood of Brandon, Manitoba. The current land use of the Site is considered to be parkland, with commercial arterial districts to the west and south. A mix of educational, institutional, residential and commercial arterial district land uses are present to the west of the Site and east of 13th Street.

The Site zoning is Parks and Recreational Zone (PR). The site situated within a mix of land uses including parks and recreational, residential and commercial. As indicated on Figure 3, land use of adjoining properties is described as:

North:	Parks and Recreational Zone (PR).
East:	Across 13th Street - Residential Moderate Density (RMD), Educational & Institutional and Commercial Arterial. (RMD).
South:	Across Richmond Avenue - Commercial Arterial (CAR) and Residential Low Density Multiple Family Zone (RLD).
West:	Across 18th Street - Commercial Arterial (CAR) and Residential Moderate Density.



2.2 Topography

The elevation of the site is approximately 394 m above sea level (masl). The site is flat, with slopes less than 5%. A local topographical map is provided in Figure 4. The Assiniboine River is approximately 3.1 kilometres north of the site, at an approximate elevation of 355 masl, so both regional surface drainage and shallow groundwater flow appears to be to the north or northeast, towards the Assiniboine River.

2.3 Surficial and Bedrock Geology

The Site is located within a quaternary zone identified as Distal Glaciofluvial Sediments consisting of fine sand, minor gravel, thin silt and clay interbeds deposited by Lake Agassiz via meltwater turbidity currents (Matile et al 2004). A map of the surficial geology of the Site and surrounding area is provided on Figure 5.

Regional bedrock information from the Manitoba Mineral Resources Map (2013) identified that the area was located within a Upper Cretaceous area identified as (KVR) Vermilion River Formation; a black carbonaceous shale. A map of the bedrock geology of the Site and surrounding area is provided on Figure 6.

2.4 Hydrogeology

A review of the Manitoba Environment and Climate Change Groundwater Management Water Well Inventory identified a total of 102 wells within a 2-kilometre radius of the Site (see Figure 7 and water well database information in Appendix A). Most wells were drilled between the 1960s and as late as 1985, and wells were primarily used for domestic and livestock water use. Sand and gravel aquifers are pervasive in the area and generally encountered within 20 m of ground surface, suggesting that the area is sensitive to potential groundwater contamination.

The City of Brandon is serviced by potable water via the City's Water Treatment Facility that sources its water from the Assiniboine River.

2.5 Utilities

The following utilities are available at the subject property:

- Natural gas and power is provided by Manitoba Hydro;
- Telecommunications are provided by BellMTS;
- Potable water for the occupants of the building is provided via the City of Brandon potable water system; and
- Domestic-type sanitary sewage is disposed of through the City of Brandon wastewater treatment system.



3.0 RECORDS REVIEW

3.1 Phase I Study Area

Properties identified within the 250 m study radius were evaluated to determine if they were likely to have or have had an adverse impact on the Site. The criteria used to evaluate properties located within the study radius include:

- Distance from Site,
- Expected direction of groundwater flow,
- Presence/absence of large, constructed features that may influence groundwater flow direction,
- Likely stormwater flow direction,
- Presence/absence of documented containment releases at the identified properties, and
- Industrial activities or other operations of potential concern.

ECS determined that the Phase I Study Area of 250 m radius from the property boundary of the Site (Phase I Study Area) was sufficient to identify potential environmental concerns that could impact the Site.

3.2 Historical Land Titles

The earliest registration available was January 13, 1972 with the owner shown as Keystone Agricultural and Recreational Centre Inc. Ownership of the site has not changed since 1972. An earlier instrument shows that site was called the Provincial Exhibition of Manitoba. No caveats or instruments on the current or cancelled title were of environmental relevance to the site. Land Titles are included in Appendix B.

3.3 Historical Aerial Photographs

Historical aerial photographs for the subject Site and surrounding areas were requested from Ecolog Environmental Risk Information Services (ERIS). The City of Brandon was established in the 1880s; however, the earliest air photos for the site available from the National Air Photo Library is 1947, at which time the study area was already well-developed.

Aerial photographs for the decades 1940s, 1950s, 1960s, 1970s, 1980s and 1990s were provided by ERIS. Aerials from 2006 to present were obtained from Google Earth.

The following is a summary of the photographic review.

1947 – National Air Photo Library

As shown in Figure 8a, in 1947 the area consisted of mixed agricultural, residential and industrial land uses. The Site consisted of cleared land, part of a farmstead and at least one small outbuilding in the northeast. A graveled access was noted within Parcel B off Richmond Avenue. Surrounding roads were gravel. To the north, in the area that is now the Keystone Centre, a dammed watercourse with surface water impoundment was noted, along with smaller farmsteads and a track. The railway is visible to the north of the track.



Residential properties were noted east of 13th Street. An extensive, well-established bulk fuel facility with over 30 visible above-ground storage tanks (ASTs) were noted south of Richmond Street, with the cemetery visible south of the bulk fuel complex. In other areas south of Richmond Avenue and west of 18th Street, agricultural fields were noted.

1958 – National Air Photo Library

As shown in the 1958 air photo (Figure 8b) continued expansion of the bulk fuel facility south of Richmond Street is visible and less agricultural land use is evident. What appears to be a retail fuel facility is seen in the southeast corner of the intersection of 18th Street and Richmond Avenue, and possibly also in the northwest corner. A graveled parking lot is evident in the southwest corner of Parcel A, and the farmstead that was partly covered by Parcel B is still present, with more accesses visible. To the north of the site, the surface water impoundment that was noted in 1947 is now filled-in, with more agricultural-related buildings noted. Continued residential development is noted in all directions, but especially to the west of 18th Street.

1964 – National Air Photo Library

Few changes were noted in the 1964 air photo (Figure 8c), other than the continued growth of a stand of trees in the northeast of Parcel B. The entranceway to Parcel B off Richmond Avenue noted in the 1947 aerial was replaced by 1964 by an access and parking lot within Parcel A.

East of 13th Street, the residential dwellings present in 1947 have been removed and the construction of what appears to be the Fairview Home Inc. property is being constructed. South of Richmond Avenue the number of bulk fuel tanks appears to have increased. Additionally, a second or third retail fuel facility at the intersection of 18th Street and Richmond Avenue appears to be present. The property to the southwest across the intersection of 18th Street and Richmond Avenue has been developed. Commercial development was noted west of 18th Street. A petroleum retail outlet is visible at the southwest corner of 18th Street and Queens Avenue.

1977 – National Air Photo Library

As shown in the 1977 air photo (Figure 8d) the Site continues to be undeveloped, similar to its current use. The stand of trees located within the northeast corner of Parcel A has been removed. An asphalt roadway runs north-south from Richmond Avenue to the Keystone Centre complex to the north of the site. The entrance way noted in 1947 and 1964 has been relocated to the east of the site off Richmond Avenue. Records indicate that Keystone Agriculture and Recreation Centre Inc. was founded in 1972; it includes over 36 hectares of land that encompasses the Site and land to the north of it.

To the east of the Site across 13th Street, commercial and residential development has occurred between 1964 and 1977 which is consistent to what is now observed in 2023. Areas south of Richmond Avenue have been further developed commercially, while the bulk fuel outlet has been decommissioned and no longer present. The petroleum fuel outlet visible in 1964 at the southeast corner of Richmond Avenue and 18th Street is present in 1977. The property at the southwest corner of the intersection of 18th Street and Richmond Avenue has been commercially developed as the now present Shoppers Mall. Properties to the west across 18th Street have been further developed commercially while the petroleum fuel outlet noted at the southwest corner of 18th Street and Queens Avenue is present in 1977. Significant infrastructure changes to the developed Keystone Centre property north of Parcel A and Parcel B occurred between 1964 and 1977 with the majority



of out buildings noted in 1964 now not present and replaced with the current structures now observed in 2024 such as the Westoba Place Arena.

1983 – National Air Photo Library

As shown in Figure 8e, the Site in 1983 continues to be undeveloped and appears to be a vacant field, similar to current use. Site appears to be in similar condition to that noted in 1977, with the exception of bare areas visible on the north side of Parcel A, the east side of Parcel A, and the central portion of Parcel B.

To the east of the Site across 13th Street, commercial and residential development is consistent with what was observed in 1977. Areas south of Richmond Avenue have been further developed commercially. The petroleum fuel outlet visible in 1964 and 1977 at the southeast corner of Richmond Avenue and 18th Street is not present in 1983. The property at the southwest corner of the intersection of 18th Street and Richmond Avenue has been further commercially developed as the now present Shoppers Mall. Properties to the west across 18th Street have been further developed commercially while the petroleum fuel outlet noted at the southwest corner of 18th Street and Queens Avenue is present in 1983. An additional building associated with the Keystone Centre property north of Parcel A and Parcel B is present in 1983 to the northeast of the Westoba Place Arena.

1991 – National Air Photo Library

As shown in the 1991 air photo (Figure 8f) the Site continues to be undeveloped, similar to current use. A building was noted on the north boundary of Parcel A, and additional areas on the north end of Parcel A have been cleared/graveled.

To the east of the Site across 13th Street, commercial and residential development has occurred between 1983 and 1991 which is consistent to what is now observed in 2023. Areas south of Richmond Avenue have been further developed commercially. Properties to the west across 18th Street have been further developed commercially while the petroleum fuel outlet noted at the southwest corner of 18th Street and Queens Avenue is present in 1991.

2006 – Google Earth

As shown in Figure 8g, the Site in 2006 continues to be undeveloped and appears to be a vacant field, similar to current use. Site appears to be in similar condition to that noted in 1991, with the exception of bare areas visible on the north side of Parcel A, the east side of Parcel A, and the central portion of Parcel B. An asphalted boulevard separates the Site from the Keystone Centre parking lot further north, and Parcel A is accessible from the northeast corner. Landscaping was completed in the southwest corner of Parcel A. Stockpile storage of sandy material was noted to the east of Parcel B.

Surrounding properties to the east of the Site across 13th Street and south of Richmond Avenue are consistent with what was observed in 1991. The petroleum fuel outlet at the southwest corner of 18th Street and Queens Avenue is present in 2006.

2011 – Google Earth

The 2011 air photo (Figure 8h) is generally unchanged from 2006 other than excavations or disturbed ground were noted on the south end of Parcel A. Off-site areas are also generally unchanged.



2017 – Google Earth

The 2017 air photo (Figure 8i) is generally unchanged from 2011 other than Parcel A appears to be used for summer or winter sports, with red bleachers visible. Off-site areas are also generally unchanged except that the petroleum fuel outlet at the southwest corner of 18th Street and Queens Avenue is no longer present in 2017.

2022 – Google Earth

The 2022 air photo (Figure 8j) is generally unchanged from 2017, both on- and off-site.

3.4 Ecolog ERIS Database Report

ECS obtained information contained in the databases provided by EcoLog ERIS of Toronto, Ontario. ERIS provides environmental database reports from federal, provincial, and territorial government departments. A total of 30 federal and territorial database searches were conducted for the site itself and sites within a radius of 250 m. The EcoLog ERIS report is included as Appendix C.

The identification of a property as potentially upgradient or downgradient is based on the expected direction of groundwater flow. Topographic contours for the area suggest the regional topographic gradient is generally to the northeast/north towards the Assiniboine River, located approximately 3.1 kilometres from the Site (Figure 4).

Significant findings from the review of the Ecolog ERIS Standard Database Report are as follows:

Subject Site:

One (1) water well record was identified in connection with the subject property as follows:

- Test Well advanced at SW14-10-19W on March 21, 2012 by M&M Drilling of Rivers, Manitoba.

Properties within the Phase I Study Area:

A total of sixty-eight (68) records were identified within the 250 m radius of the subject Site. A summary of the relevant environmental database records for the surrounding properties is as follows:

- A total of four (4) Contaminated/Impacted Sites (CS) listings are reported to be present within the 250 m radius of the subject Site. The CS listings are as follows:
 - Federated Co-operatives Limited/Keystone Village Gas Bar has two (2 CS) listings at 10-1300 18th Street, Brandon, Manitoba, located 65.8 m upgradient to the west of the Site.
 - South End Self Service has two (2 CS) listings at 1525 18th Street South, Brandon, Manitoba, located 138.9 m upgradient to the south of the Site.
 - Keystone Esso Service has two (2 CS) listings at 1260 18th Street, Brandon, Manitoba, located 144.5 m upgradient to the west of the Site.
 - Fas Gas Richmond 40035 Service has two (2 CS) listings at 1209 Richmond Avenue, Brandon, Manitoba, located 239.6 m upgradient to the south of the Site.



- A total of six (6) Fuel Storage Tanks (FST) listings are reported to be present within the 250 m radius of the subject Site. The FST listings are as follows:
 - Keystone Village Gas Bar is listed as having Fuel Storage Tanks (FST) at 10-1300 18th Street, Brandon, Manitoba, located 65.8 m upgradient to the west of the Site.
 - Wal-Mart is listed as having Fuel Storage Tanks (FST) at 1440 18th Street, Brandon, Manitoba, located 81.8 m upgradient to the southwest of the Site.
 - North Hill Services Ltd./Mar Dee Enterprises is listed as having Fuel Storage Tanks (FST) at 1525 18th Street, Brandon, Manitoba, located 138.9 m upgradient to the south of the Site.
 - Keystone Esso & Car Wash is listed as having Fuel Storage Tanks (FST) at 1260 18th Street, Brandon, Manitoba, located 144.5 m upgradient to the west of the Site.
 - Brandon Civic Service Complex is listed as having Fuel Storage Tanks (FST) at 1229 Richmond Avenue, Brandon, Manitoba, located 191.7 m downgradient to the east of the Site.
 - Brandon Fas Gas is listed as having Fuel Storage Tanks (FST) at 1209 Richmond Avenue, Brandon, Manitoba, located 239.6 m downgradient to the east of the Site.
- A total of two (2) Bulk Fuel Distributors (FUEL) listings are reported to be present within 250 m radius of the subject Site. The FUEL listings are as follows:
 - Brandon Bulk Plant & Petro Pass/Southend Petro-Canada is listed as a Bulk Fuel Distributor (FUEL) at 1525 18th Street, Brandon, Manitoba, located 138.9 m upgradient to the south of the Site.
 - Fas Gas Richmond Service is listed as a Bulk Fuel Distributor (FUEL) at 1209 Richmond Avenue, Brandon, Manitoba, located 239.6 downgradient to the east of the Site.
- A total of three (3) Retail Fuel Storage Tanks (RST) listings are reported to be present within 250 m radius of the subject Site. The RST listings are as follows:
 - South End Service/Petro Canada is listed as a Retail Fuel Storage Tanks (RST) at 1525 18th Street, Brandon, Manitoba, located 138.9 m upgradient to the south of the Site.
 - Keystone ESSO & Car Wash is listed as a Retail Fuel Storage Tanks (RST) at 1260 18th Street, Brandon, Manitoba, located 144.5 m upgradient to the west of the Site.
 - Fas Gas Richmond Service is listed as a Retail Fuel Storage Tanks (RST) at 1209 Richmond Avenue, Brandon, Manitoba, located 239.6 m downgradient to the east of the Site.
- One Manitoba Spill (SPL) listing is reported to be present within 250 m radius of the subject Site. The SPL listing is as follows:
 - 1301 13th Street is identified as a Manitoba Spill (SPL) listing, located 242.3 m downgradient to the east of the Site.



Unplottable Properties within the Phase I Study Area:

A total of fifteen (15) unplottable sites were identified that may or may not be within the 250 m radius of the subject Site. A summary of the relevant environmental database records for the referenced properties is as follows:

- Manitoba Hydro Utility Services Ltd. Head Office located at Richmond Avenue, Brandon, Manitoba is listed as a Contaminated/Impacted Site (CS). Location of site is shown on Figure 9.
- 18th Street Shell, Brandon, Manitoba is listed as a Bulk Fuel Distributor (FUEL). Location is north of the subject Site and is not relevant to the present study.
- 18th Street Mohawk, Brandon, Manitoba is listed as a Bulk Fuel Distributor (FUEL). Location is north of the subject Site and is not relevant to the present study.

Based on the findings of the ERIS report, the following potential environmental concerns were identified that could result in potential subsurface impacts at the Site:

- Presence of a historic bulk fuel plant and current petroleum service station located at 1525-18th Street, Brandon Manitoba. Property is located immediately south (< 50 metres) upgradient from the subject site across Richmond Avenue.
- Presence of a historic petroleum service station located at 1300 18th Street, Brandon, Manitoba. Property is located immediately west (<50 metres) upgradient from the subject site across 18th Street.
- Presence of a historic petroleum service station located at 1260 18th Street, Brandon, Manitoba. Property located immediately northwest (<100 metres) upgradient from the subject site across the intersection of 18th Street and Queens Avenue.

A site plan showing potential contaminated sites within 250 m of the Site is presented on Figure 9.

3.5 Review of Prior Reports

No previously completed environmental reports and/or documents completed on the subject Site was provided to ECS for review and consideration as part of this Phase I ESA. One report for a site off-site was reviewed, pertaining to the site investigation of a petroleum hydrocarbon release at Manitoba Hydro (1209 Richmond Avenue, Registry File No: 19208). A total of nineteen (19) boreholes were advanced as part of the investigation on June 16 and 17, 1996. Approximately 10.5 m³ of contaminated soil was delineated, and approved for off-site disposal. A copy of the report (without attachments) is provided in Appendix D.



3.6 Provincial Databases

3.6.1 Manitoba Contaminated Sites Registry Map

ECS queried the online Manitoba Contaminated Sites Registry Map, with the results plotted on Figure 9.

No Contaminated or Impacted Sites were listed within a 250 m radius of the Site. Five (5) potential contaminated sites in the “Not-Designated” category were identified within 250 m of the site. These sites pertain to former or historical activities; none are currently active.

- Manitoba Hydro Richmond Station, located at 1209 Richmond Avenue. Registry File No: 19208. East of the site (hydrologically cross-gradient).
- Fas Gas Richmond (40035 Service), located at 1209 Richmond Avenue, Registry File No: 65302. East of the site (hydrologically cross-gradient).
- South End Self Service, located at 1525 18th Street, Registry File No: 19086. South of the site (hydrologically upgradient).
- Keystone Village Gas Bar 10-1300 18th Street, Registry File No: 34461. West of the site (hydrologically cross-gradient).
- Keystone Esso Service, located at 1260 18th Street, Registry File No: 28880. West of the site (hydrologically cross-gradient).

The last three sites listed above are the most likely to have caused potential environmental impairment to the Site, due to the potential for groundwater transport of contaminants (petroleum hydrocarbon).

Although the site is outside the 250 m radius, the Canadian Tire Plus to the south (upgradient), located at 1655 18th Street is a Designated Impacted Site (Registry File No. 19087), with known petroleum hydrocarbon impacts since the 1980s. Groundwater contaminants of concern include benzene, ethylbenzene, toluene and xylenes.

3.6.2 Public Registry

The Public Registry is an open database of projects undergoing environmental assessment under *The Environment Act*, licensing under the Dangerous Goods Handling and Transportation Act, and other activities which require posting in Environment and Climate's public registry system. The database was searched for “keystone” with no files found. The registry was searched for Brandon, Manitoba. No “Open for Comment” files were found. One “In Process” file was found for the City of Brandon Water Treatment Facility Upgrades, and 72 entries were in the “Completed” category. However, none of the sites listed were within 250 m of the Site.

3.6.3 Valid Petroleum Storage Operating Permits

Manitoba Environment and Climate Change online database was searched for Valid Petroleum Storage Operating Permits. Permits are managed through the Petroleum Storage Program, Environmental Compliance and Enforcement



The search identified the following active Underground Storage Tank site permits for Underground Storage Tanks within 250 m of the Site. All locations are upgradient from a hydrogeological perspective, meaning that fuel releases from these sites could potentially cause environmental impairment at the subject Site:

- Heritage Co-Op - Richmond Gas Bar, Permit 21590, 1035 Richmond Ave, Brandon MB, and
- Petro Canada and Canadian Tire Gas+, Permit 21958/Permit 24076, Address 1525 18th St, Brandon MB and 1655 - 18th St, Brandon MB.

4.0 SITE RECONNAISSANCE

4.1 General

Mr. Doug Dolby of ECS conducted the Site investigation at the subject property on December 7, 2023 during normal business hours. Qualifications of the project team are provided in Appendix E. All exterior areas of the subject property were accessed during the Site reconnaissance. At the time of the Site Reconnaissance, the Site was clear of snow cover, weather was partly sunny, and approximately 1° Celsius. Photographs of the subject property and adjacent properties are presented in the Photographs Section.

4.2 Interviews

Mr. Allen Sutherland, Maintenance Supervisor and Ms. Connie Lawrence, Interim General Manager with Keystone Agricultural and Recreational Centre Inc. were interviewed on January 10, 2024. Mr. Sutherland has been associated with the Keystone Centre since approximately 1981. Mr. Sutherland outlined that prior to the 1980s, municipal waste was infilled on the Keystone Centre property, south of the current rink and north of Parcel A. This information corroborates aerial photograph evidence of infilling an area of open water to the north of the Site in the 1950s and 1960s. He indicated that buried municipal waste was encountered during the trenching installation/upgrade to the on-site electrical power to the facility. The treed area to the northwest of Parcel B was used historically as a park zoo during the 1950s and 1960s, and was closed in approximately 1971. Historic soil infilling has occurred within Parcel A and Parcel B. Infill material was generated from on-site construction activities associated with the various building additions to the Keystone Centre. Parcel A and Parcel B have historically been used for primary parking, overflow parking, and recreational use for various events at the Keystone Centre such as demolition derbies and bleacher storage.

The interviews corroborate other historical evidence that unknown fill materials may be present on Site.

4.3 Hazardous Building Material

As part of the Phase I ESA, ECS assessed the potential presence of the following substances at the subject property based upon a review of the available documentation as well as the findings of the visual review. The review was non-intrusive and, as such, wall and ceiling cavities were not inspected and no testing was completed.

To date, no buildings have been constructed at the Site, as a result no asbestos-containing materials (ACMs), lead-based paint, and polychlorinated biphenyls (PCBs) are present at the Site.



4.3.1 Polychlorinated Biphenyls (PCBs)

Polychlorinated biphenyls (PCBs) are a group of over 200 chemicals based on a combination of chlorine and biphenyl, a derivative of benzene. PCBs were produced in North America from 1929 until 1977, when their manufacture was banned in order to limit distribution and control disposal due to concerns over its potential as a carcinogen and its effect on reproductive processes. Based on there are no buildings present at the Site, no PCB-containing light ballasts or other electrical equipment is present on-Site.

4.3.2 Asbestos Containing Materials (ACM)

The term asbestos is applied to a group of naturally occurring fibrous hydrated silicates, which are distinguished from other minerals by their easily separated long thin fibres. The commercially important members of the asbestos family are actinolite, amosite, anthophyllite, chrysotile, crocidolite, and tremolite. The use of asbestos for commercial and industrial applications became commonplace in the late 1800s. Because of its versatility (incombustibility, heat/chemical resistance, and reinforcing properties), asbestos has been used in many products such as thermal insulation, fireproofing, floor tiles, ceiling tiles, cement piping, and corrugated pipe insulating wrap.

Asbestos is considered toxic and a human health hazard, predominantly resultant from the inhalation of asbestos fibres. The common use of ACMs in construction materials was largely phased out by the early 1980s; however, some forms of non-friable ACMs are still used in building materials today. ACMs may be characterized as either friable (easily crushed by hand pressure and asbestos fibres rendered airborne) or non-friable (the asbestos fibres are more securely bound within the finished material). Non-friable ACMs may include some types of vinyl floor tiles, fire resistant wall board, and cement based composite products. Friable ACMs may include some types of acoustic and thermal insulation, and spray applied ceiling finishes.

Given that there are no buildings associated with the Site, no ACMs are likely to be present.

4.3.3 Lead

The Surface Coating Materials Regulations (SOR/2005-109) under the Federal Hazardous Products Act limits the amount of lead in surface coating materials to 0.009% by dry weight. The Federal Government has limited the amount of lead in paints to 0.5% since 1976.

Given that there are no buildings associated with the Site, no lead-based paint is expected to be present.

4.3.4 Urea Formaldehyde Foam Insulation (UFFI)

Urea Formaldehyde Foam Insulation (UFFI) is low-density foam prepared from a mixture of urea formaldehyde resin, an acid hardening agent solution and a propellant, and was used primarily to insulate cavities in a retrofit of older homes. The use of UFFI was banned in 1980 by the Federal Hazardous Products Act (RF 1985).

Given that there are no buildings associated with the Site, no UFFI is expected to be present.



4.3.5 Ozone Depleting Substances (ODS)

The Ozone Depleting Substance Regulations were created by the Federal Government in 1998 to meet the Montreal Protocol on Substances that Deplete the Ozone Layer.

The Montreal Protocol is an international agreement to control the production and exchange of certain ozone depleting substances and the Regulations are intended to further reduce emissions.

No potential sources of ODS' were observed during the Site reconnaissance.

4.4 Chemical Use and Storage Containers

As no buildings are associated with the Site, no quantities of chemicals, nor cleaning and maintenance supplies were observed during the site reconnaissance on December 7, 2023.

4.5 Aboveground Storage Tank(s) (ASTs)

No chemical or fuel storage aboveground storage tanks (USTs) were identified on the Site during the Site reconnaissance on December 7, 2023.

4.6 Underground Storage Tank(s) (USTs)

No underground storage tanks (USTs) or UST associated hardware was observed on-Site nor within the immediately adjacent properties to the north (Keystone Centre) and east (Keystone Park) of the Site during the Site reconnaissance on December 7, 2023. Underground storage tanks with valid operating permits within 250 m of the site were listed in Section 4.8.3.

4.7 Stains and Odours

The ground surface across the Site was observed to consist of primarily landscaped grassed areas and internal gravel roadways on December 7, 2023. Historical aerial photographs provided evidence of bare, unvegetated areas but ECS did not observe any significant staining or odours on the subject property during the Site reconnaissance on December 7, 2023. Occasional bare areas devoid of vegetation were noted; these could be related to the presence of clay or gravel fill without overlying topsoil.

4.8 Mould and Water Damage

No visual evidence of water damage was noted on the subject property.

4.9 Potable Water Supply

The potable water for the Site is obtained from the City of Brandon potable water system.

4.10 Heating and Cooling

As there are no buildings associated with the Site no heating and/or cooling systems are present on-Site.



4.11 Drains, Sumps, Septic Systems, Separators, Hoists and Pits

No drains, sumps, septic systems, separators, hoists nor pits were observed on-Site during the Site reconnaissance on December 7, 2023.

4.12 Sewage and Waste Disposal

The Site is serviced via the City of Brandon wastewater treatment system. A total of seven (7) 4 yd³ household recycling bins owned and operated by the City of Brandon were observed adjacent to Parcel B on December 7, 2023.

4.13 Lagoons or Holding Ponds

There are no lagoons or holding ponds on the Site.

4.14 Fill Materials

The ground surface across the Site was observed to consist of primarily landscaped grassed areas and internal gravel roadways on December 7, 2023. Fill material consisting of a soil pile containing topsoil was observed within the northeast corner of Parcel A at the site entrance way. Infilling was observed within Parcel B and appears to be imported granular fill for temporary parking and events. Aerial photographs suggest that significant infilling of the north part of Parcel A took place in the 1960s and 1970s, at the time the area was developed as an agricultural complex.

4.15 Stressed Vegetation

The ground surface across the Site was observed to consist of primarily landscaped grassed areas and internal gravel roadways on December 7, 2023. ECS did not observe any stressed vegetation on the subject property during the Site reconnaissance on December 7, 2023.

4.16 Watercourses, Ditches, or Standing Water

No watercourses were observed on the subject property; however, stormwater is anticipated to flow over land to the south and east property lines along Richmond Avenue. Surface water is then directed along Richmond Avenue to downgradient surface water catch basins.

4.17 Wells

No water wells nor monitoring wells were observed or reported at the subject property during the Site reconnaissance on December 7, 2023.

From the ERIS report, one (1) Water Well Inventory record was identified for the Site, consisting of a test well advanced by Manitoba Water Resources Branch on March 21, 2012. The well identified sand and gravel at 79 m below grade, after which the well was sealed. The former drilling location could not be identified during the site visit. The City of Brandon is serviced by potable water via the City's Water Treatment Facility that sources its potable water from the Assiniboine River.



4.18 Roads, Parking, Facilities, and Rights-of-Way

Access to the subject property is provided via two entrance ways, one asphalt roadway off of 18th Street running in an east/west direction and another gravel roadway off of Richmond Avenue adjacent to Parcel B running in a north/south direction.

4.19 Noise

Excessive noise is not anticipated at the subject property, as noise is limited to background traffic from the nearby roadways, commercial and recreational properties.

4.20 Air Emissions

The subject property produces air emissions in the form of potential emissions from motor vehicles. These air emissions are not considered an environmental concern at the subject property. No National Pollutant Release Inventory sites were identified in the vicinity of the property.

5.0 CONCLUSIONS AND RECOMMENDATIONS

Environmental Consulting Solutions (ECS) completed a Phase I ESA report on behalf of TBD Architecture + Urban Planning, for vacant land identified as Parcel A (6.22 acres) and Parcel B (5.76 acres) of Keystone Park, associated with 1175 18th Street in Brandon, Manitoba (Site). The objective of the work was to identify the potential for environmental impairment that may have resulted from historical or current land use, either on- or off-site. The purpose of the work was to complete a non-intrusive environmental assessment in advance of potential land development.

Keystone Agriculture and Recreation Centre Inc. was founded in 1972, encompassing over 36 hectares. The south portion of Keystone Centre now identified as Parcel A and Parcel B has remained undeveloped. Based on a review of historical aerial photographs, the parcels were initially used for agricultural purposes. Significant infilling of the north part of Parcel A took place in the 1950s to 1970s, concurrent with the infilling of a surface water impoundment with domestic waste and soil to the north of the Site, in an area that is now a parking lot. The presence of unknown fill, especially in the north portion of Parcel A, is a potential environmental concern because the environmental quality of the source fill is not known, and the fill may contain domestic waste.

The following off-site locations could result in potential subsurface impacts at the Site via groundwater transport due to their upgradient location and/or size of the potential contamination source:

- A bulk petroleum or petrochemical complex south of the site that was well developed in 1947 and persisted to at least the 1960s. The remediation and reclamation status of the facility is unknown;
- Three upgradient or cross-gradient historical petroleum retail fuel facilities south and east of the Site; and
- Two upgradient active petroleum underground storage tank (UST) sites, including Petro-Canada and a Canadian Tire Plus, which has known petroleum hydrocarbon contamination in groundwater.

Based on the findings above, it is recommended that a Phase II Environmental Site Assessment (ESA) be completed at the Site to investigate the south and west property boundaries for petroleum hydrocarbons and



to assess historic infilled areas for metals, salinity and petroleum hydrocarbons. The intrusive investigation can be completed independently or during any planned geotechnical investigation.

6.0 CLOSURE

The qualifications of the site assessor who carried out this Phase I ESA are presented in Appendix E.

The use of this report is subject to the Statement of Limitations presented in Appendix F of this report. The reader's attention is specifically drawn to the Statement of Limitations as it is considered essential that they be followed for the proper use and interpretation of this report.

We trust that this report meets with your current requirements. In the event that you may have any questions or require additional information with regards to this report, please do not hesitate to contact the undersigned.

Sincerely,

ENVIRONMENTAL CONSULTING SOLUTIONS



Author:
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Environmental Specialist

Reviewer:
Daniela Felske, P. Eng.
Senior Engineer
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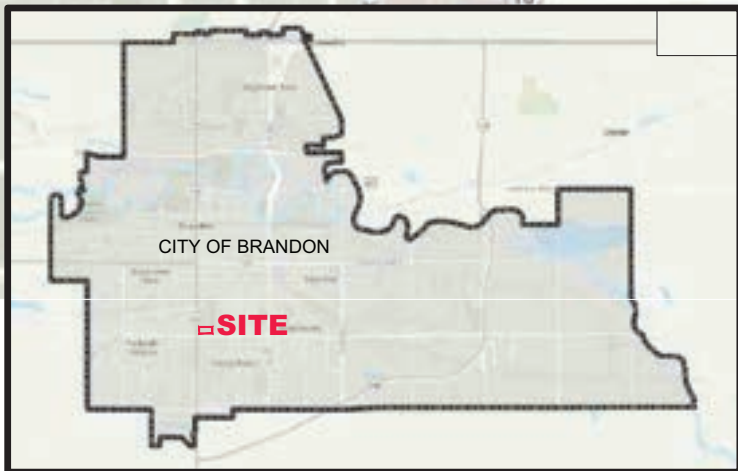
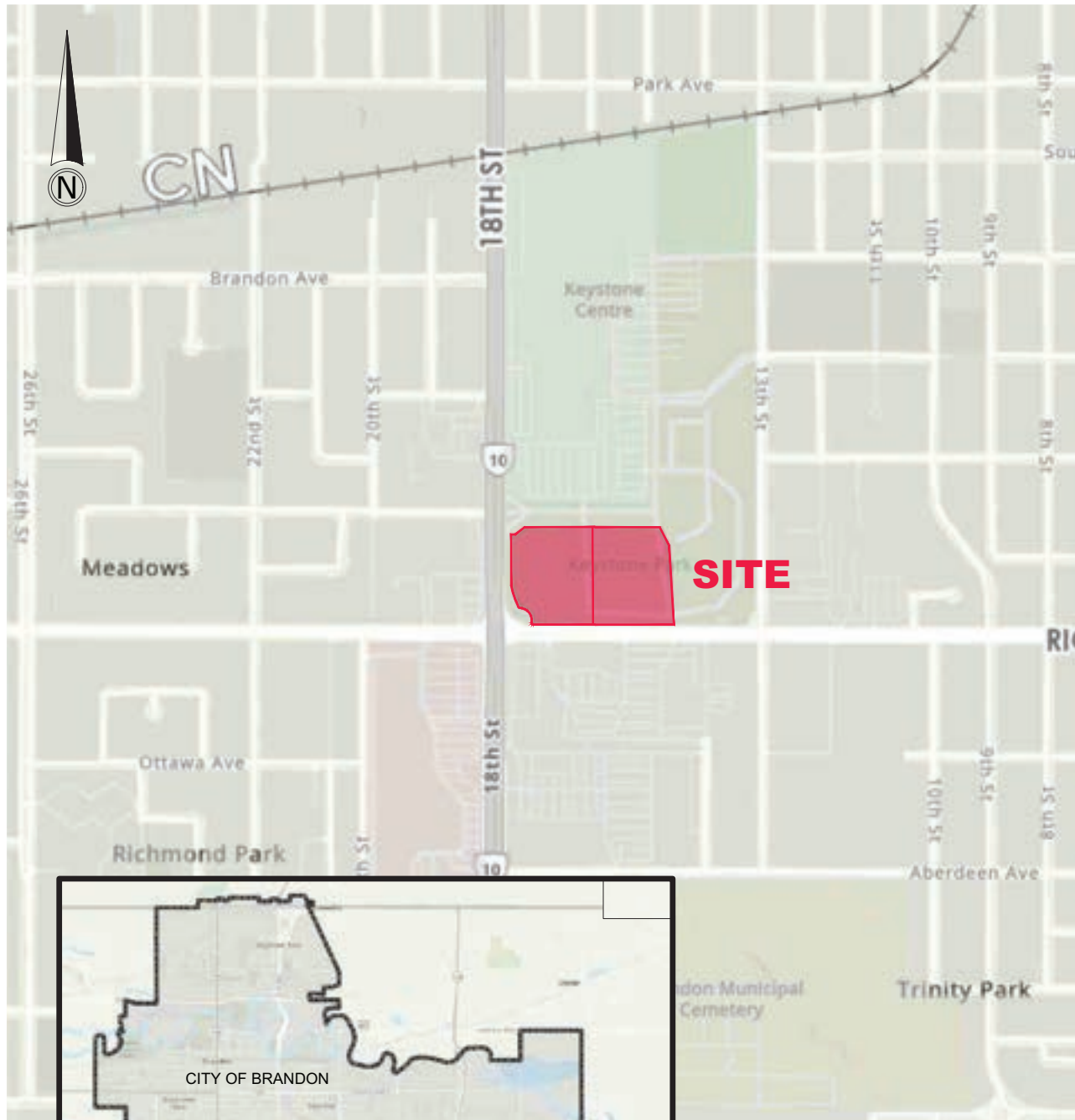


7.0 REFERENCES

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2. EcoLog ERIIS Database Report, December 4, 2023.
3. EcoLog ERIIS Topographic Map, Natural Resources Canada (NRCAN), Toporama (geogratis.gc.ca), Publication: July 19, 2013.
4. EcoLog ERIIS Historical Aerials, National Air Photo Library, December 4, 2023.
5. Google Earth 2023, image dates October 2006, July 2011, July 2017, and June 2022.
6. Matile, G.L.D. and Keller, G.R. 2004: Surficial geology of the Brandon map sheet (NTS 62G), Manitoba; Manitoba Industry, Economic Development and Mines, Manitoba Geological Survey, Surficial Geology Compilation Map Series, SG-62K.
7. Manitoba Mineral Resources 2013: Bedrock Geology, Manitoba, 2007 – 2011; in map gallery – geoscientific maps, Manitoba Mineral Resources.
8. Manitoba Environment, Climate and Parks, Contaminated Sites Registry https://www.gov.mb.ca/sd/waste_management/contaminated_sites/registry/index.html Search completed December 12, 2023.
9. Manitoba Environment, Climate and Parks, Public Registry. Search completed December 22, 2023. <https://www.gov.mb.ca/sd/eal/registries/index.html>




Figures



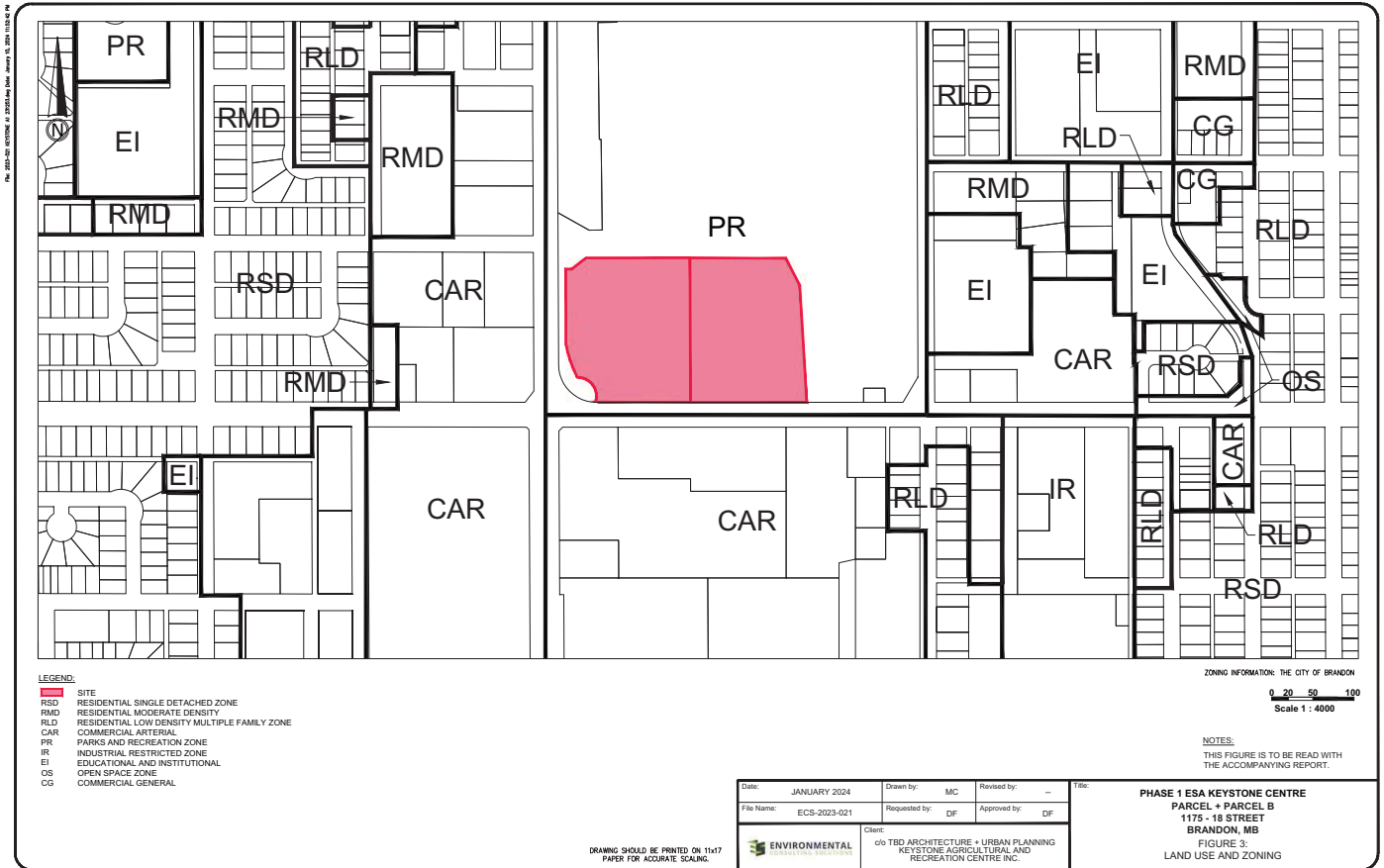
MAP SOURCE: THE CITY OF BRANDON

NOTES:
THIS FIGURE IS TO BE READ WITH
THE ACCOMPANYING REPORT.

Date:	JANUARY 2024	Drawn by:	MC	Revised by:	--
File Name:	ECS-2023-021	Requested by:	DF	Approved by:	DF
		Client: c/o TBD ARCHITECTURE + URBAN PLANNING KEYSTONE AGRICULTURAL AND RECREATION CENTRE INC.			

**PHASE 1 ESA KEYSTONE CENTRE
PARCEL + PARCEL B
1175 - 18 STREET
BRANDON, MB**
**FIGURE 1:
SITE PLAN AND LOCATION**







LEGEND:


SITE

MAP INFORMATION FROM ABADATA 2.0, NOVEMBER 2023

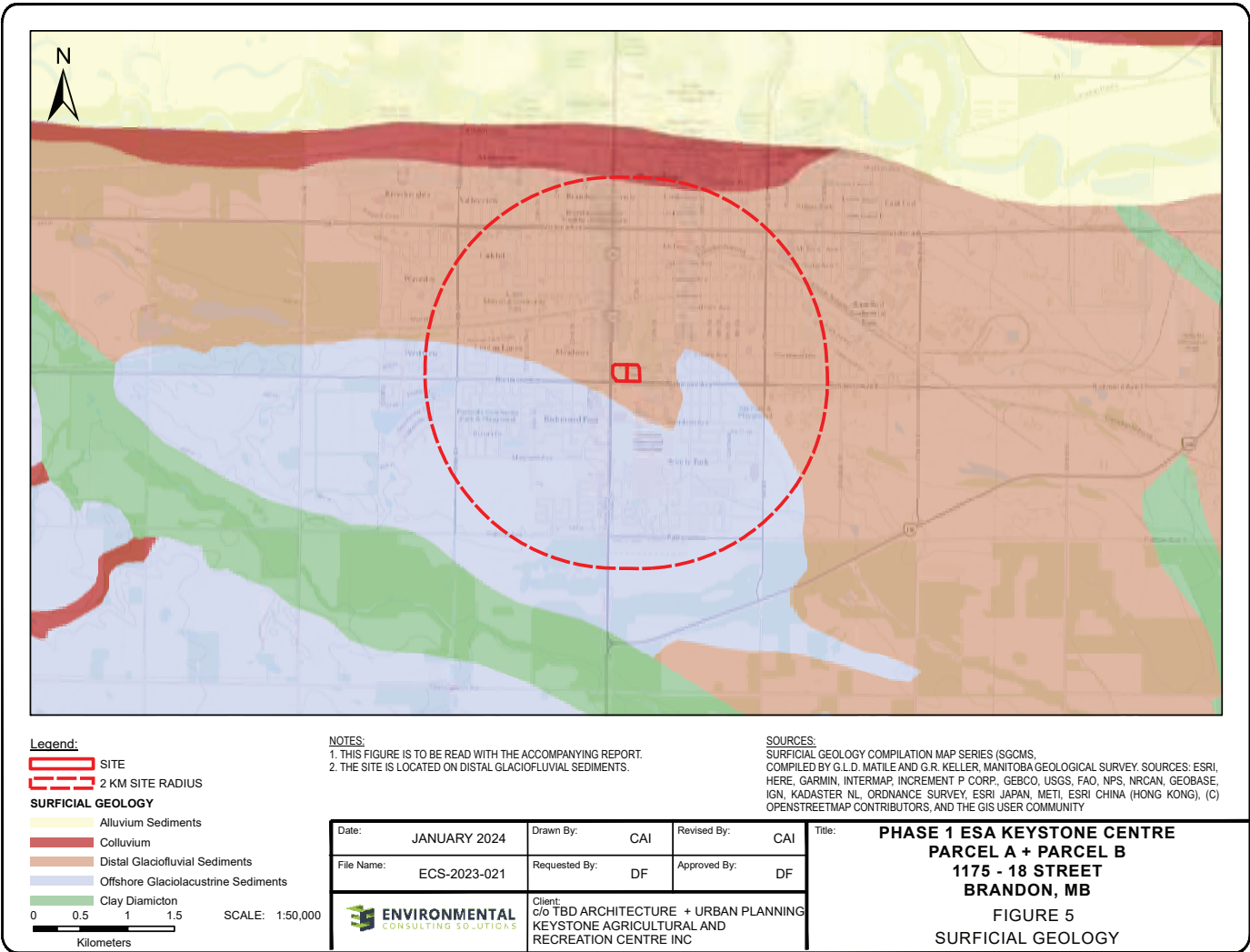
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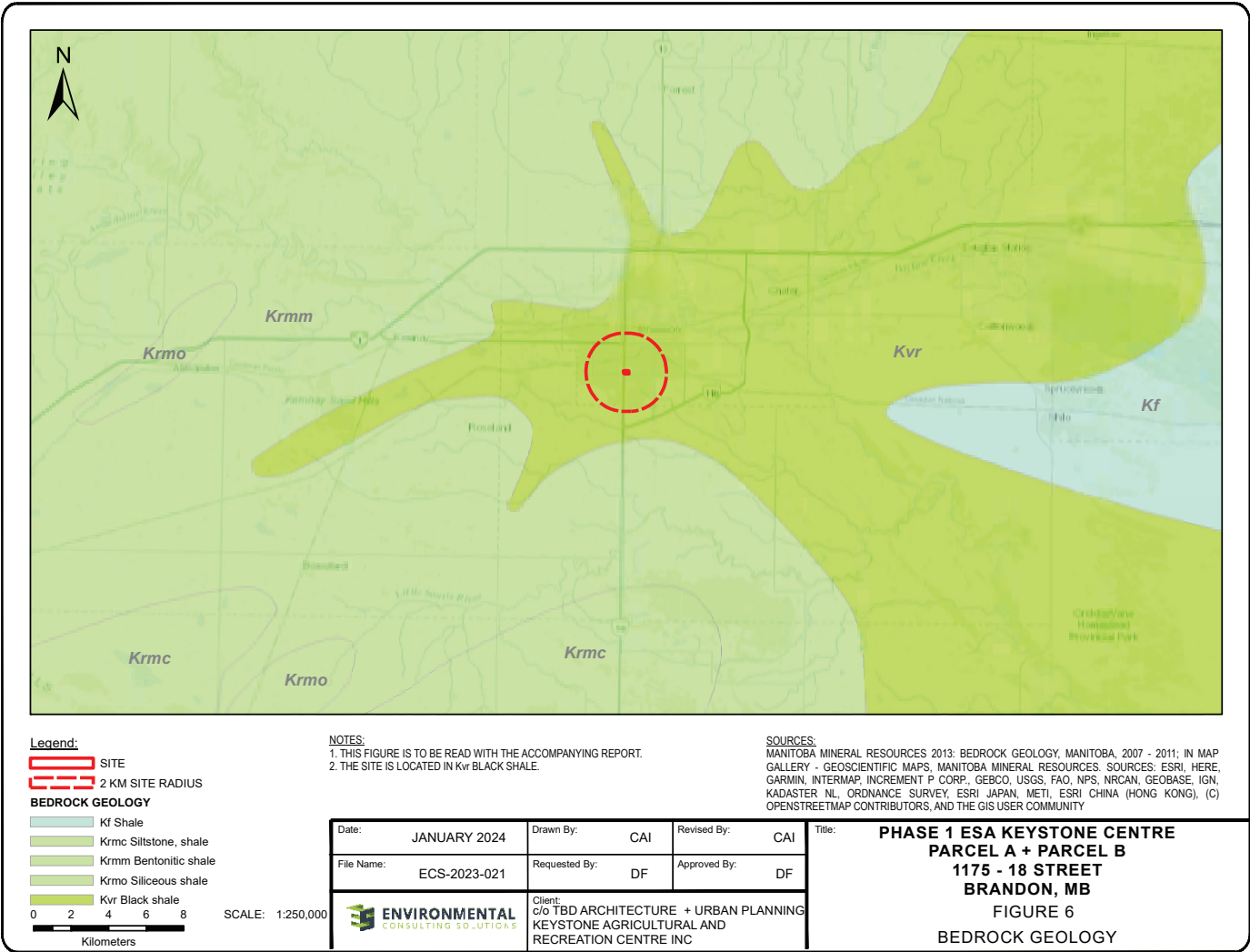
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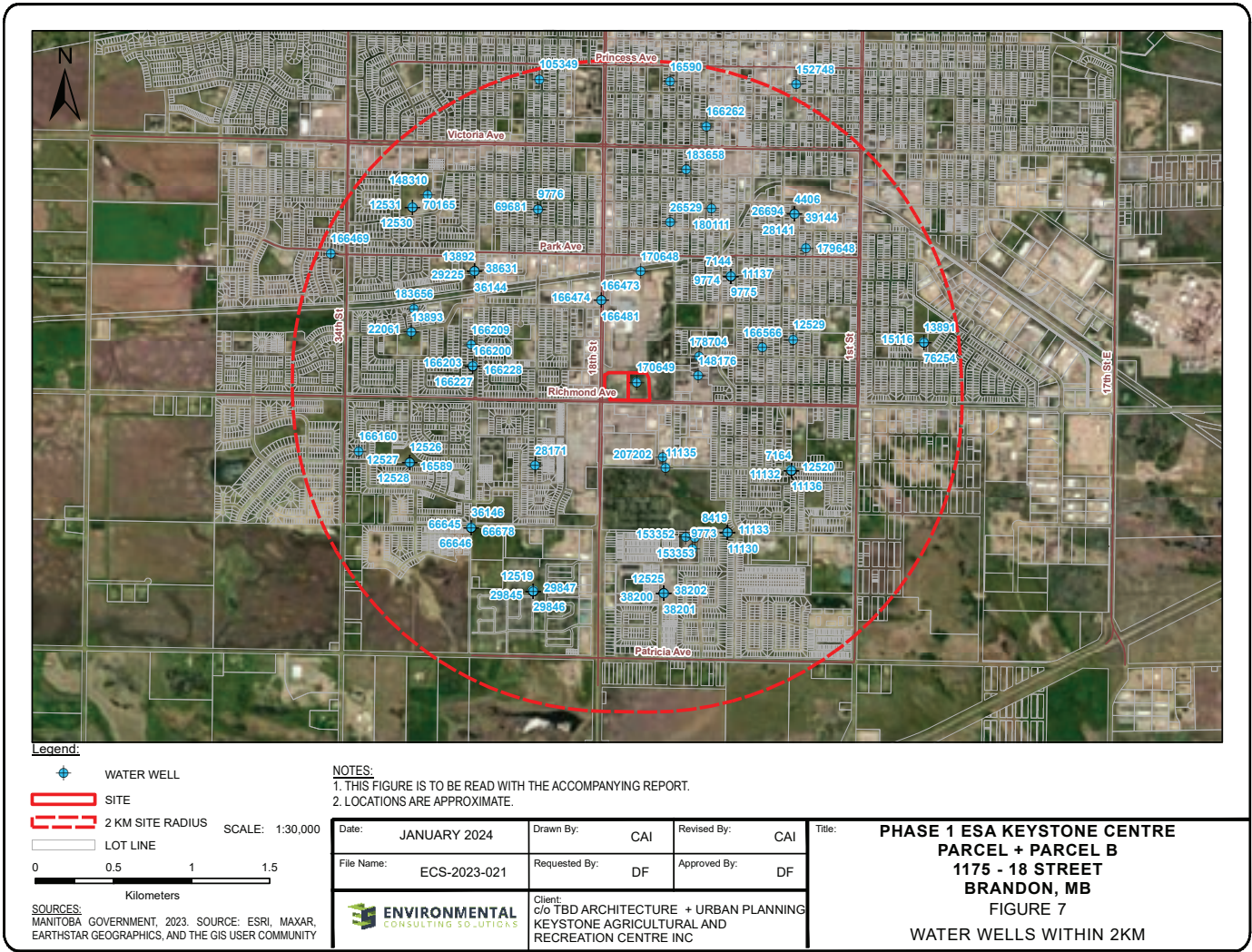
THIS FIGURE IS TO BE READ WITH
THE ACCOMPANYING REPORT.

Date: JANUARY 2024	Drawn by: MC	Revised by: --
File Name: ECS-2023-021	Requested by: DF	Approved by: DF
<div><div> ENVIRONMENTAL</div><div>Client: c/o TBD ARCHITECTURE + URBAN PLANNING KEYSTONE AGRICULTURAL AND RECREATION CENTRE INC.</div></div>		

Title:
**PHASE 1 ESA KEYSTONE CENTRE
PARCEL + PARCEL B
1175 - 18 STREET
BRANDON, MB
FIGURE 4:
TOPOGRAPHY**









Legend:

SITE


SCALE: 1:10,000

0 100 200 300
Meters

SOURCES:
HISTORIC AIR PHOTO - NATIONAL AIR PHOTO REGISTRY, AND
ERIS 2023.

NOTES:

1. THIS FIGURE IS TO BE READ WITH THE ACCOMPANYING REPORT.
2. LOCATIONS ARE APPROXIMATE.

Date:	JANUARY 2024	Drawn By:	CAI	Revised By:	CAI
File Name:	ECS-2023-021	Requested By:	DF	Approved By:	DF
 ENVIRONMENTAL CONSULTING SOLUTIONS		Client: c/o TBD ARCHITECTURE + URBAN PLANNING KEYSTONE AGRICULTURAL AND RECREATION CENTRE INC			

Title:	PHASE 1 ESA KEYSTONE CENTRE
	PARCEL A + PARCEL B
	1175 - 18 STREET
	BRANDON, MB
	FIGURE 8a
	HISTORIC AIR PHOTO REVIEW - 1947



Legend:

SITE

SCALE: 1:10,000

0 100 200 300
Meters

SOURCES:
HISTORIC AIR PHOTO - NATIONAL AIR PHOTO REGISTRY, AND
ERIS 2023.

NOTES:

1. THIS FIGURE IS TO BE READ WITH THE ACCOMPANYING REPORT.
2. LOCATIONS ARE APPROXIMATE.

Date:	JANUARY 2024	Drawn By:	CAI	Revised By:	CAI
File Name:	ECS-2023-021	Requested By:	DF	Approved By:	DF
 ENVIRONMENTAL CONSULTING SOLUTIONS		Client: c/o TBD ARCHITECTURE + URBAN PLANNING KEYSTONE AGRICULTURAL AND RECREATION CENTRE INC			

Title:
PHASE 1 ESA KEYSTONE CENTRE
PARCEL A + PARCEL B
1175 - 18 STREET
BRANDON, MB
FIGURE 8b
HISTORIC AIR PHOTO REVIEW - 1958



Legend:

SITE


SCALE: 1:10,000

0 100 200 300
Meters

SOURCES:
HISTORIC AIR PHOTO - NATIONAL AIR PHOTO REGISTRY, AND
ERIS 2023.

NOTES:

1. THIS FIGURE IS TO BE READ WITH THE ACCOMPANYING REPORT.
2. LOCATIONS ARE APPROXIMATE.

Date:	JANUARY 2024	Drawn By:	CAI	Revised By:	CAI
File Name:	ECS-2023-021	Requested By:	DF	Approved By:	DF
 ENVIRONMENTAL CONSULTING SOLUTIONS		Client: c/o TBD ARCHITECTURE + URBAN PLANNING KEYSTONE AGRICULTURAL AND RECREATION CENTRE INC			

Title:	PHASE 1 ESA KEYSTONE CENTRE
	PARCEL A + PARCEL B
	1175 - 18 STREET
	BRANDON, MB
FIGURE 8d	
HISTORIC AIR PHOTO REVIEW - 1977	



Legend:

SITE


SCALE: 1:10,000

0 100 200 300
Meters

SOURCES:
HISTORIC AIR PHOTO - NATIONAL AIR PHOTO REGISTRY, AND
ERIS 2023.

NOTES:

1. THIS FIGURE IS TO BE READ WITH THE ACCOMPANYING REPORT.
2. LOCATIONS ARE APPROXIMATE.

Date:	JANUARY 2024	Drawn By:	CAI	Revised By:	CAI
File Name:	ECS-2023-021	Requested By:	DF	Approved By:	DF
		Client: c/o TBD ARCHITECTURE + URBAN PLANNING KEYSTONE AGRICULTURAL AND RECREATION CENTRE INC			

Title:	PHASE 1 ESA KEYSTONE CENTRE
	PARCEL A + PARCEL B
	1175 - 18 STREET
	BRANDON, MB
	FIGURE 8e
	HISTORIC AIR PHOTO REVIEW - 1983



Legend:

SITE


SCALE: 1:10,000

0 100 200 300
Meters

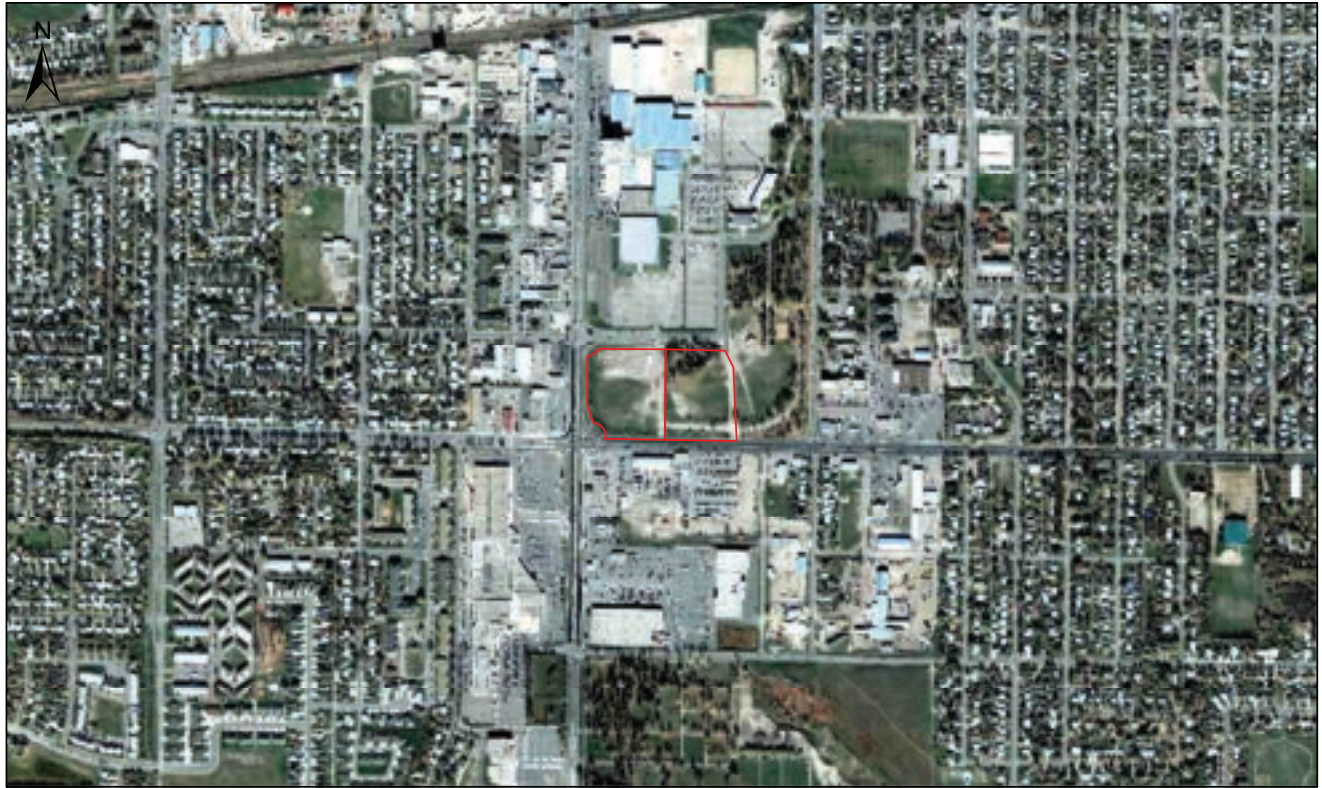
SOURCES:
HISTORIC AIR PHOTO - NATIONAL AIR PHOTO REGISTRY, AND
ERIS 2023.

NOTES:

1. THIS FIGURE IS TO BE READ WITH THE ACCOMPANYING REPORT.
2. LOCATIONS ARE APPROXIMATE.

Date:	JANUARY 2024	Drawn By:	CAI	Revised By:	CAI
File Name:	ECS-2023-021	Requested By:	DF	Approved By:	DF
 ENVIRONMENTAL CONSULTING SOLUTIONS		Client: c/o TBD ARCHITECTURE + URBAN PLANNING KEYSTONE AGRICULTURAL AND RECREATION CENTRE INC			

Title:	PHASE 1 ESA KEYSTONE CENTRE
	PARCEL A + PARCEL B
	1175 - 18 STREET
	BRANDON, MB
	FIGURE 8f
	HISTORIC AIR PHOTO REVIEW - 1991



Legend:

— SITE


SCALE: 1:10,000

0 100 200 300
Meters

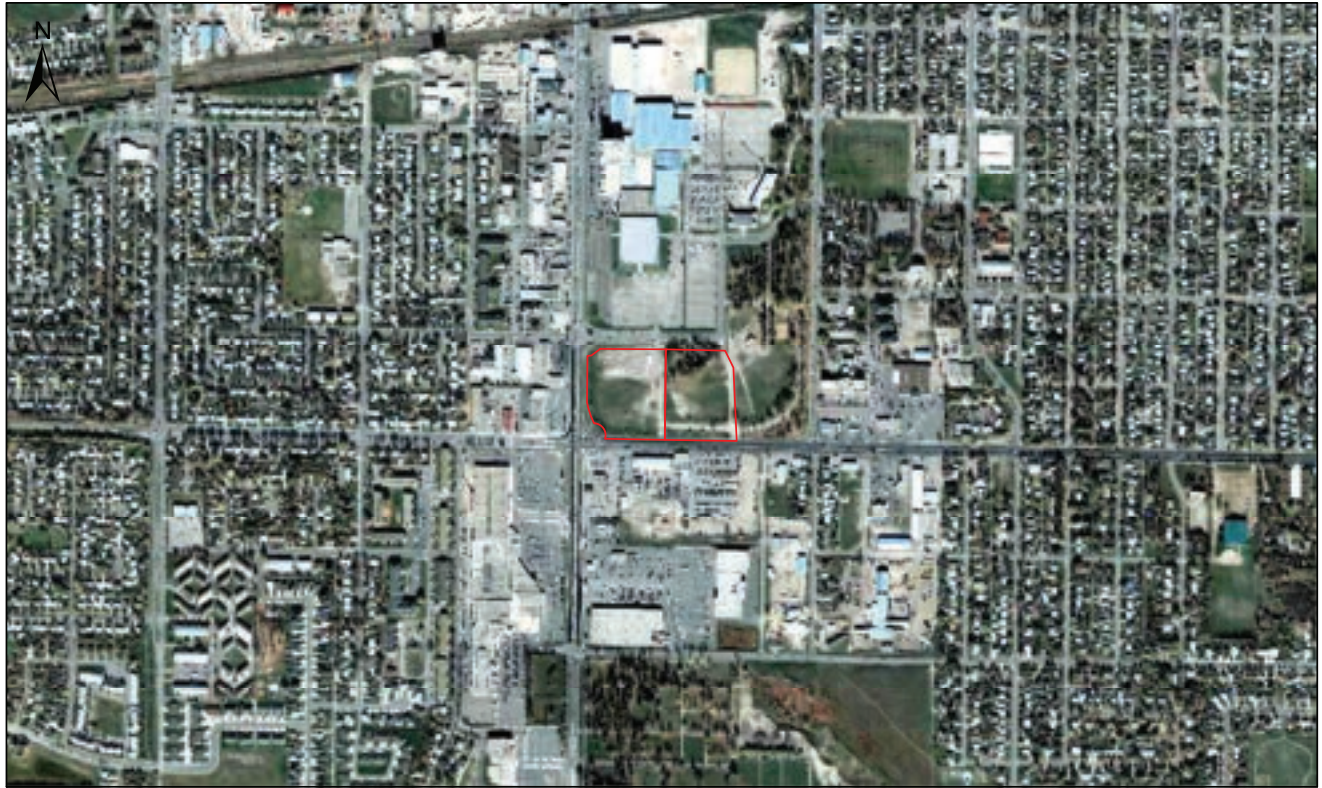
SOURCES:
GOOGLE EARTH 2023. IMAGE DATE - OCTOBER 2006.

NOTES:

1. THIS FIGURE IS TO BE READ WITH THE ACCOMPANYING REPORT.
2. LOCATIONS ARE APPROXIMATE.

Date:	JANUARY 2024	Drawn By:	CAI	Revised By:	CAI
File Name:	ECS-2023-021	Requested By:	DF	Approved By:	DF
		Client: c/o TBD ARCHITECTURE + URBAN PLANNING KEYSTONE AGRICULTURAL AND RECREATION CENTRE INC			

Title:	PHASE 1 ESA KEYSTONE CENTRE
	PARCEL A + PARCEL B
	1175 - 18 STREET
	BRANDON, MB
	FIGURE 8g
	HISTORIC AIR PHOTO REVIEW - 2006



Legend:

— SITE


SCALE: 1:10,000

0 100 200 300
Meters

SOURCES:
GOOGLE EARTH 2023. IMAGE DATE - OCTOBER 2006.

NOTES:

1. THIS FIGURE IS TO BE READ WITH THE ACCOMPANYING REPORT.
2. LOCATIONS ARE APPROXIMATE.

Date:	JANUARY 2024	Drawn By:	CAI	Revised By:	CAI
File Name:	ECS-2023-021	Requested By:	DF	Approved By:	DF
		Client: C/O TBD ARCHITECTURE + URBAN PLANNING KEYSTONE AGRICULTURAL AND RECREATION CENTRE INC			

Title:	PHASE 1 ESA KEYSTONE CENTRE
	PARCEL A + PARCEL B
	1175 - 18 STREET
	BRANDON, MB
	FIGURE 8h
	HISTORIC AIR PHOTO REVIEW - 2006



Legend:

SITE


SCALE: 1:10,000

0 100 200 300
Meters

SOURCES:
GOOGLE EARTH 2023. IMAGE DATE - JULY 2011.

NOTES:

1. THIS FIGURE IS TO BE READ WITH THE ACCOMPANYING REPORT.
2. LOCATIONS ARE APPROXIMATE.

Date:	JANUARY 2024	Drawn By:	CAI	Revised By:	CAI
File Name:	ECS-2023-021	Requested By:	DF	Approved By:	DF
		Client: c/o TBD ARCHITECTURE + URBAN PLANNING KEYSTONE AGRICULTURAL AND RECREATION CENTRE INC			

Title:	PHASE 1 ESA KEYSTONE CENTRE
	PARCEL A + PARCEL B
	1175 - 18 STREET BRANDON, MB
FIGURE 8i	
HISTORIC AIR PHOTO REVIEW - 2011	



Legend:

SITE


SCALE: 1:10,000

0 100 200 300
Meters

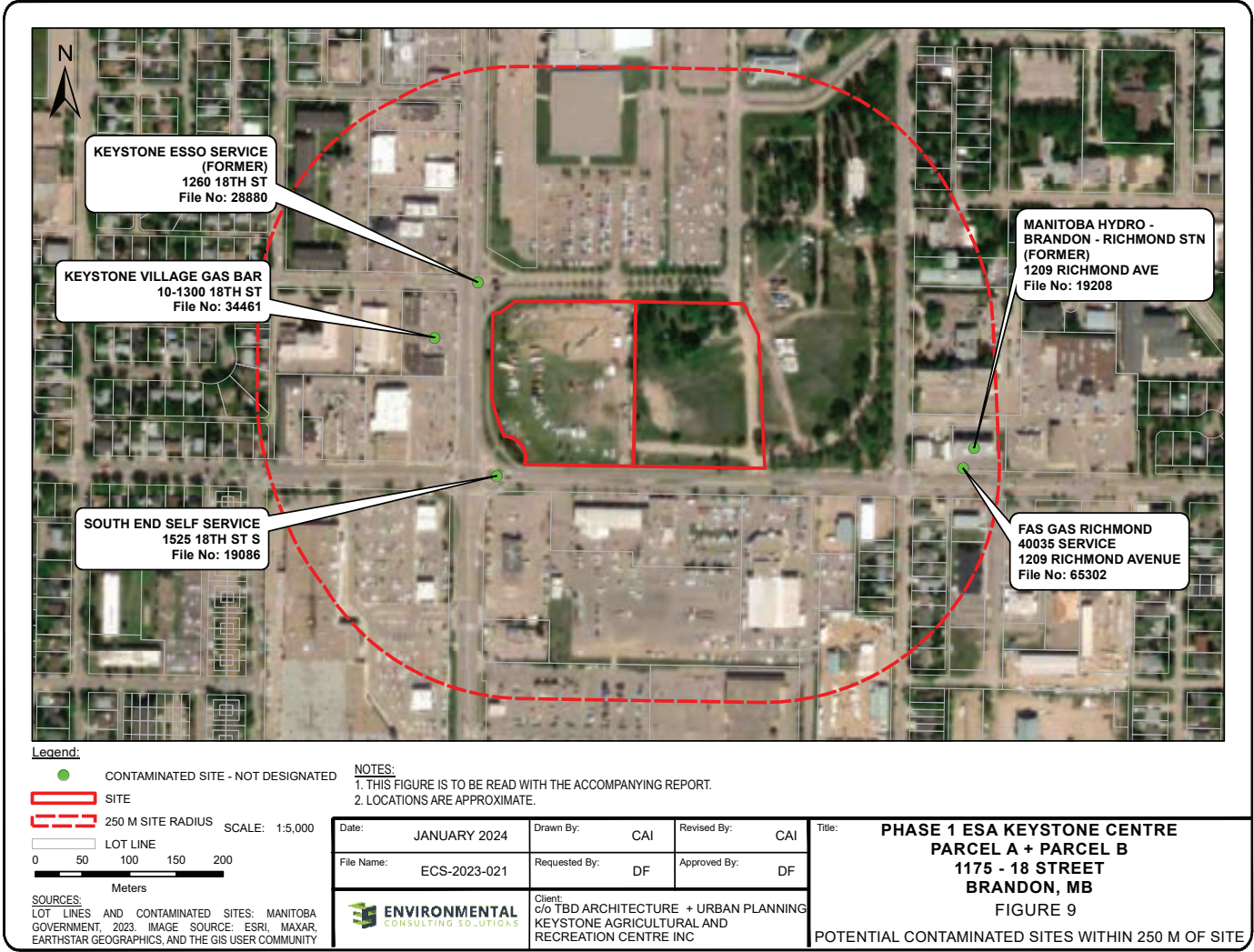
SOURCES:
GOOGLE EARTH 2023. IMAGE DATE - JULY 2017.

NOTES:

1. THIS FIGURE IS TO BE READ WITH THE ACCOMPANYING REPORT.
2. LOCATIONS ARE APPROXIMATE.

Date:	JANUARY 2024	Drawn By:	CAI	Revised By:	CAI
File Name:	ECS-2023-021	Requested By:	DF	Approved By:	DF
 ENVIRONMENTAL CONSULTING SOLUTIONS		Client:			
		c/o TBD ARCHITECTURE + URBAN PLANNING KEYSTONE AGRICULTURAL AND RECREATION CENTRE INC			

Title: **PHASE 1 ESA KEYSTONE CENTRE
PARCEL A + PARCEL B
1175 - 18 STREET
BRANDON, MB**
FIGURE 8j
HISTORIC AIR PHOTO REVIEW - 2017



Photographs



Date: December 7, 2023 Photo No. 1

Description: View of Parcel A + Parcel B from the north Site entrance looking southeast towards Richmond Avenue.

Location: Keystone Centre – Parcel A + Parcel B
1175 – 18th Street, Brandon, Manitoba



Date: December 7, 2022 Photo No. 2

Description: View of Parcel A + Parcel B from the north Site entrance looking south towards Richmond Avenue.

Location: Keystone Centre – Parcel A + Parcel B
1175 – 18th Street, Brandon, Manitoba



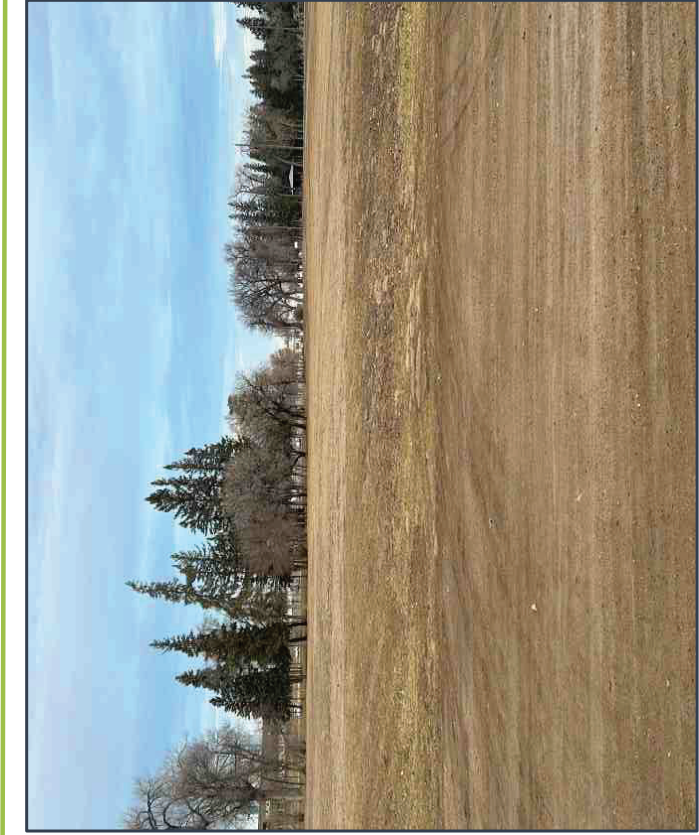
LOCATIONS OF UNDERGROUND STRUCTURES/UTILITIES AS SHOWN ARE BASED ON AVAILABLE INFORMATION. ENVIRONMENTAL CONSULTING SOLUTIONS HAS CONDUCTED VISUAL INSPECTIONS OF THE EXISTING UNDERGROUND STRUCTURES/UTILITIES ARE SHOWN OR THAT THE GIVEN LOCATIONS ARE EXACT. CONFIRMATION OF EXISTENCE AND EXACT LOCATION OF UNDERGROUND STRUCTURES/UTILITIES SHOULD BE OBTAINED FROM THE APPROPRIATE AUTHORITY/OWNER, BY THE CONTRACTOR, BEFORE PROCEEDING WITH CONSTRUCTION.

enviro-solutions.ca

Title: Site & Surrounding Property Photographs

Project: Phase I ESA, Keystone Centre Parcel A + Parcel B, 1175-18th Street, Brandon, MB

Date:	January 17, 2024	Drawn By:	DD	Checked By:	DF	Scale:	NTS	Page:	1
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Date: December 7, 2023 Photo No. 3

Description: View of Parcel B from southern property line looking north.

Location: Keystone Centre – Parcel A + Parcel B
1175 – 18th Street, Brandon, Manitoba



Date: December 7, 2022 Photo No. 4

Description: View of Parcel A from the interior asphalt roadway looking southwest towards 18th Street and Richmond Avenue.

Location: Keystone Centre – Parcel A + Parcel B
1175 – 18th Street, Brandon, Manitoba



LOCATIONS OF UNDERGROUND STRUCTURES/UTILITIES SHOWN ARE BASED ON AVAILABLE INFORMATION BUT NO GUARANTEE CAN OR SHOULD BE MADE AS TO THE ACCURACY OF THE INFORMATION SHOWN OR THAT THE GIVEN LOCATIONS ARE EXACT. CONSULTANTS AND ENGINEERS DO NOT WARRANT OR REPRESENT THAT THE LOCATION OF ANY OF ALL UNDERGROUND STRUCTURES/UTILITIES MUST BE OBTAINED FROM THE APPROPRIATE AUTHORITY/OWNER, BY THE CONTRACTOR, BEFORE PROCEEDING WITH CONSTRUCTION.



Title: Site & Surrounding Property Photographs


enviro-solutions.ca

Project: Phase I ESA, Keystone Centre Parcel A + Parcel B, 1175-18th Street, Brandon, MB

Date: January 17, 2024 Project No.: ECS – 2023–021 Scale: NTS Revision: 2

Drawn By: CD
Checked By: CF

	<p>Date: December 7, 2023</p> <p>Description: View of Parcel A + Parcel B from southwest corner of Parcel A northeast.</p> <p>Location: Keystone Centre – Parcel A + Parcel B 1175 – 18th Street, Brandon, Manitoba</p> <p>Photo No. 5</p>
	<p>Date: December 7, 2022</p> <p>Description: View of Parcel A from the southwest corner of Parcel A looking northeast.</p> <p>Location: Keystone Centre – Parcel A + Parcel B 1175 – 18th Street, Brandon, Manitoba</p> <p>Photo No. 6</p>

	<p>enviro-solutions.ca</p>	<p>Title: Site & Surrounding Property Photographs</p> <p>Project: Phase I ESA, Keystone Centre Parcel A + Parcel B, 1175-18th Street, Brandon, MB</p> <table border="1"> <tr> <td>Date: January 17, 2024</td> <td>Drawn By: [blank]</td> <td>Checked By: [blank]</td> <td>Scale: NTS</td> <td>Page: 3</td> </tr> <tr> <td></td> <td>DD</td> <td>DF</td> <td>Project No: ECS - 2023-021</td> <td></td> </tr> </table>				Date: January 17, 2024	Drawn By: [blank]	Checked By: [blank]	Scale: NTS	Page: 3		DD	DF	Project No: ECS - 2023-021	
Date: January 17, 2024	Drawn By: [blank]	Checked By: [blank]	Scale: NTS	Page: 3											
	DD	DF	Project No: ECS - 2023-021												
<p><small>LOCATIONS OF UNDERGROUND STRUCTURES/UTILITIES AS SHOWN ARE BASED ON AVAILABLE INFORMATION. THE CONTRACTOR SHALL VERIFY THE LOCATION AND DEPTH OF ALL EXISTING UNDERGROUND STRUCTURES/UTILITIES ARE SHOWN OR THAT THE GIVEN LOCATIONS ARE EXACT. CONFIRMATION OF EXISTENCE AND EXACT LOCATION OF ALL EXISTING UNDERGROUND STRUCTURES/UTILITIES SHALL BE OBTAINED FROM THE APPROPRIATE AUTHORITY/OWNER, BY THE CONTRACTOR, BEFORE PROCEEDING WITH CONSTRUCTION.</small></p>															

Appendices

Appendix A: Water Well Information

Source: GW Drill database compiled by the Manitoba Water Stewardship Division and Groundwater Management Program Groundwater Wells Wintin 2-km of Site

COUNT	WELL PID	YEAR	DRILL DATE	DLS KEY	TOC ¹	DEPTH ²	AQUIFER	WELL NAME	WELL USE	STATUS	EASTING ³	NORTHING ³	LSD	CONTRACTOR NAME	WRB	COMMENTS
1	4406	1963	13-Aug-63	W 1901014NE	0.00	43.28	DRY WELL		TEST WELL	UNKNOWN	432055.56	5521098.44	NE14-10-19W	FRIESEN, TONY		MCTAVISH + 11TH
2	7144	1965	01-Jan-65	W 1901014	0.00	54.86	SHALE		PRODUCTION	UNKNOWN	431648.49	5520698.58	14-10-19W	D.C.L. DRILLING		683 PRINCESS ST,
3	7164	1965	19-Feb-65	W 1901011NE	0.00	0.00	SAND AND GRAVEL	G05MH002	OBSERVATION	SEALED	432035.44	5519453.25	NE11-10-19W	UNKNOWN	WRB	PATMORS
4	8419	1965	01-Jan-66	W 1901011	0.00	9.45	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431627.19	5519054.13	11-10-19W	V. NICKOLSON		21ST STREET
5	9773	1967	10-Aug-67	W 1901011	0.00	21.03	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431627.19	5519054.13	11-10-19W	FRIESEN, TONY		1540-13TH AVE,
6	9774	1967	11-Apr-67	W 1901014	0.00	31.39	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431648.49	5520698.58	14-10-19W	Ransom Drilling Ltd.		RICHMOND AVE,
7	9775	1967	14-Dec-67	W 1901014	-0.61	9.14	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431648.49	5520698.58	14-10-19W	ZAVISLAK, JOHN		1624-6TH STREET,
8	9776	1967	26-Mar-67	W 1901015NE	0.00	8.84	OTHER		PRODUCTION	UNKNOWN	430412.70	5521128.54	NE-15-10-19W	V. NICKOLSON		26TH ST AND VAN
9	11130	1968	01-Jun-68	W 1901011	0.00	7.62	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431627.19	5519054.13	11-10-19W	ZAVISLAK, JOHN		1601-9TH ST,
10	11132	1968	18-Nov-68	W 1901011NE	0.00	16.76	SAND AND GRAVEL		PRODUCTION	UNKNOWN	432035.44	5519453.25	NE-11-10-19W	ZAVISLAK, JOHN		1655-3RD ST +
11	11133	1968	15-Dec-68	W 1901011	0.00	13.72	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431627.19	5519054.13	11-10-19W	ZAVISLAK, JOHN		ABERDEEN AVE,
12	11134	1968	20-Nov-68	W 1901011	0.00	18.29	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431627.19	5519054.13	11-10-19W	ZAVISLAK, JOHN		PARCEL D, BLK 19,
13	11135	1968	15-Jul-68	W 1901011NW	0.00	6.10	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431229.70	5519469.30	NW-11-10-19W	ZAVISLAK, JOHN		1512-12TH ST,
14	11136	1968	10-May-68	W 1901011NE	0.00	10.67	SAND AND GRAVEL		PRODUCTION	UNKNOWN	432035.44	5519453.25	NE-11-10-19W	ZAVISLAK, JOHN		1649-9TH ST,
15	11137	1968	19-Aug-68	W 1901014	0.00	6.10	OTHER		PRODUCTION	UNKNOWN	431648.49	5520698.58	14-10-19W	ZAVISLAK, JOHN		1141 RICHMOND
16	11138	1968	25-Jun-68	W 1901014	0.00	7.93	OTHER		PRODUCTION	UNKNOWN	431648.49	5520698.58	14-10-19W	ZAVISLAK, JOHN		1528-6TH STREET,
17	12519	1969	23-Jul-69	W 1901010SE	0.00	15.24	SAND AND GRAVEL		PRODUCTION	UNKNOWN	430382.76	5518679.29	SE-10-10-19W	Ransom Drilling Ltd.		FOR TRAILER
18	12520	1969	28-May-69	W 1901011NE	0.00	12.19	SAND AND GRAVEL		PRODUCTION	UNKNOWN	432035.44	5519453.25	NE-11-10-19W	ZAVISLAK, JOHN		ABERDEEN + 3RD
19	12521	1969	01-Aug-69	W 1901011	0.00	8.53	OTHER		PRODUCTION	UNKNOWN	431627.19	5519054.13	11-10-19W	ZAVISLAK, JOHN		ABERDEEN AVE,
20	12522	1969	01-Aug-69	W 1901011	0.00	7.01	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431627.19	5519054.13	11-10-19W	ZAVISLAK, JOHN		ABERDEEN AVE,
21	12523	1969	01-Aug-69	W 1901011	0.00	5.79	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431627.19	5519054.13	11-10-19W	ZAVISLAK, JOHN		ABERDEEN AVE,
22	12524	1969	05-Jun-69	W 1901011NE	0.00	8.53	SAND AND GRAVEL		PRODUCTION	UNKNOWN	432035.44	5519453.25	NE-11-10-19W	ZAVISLAK, JOHN		1540-9TH ST,
23	12525	1969	23-Nov-69	W 1901011SW	-0.61	8.53	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431217.88	5518662.92	SW-11-10-19W	ZAVISLAK, JOHN		PARTICHA AVE,
24	12526	1969	18-Jul-69	W 1901010NW	0.00	8.53	SAND AND GRAVEL		PRODUCTION	UNKNOWN	429590.91	5519503.95	NW-10-10-19W	ZAVISLAK, JOHN		34TH ST, S OF
25	12527	1969	18-Jul-69	W 1901010NW	0.00	6.71	SAND AND GRAVEL		PRODUCTION	UNKNOWN	429590.91	5519503.95	NW-10-10-19W	ZAVISLAK, JOHN		34TH ST, S OF
26	12528	1969	30-Sep-69	W 1901010NW	0.00	6.10	SAND AND GRAVEL		PRODUCTION	UNKNOWN	429590.91	5519503.95	NW-10-10-19W	ZAVISLAK, JOHN		34TH ST SOUTH,
27	12529	1969	12-Jul-69	W 1901014SE	-0.31	8.53	OTHER		PRODUCTION	UNKNOWN	432046.09	5520290.56	SE-14-10-19W	ZAVISLAK, JOHN		GROUND LEVEL
28	12530	1969	18-Nov-69	W 1901015NW	0.00	8.23	SAND AND GRAVEL		PRODUCTION	UNKNOWN	429608.72	5521141.53	NW-15-10-19W	ZAVISLAK, JOHN		LOTS 1-48, BLK 3,
29	12531	1969	18-Nov-69	W 1901015NW	0.00	8.53	SAND AND GRAVEL		PRODUCTION	UNKNOWN	429608.72	5521141.53	NW-15-10-19W	ZAVISLAK, JOHN		LOGS 1-48, BLK 3,
30	12532	1969	18-Nov-69	W 1901015NW	0.00	10.36	SAND AND GRAVEL		PRODUCTION	UNKNOWN	429608.72	5521141.53	NW-15-10-19W	ZAVISLAK, JOHN		LOGS 1-48, BLK 3,
31	13891	1970	01-Aug-70	W 1901013SW	-0.61	6.10	SAND AND GRAVEL		PRODUCTION	UNKNOWN	432883.22	5520274.75	SW-13-10-19W	ZAVISLAK, JOHN		5 DRIFTWOOD
32	13892	1970	10-Oct-70	W 1901015	-0.61	7.93	SAND AND GRAVEL		PRODUCTION	UNKNOWN	430007.40	5520730.83	15-10-19W	ZAVISLAK, JOHN		34TH ST SOUTH,
33	13893	1970	09-Jul-70	W 1901015SW	-0.61	4.27	SAND AND GRAVEL		PRODUCTION	UNKNOWN	429601.05	5520341.01	SW15-10-19W	ZAVISLAK, JOHN		25 SILVER BIRCH
34	15115	1971	16-Feb-71	W 1901011NE	0.00	19.67	SAND AND GRAVEL		PRODUCTION	UNKNOWN	432035.44	5519453.25	NE11-10-19W	FRIESEN, TONY		LAND TITLE OFFICE,
35	15116	1971	22-Jul-71	W 1901013SW	-1.22	5.49	SAND AND GRAVEL		PRODUCTION	UNKNOWN	432883.22	5520274.75	SW-13-10-19W	ZAVISLAK, JOHN		30 ELDERWOOD
36	16589	1972	17-May-72	W 1901010NW	0.00	7.62	SAND AND GRAVEL		PRODUCTION	UNKNOWN	429590.91	5519503.95	NW-10-10-19W	V. NICKOLSON		LOT 3
37	16590	1972	11-May-72	W 1901023SW	0.31	6.40	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431258.13	5521948.42	SW23-10-19W	V. NICKOLSON		236-11 ST,
38	22061	1974	13-Nov-74	W 1901015SW	0.00	6.71	SAND AND GRAVEL		PRODUCTION	UNKNOWN	429601.05	5520341.01	SW15-10-19W	CLOVERLEAF DRILLING		13-SILVER BIRCH
39	26529	1976	20-Oct-76	W 1901014NW	0.00	5.49	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431258.64	5521045.61	NW14-10-19W	NORAL SERVICES		750 14TH ST.
40	26694	1976	12-Nov-76	W 1901014NE	0.00	10.06	DRY WELL		TEST WELL	UNKNOWN	432055.56	5521098.44	NE14-10-19W	NORAL SERVICES		S.W. COR. 10TH.MN
41	27499	1976	06-May-76	W 1901011NE	0.00	94.49	SAND AND GRAVEL		PRODUCTION	UNKNOWN	432035.44	5519453.25	NE-11-10-19W	Friesen Drillers Ltd.		S.W. COR. 10TH.MN
42	28141	1976	06-Nov-76	W 1901014NE	0.00	17.68	SAND AND GRAVEL		TEST WELL	UNKNOWN	432055.56	5521098.44	NE-14-10-19W	NORAL SERVICES		S.E. COR. 1ST.+
43	28171	1976	09-Sep-76	W 1901010NE	0.00	73.15	SAND AND GRAVEL		TEST WELL	UNKNOWN	430394.58	5519485.68	NE10-10-19W	Ransom Drilling Ltd.		S. SIDE OF OFFICE
44	29225	1977	14-Apr-77	W 1901015	0.31	14.94	SAND AND GRAVEL		PRODUCTION	UNKNOWN	430007.40	5520730.83	15-10-19W	CLOVERLEAF DRILLING		
45	29312	1977	08-Jun-77	W 1901014	0.61	8.84	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431648.49	5520698.58	14-10-19W	CLOVERLEAF DRILLING		
46	29845	1977	01-Jun-77	W 1901010SE	0.00	27.43	SAND AND GRAVEL		TEST WELL	UNKNOWN	430382.76	5518679.29	SE-10-10-19W	SUTHERLAND DRILLING		
47	29846	1977	01-Jun-77	W 1901010SE	0.00	43.28	SAND AND GRAVEL		TEST WELL	UNKNOWN	430382.76	5518679.29	SE-10-10-19W	SUTHERLAND DRILLING		
48	29847	1977	01-Jun-77	W 1901010SE	0.00	28.96	SAND AND GRAVEL		TEST WELL	UNKNOWN	430382.76	5518679.29	SE-10-10-19W	SUTHERLAND DRILLING		
49	29848	1977	01-Jun-77	W 1901010SE	0.00	24.99	SAND AND GRAVEL		TEST WELL	UNKNOWN	430382.76	5518679.29	SE-10-10-19W	SUTHERLAND DRILLING		
50	29849	1977	12-Jul-77	W 1901010SE	0.61	27.13	SAND AND GRAVEL		PRODUCTION	UNKNOWN	430382.76	5518679.29	SE-10-10-19W	SUTHERLAND DRILLING		EC+850 MM, FE+1.7
51	36144	1979	12-Jul-79	W 1901015	-0.46	9.00	SAND AND GRAVEL		PRODUCTION	UNKNOWN	430007.40	5520730.83	15-10-19W	CLOVERLEAF DRILLING		

1 TOC = TOP of Casing (meters above ground level)

2 Well Depth in meters below ground level

3 Coordinates are in UTM 14 NAD 83

WRB = Manitoba Water Resources Board

Source: GW Drill database compiled by the Manitoba Water Stewardship Division and Groundwater Management Program Groundwater Wells Wintin 2-km of Site

COUNT	WELL PID	YEAR	DRILL DATE	DLS KEY	TOC ¹	DEPTH ²	AQUIFER	WELL NAME	WELL USE	STATUS	EASTING ³	NORTHING ³	LSD	CONTRACTOR NAME	WRB	COMMENTS
52	36146	1979	20-Sep-79	W 1901010	-0.31	11.89	SAND AND GRAVEL		PRODUCTION	UNKNOWN	429987.11	5519086.88	10-10-19W	CLOVERLEAF DRILLING		
53	36190	1979	01-Nov-79	W 1901011	-0.31	8.84	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431627.19	5519054.13	11-10-19W	CLOVERLEAF DRILLING		
54	36202	1979	07-Jun-79	W 1901011	-0.61	14.02	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431627.19	5519054.13	11-10-19W	CLOVERLEAF DRILLING		
55	37541	1979	01-Jan-79	W 1901011	-0.31	8.23	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431627.19	5519054.13	11-10-19W	BALDING, D.A.		
56	38200	1979	02-Nov-79	W 1901011SW	0.00	11.28	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431217.88	5518662.92	SW-11-10-19W	M & M Drilling Rivers		
57	38201	1979	30-Oct-79	W 1901011SW	0.00	41.15	SAND AND GRAVEL	TH#5	TEST WELL	UNKNOWN	431217.88	5518662.92	SW-11-10-19W	M & M Drilling Rivers		
58	38202	1979	31-Oct-79	W 1901011SW	0.00	50.29	DRY WELL	TH#6	TEST WELL	UNKNOWN	431217.88	5518662.92	SW-11-10-19W	M & M Drilling Rivers		
59	38240	1979	30-Oct-79	W 1901011SW	0.00	18.29	DRY WELL	TH# 2	TEST WELL	UNKNOWN	431217.88	5518662.92	SW-11-10-19W	M & M Drilling Rivers		
60	38241	1979	30-Oct-79	W 1901011SW	0.00	9.14	DRY WELL	TH# 1	TEST WELL	UNKNOWN	431217.88	5518662.92	SW-11-10-19W	M & M Drilling Rivers		
61	38244	1979	30-Oct-79	W 1901011SW	0.00	32.00	DRY WELL	TH# 4	TEST WELL	UNKNOWN	431217.88	5518662.92	SW-11-10-19W	M & M Drilling Rivers		
62	38245	1979	30-Oct-79	W 1901011SW	0.00	13.72	DRY WELL	TH# 3	TEST WELL	UNKNOWN	431217.88	5518662.92	SW-11-10-19W	M & M Drilling Rivers		
63	38631	1980	26-Sep-80	W 1901015	0.61	12.80	SAND AND GRAVEL		PRODUCTION	UNKNOWN	430007.40	5520730.83	15-10-19W	CLOVERLEAF DRILLING		SECTION NOT
64	38632	1980	15-Sep-80	W 1901015	0.31	17.98	SAND AND GRAVEL		PRODUCTION	UNKNOWN	430007.40	5520730.83	15-10-19W	CLOVERLEAF DRILLING		SECTION NOT
65	39144	1980	16-Apr-80	W 1901014NE	-0.61	19.81	SAND AND GRAVEL		PRODUCTION	UNKNOWN	432055.56	5521098.44	NE-14-10-19W	Friesen Drillers Ltd.		
66	39148	1980	27-Jun-80	W 1901011SW	-0.61	10.36	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431217.88	5518662.92	SW11-10-19W	CLOVERLEAF DRILLING		
67	47178	1983	15-Apr-83	W 1901014	-0.31	5.79	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431648.49	5520698.58	14-10-19W	Paddock Drilling Ltd.		
68	48892	1983	08-Sep-83	W 1901010SE	-0.61	14.02	SAND AND GRAVEL		PRODUCTION	UNKNOWN	430382.76	5518679.29	SE-10-10-19W	FRED ZAVISLAK WELL		
69	51336	1984	02-Jun-84	W 1901015	-0.61	8.84	SAND AND GRAVEL		PRODUCTION	UNKNOWN	430007.40	5520730.83	15-10-19W	Paddock Drilling Ltd.		
70	54668	1985	31-May-85	W 1901010SE	-0.31	14.94	SAND AND GRAVEL		PRODUCTION	UNKNOWN	430382.76	5518679.29	SE-10-10-19W	Paddock Drilling Ltd.		
71	60132	1987	10-Nov-87	W 1901014	-0.31	5.79	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431648.49	5520698.58	14-10-19W	Paddock Drilling Ltd.		26TH. ST. SOUTH,
72	66645	1989	26-Sep-89	W 1901010	-0.31	12.19	SAND AND GRAVEL		PRODUCTION	UNKNOWN	429987.11	5519086.88	10-10-19W	Paddock Drilling Ltd.		RICHMOND AVE.
73	66646	1989	26-Oct-89	W 1901010	-0.31	12.19	SAND AND GRAVEL		PRODUCTION	UNKNOWN	429987.11	5519086.88	10-10-19W	Paddock Drilling Ltd.		1729-34TH. STREET
74	66654	1989	12-Jul-93	W 1901011	-0.31	5.79	SAND AND GRAVEL		PRODUCTION	UNKNOWN	431627.19	5519054.13	11-10-19W	Paddock Drilling Ltd.		RICHMOND AVE.
75	66678	1989	19-Sep-89	W 1901010	-0.31	12.19	SAND AND GRAVEL		PRODUCTION	UNKNOWN	429987.11	5519086.88	10-10-19W	Paddock Drilling Ltd.		1721-34TH. ST.,
76	68724	1990	26-Jan-90	W 1901015	-0.61	28.96	SAND AND GRAVEL		PRODUCTION	UNKNOWN	430007.40	5520730.83	15-10-19W	TURTLE MOUNTAIN		620-23RD. ST.,
77	69681	1990	15-Mar-90	W 1901015NE	-0.31	6.10	SAND AND GRAVEL	P-1	PRODUCTION	UNKNOWN	430412.70	5521128.54	NE-15-10-19W	Paddock Drilling Ltd.		PARKER BLVD. AND
78	70165	1990	19-Oct-90	W 1901015NW	0.00	57.91	DRY WELL	TH-29	TEST WELL	UNKNOWN	429608.72	5521141.53	NW15-10-19W	Ransom Drilling Ltd.		200M. W. OF 1/2
79	76254	1993	22-Jul-93	W 1901015SW	-0.31	9.14	SAND AND GRAVEL		PRODUCTION	UNKNOWN	432883.22	5520274.75	SW-13-10-19W	Watkins & Argue Well		30 FT W OF HOUSE
80	105349	1997	11-Sep-97	W 1901022SE		64.05	SAND AND GRAVEL	BCA 97-9	TEST WELL	SEALED	430422.18	5521961.64	SE22-10-19W	Friesen Drillers Ltd.		WRB BCA WELL, NW
81	135727	2005	06-May-05	W 1901010NW	0.31	9.15	SAND AND GRAVEL		PRODUCTION	ACTIVE	429500.91	5519503.95	NW10-10-19W	Paddock Drilling Ltd.		PUMP TEST IS
82	148176	2008	13-Jun-08	W 1901014SW	0.46	12.20	DRY WELL		OTHER	ACTIVE	431438.00	5520060.00	SW14-10-19W	Paddock Drilling Ltd.		2404 PARK AVE,
83	148310	2007	20-Aug-07	W 1901015NW		59.48	SAND AND GRAVEL		TEST WELL	ACTIVE	429707.00	5521221.00	NW15-10-19W	M & M Drilling Rivers		BRANDON, NOT
84	152748	2009	02-Nov-09	W 1901023SE	1.83	6.10	DRY WELL	SUMP WELL	RECHARGE	ACTIVE	432066.00	5521930.00	SE23-10-19W	Paddock Drilling Ltd.		26TH STREET AND
85	153352	2009	30-Apr-09	W 1901011NE	0.31	9.15	SILT OR TILL	WELL # 2	OTHER	ACTIVE	431359.00	5519024.00	NE11-10-19W	Paddock Drilling Ltd.		BRANDON, C/O
86	153353	2009	30-Apr-09	W 1901011NE	0.31	9.15	SILT OR TILL	WELL # 1	OTHER	ACTIVE	431418.00	5519022.00	NE11-10-19W	Paddock Drilling Ltd.		BRANDON, C/O
87	161318	2010	21-Sep-10	W 1901011SW	0.61	9.46	SILT OR TILL	#2 SHAFT	PRODUCTION	ACTIVE	431403.00	5518950.00	SW11-10-19W	Paddock Drilling Ltd.		ELEVATOR SHAFT,
88	166160	1998	28-Aug-98	W 1901010NW		18.30	LIMESTONE OR		TEST WELL	ACTIVE	429265.00	5519575.00	NW10-10-19W	Ralph Edwards & Sons		11 HARRINGTON
89	166200	2001	21-Aug-01	W 1901015SW	0.61	16.78	OTHER	RECOVERY WELL -	PRODUCTION	ACTIVE	429996.68	5520123.69	SW15-10-19W	Paddock Drilling Ltd.		LOCATION BASED
90	166203	2001	20-Aug-01	W 1901015SW	0.61	17.39	SAND AND GRAVEL	RECOVERY WELL -	PRODUCTION	ACTIVE	429996.68	5520123.69	SW15-10-19W	Paddock Drilling Ltd.		LOCATION BASED
91	166209	2001	06-Sep-01	W 1901015SW	0.31	12.20	OTHER		PRODUCTION	ACTIVE	429986.06	5520259.27	SW15-10-19W	Paddock Drilling Ltd.		LOCATION BASED
92	166227	2001	14-Aug-01	W 1901015SW	0.61	16.78	OTHER	RECOVERY WELL -	PRODUCTION	ACTIVE	429996.68	5520123.69	SW15-10-19W	Paddock Drilling Ltd.		LOCATION BASED
93	166228	2001	15-Aug-01	W 1901015SW	0.61	18.30	OTHER	RECOVERY WELL -	PRODUCTION	ACTIVE	429996.68	5520123.69	SW15-10-19W	Paddock Drilling Ltd.		LOCATION BASED
94	166229	2001	16-Aug-01	W 1901015SW	0.61	18.30	OTHER	RECOVERY WELL -	PRODUCTION	ACTIVE	429996.68	5520123.69	SW15-10-19W	Paddock Drilling Ltd.		LOCATION BASED
95	166262	2002	06-Sep-02	W 1901023SW	0.31	9.15	SAND AND GRAVEL		PRODUCTION	ACTIVE	431490.18	5521658.82	SW23-10-19W	Paddock Drilling Ltd.		LOCATION BASED
96	166469	1995	22-Aug-95	W 1901016NE	0.31	9.15	SAND AND GRAVEL		PRODUCTION	ACTIVE	429087.75	5520845.01	NE16-10-19W	Paddock Drilling Ltd.		LOCATION BASED
97	166473	1996	02-Sep-96	W 1901015SE		4.58	SILT OR TILL	TEST HOLE # 1	TEST WELL	ACTIVE	430818.55	5520543.97	SE15-10-19W	Paddock Drilling Ltd.		DRILL 5" DIAMETER
98	166474	1996	02-Sep-96	W 1901015SE		4.58	OTHER	TEST HOLE # 2	TEST WELL	ACTIVE	430818.55	5520543.97	SE15-10-19W	Paddock Drilling Ltd.		DRILL 5" DIAMETER
99	166481	1996	02-Sep-96	W 1901015SE		4.58	SILT OR TILL	TEST HOLE # 3	TEST WELL	ACTIVE	430818.55	5520543.97	SE15-10-19W	Paddock Drilling Ltd.		5" DIAMETER HOLES
100	166566	2003	17-Nov-03	W 1901014SE		12.20	SILT OR TILL		OTHER	ACTIVE	431850.30	5520241.50	SE14-10-19W	Paddock Drilling Ltd.		LOCATION BASED
101	170648	2012	09-Mar-12	W 1901014SW		79.30	SHALE	KEYSTONE NORTH-	TEST WELL	SEALED	431070.00	5520729.00	SW14-10-19W	M & M Drilling Rivers	WRB	KEYSTONE CENTRE
102	170649	2012	21-Mar-12	W 1901014SW	0.92	79.30	SAND AND GRAVEL	KEYSTONE SOUTH-	TEST WELL	SEALED	431045.00	5520018.00	SW14-10-19W	M & M Drilling Rivers	WRB	KEYSTONE CENTRE

1 TOC = TOP of Casing (meters above ground level)

2 Well Depth in meters below ground level

3 Coordinates are in UTM 14 NAD 83

WRB = Manitoba Water Resources Board

Source: GW Drill database compiled by the Manitoba Water Stewardship Division and Groundwater Management Program Groundwater Wells Winton 2-km of Site

COUNT	WELL PID	YEAR	DRILL DATE	DLS KEY	TOC ¹	DEPTH ²	AQUIFER	WELL NAME	WELL USE	STATUS	EASTING ³	NORTHING ³	LSD	CONTRACTOR NAME	WRB	COMMENTS
103	178704	2006	09-May-06	W 1901014SW	0.61	13.73	SILT OR TILL	ELEVATOR SHAFT	PRODUCTION	ACTIVE	431445.00	5520183.00	SW14-10-19W	Paddock Drilling Ltd.		CROCUS GARDENS,
104	179648	2013	19-Jul-13	W 1901010NE	0.09	3.05	UNKNOWN		PRODUCTION	ACTIVE	432127.47	5520878.93	NE10-10-19W	Paddock Drilling Ltd.		841 5TH STREET,
105	180111	2012	10-Jan-12	W 1901014NW		7.63	UNKNOWN		TEST WELL	ACTIVE	431525.00	5521133.00	NW14-10-19W	Paddock Drilling Ltd.		711-11TH STREET,
106	183656	2014	19-Jun-14	W 2100810SE		3.36	UNKNOWN		PRODUCTION	SEALED	429619.00	5520488.00	SE10-8-21W	UNKNOWN		NO INFO ON WELL.
107	183658	2014	26-Jun-14	W 1901014NW			UNKNOWN	558 12TH STREET	PRODUCTION	SEALED	431362.00	5521384.00	NW14-10-19W	UNKNOWN		DATE INCORRECT.
108	207202	2021	30-Jul-21	W 1901011NW	0.31	5.80	SAND AND GRAVEL		PRODUCTION/SOU	ACTIVE	431212.08	5519537.26	NW11-10-19W	Paddock Drilling Ltd.		WITN:005446;

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2 Well Depth in meters below ground level

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WRB = Manitoba Water Resources Board

Groundwater Wells within 2 Kilometers of the Keystone Centre

WELL PID	DRILL DATE	DLS KEY	TOC ¹	DEPTH ²	WATER USE	EASTING ³	NORTHING ³	PUMP RATE ⁴	STATIC ⁵	FROM ⁶	TO ⁶	CASING TYPE	SLOT SIZE ⁷
8419	01-Jan-66	W 1901011	0	9.449	Domestic	431627	5519054	0.758	-1.829	0	9.449	casing	
9773	10-Aug-67	W 1901011	0	21.031	Domestic	431627	5519054	0.455	-2.743	0	18.44	casing	
										18.44	19.964	perforations	
9774	11-Apr-67	W 1901014	0	31.394	Domestic	431648	5520699	0.19		0	27.127	casing	
										27.127	31.394	perforations	
9776	26-Mar-67	W 1901015NE	0	8.839	Domestic	430413	5521129	0.682	-6.405	0	8.839	casing	
										0	6.706	casing	
12519	23-Jul-69	W 1901010SE	0	15.24	Domestic	430383	5518679	0.606	-3.962	6.706	9.754	perforations	
										9.754	11.278	perforations	
												gravel pack	
12528	30-Sep-69	W 1901010NW	0	6.096	Domestic	429591	5519504	0	-2.438	0	6.096	casing	
15115	16-Feb-71	W 1901011NE	0	19.673	Domestic	432035	5519453	0.076	-4.572	0	17.995	casing	
											19.507	perforations	
16589	17-May-72	W 1901010NW	0	7.62	Domestic	429591	5519504	0.227	0	0	7.62	casing	
16590	11-May-72	W 1901023SW	0.305	6.401	Domestic	431258	5521948	0.152	0	0	3.658	casing	
									0	3.658	6.401	casing	
										0	5.791	casing	
26529	20-Oct-76	W 1901014NW	0	5.486	Domestic	431259	5521046	1.515	-3.962	5.791	6.706	gravel pack	
										0	89.916	casing	
27499	06-May-76	W 1901011NE	0	94.488	Irrigation	432035	5519453	2.273	-24.689	89.916	91.44	perforations	0.635
										91.44	92.964	perforations	0.889
										0	20.726	casing	
29849	12-Jul-77	W 1901010SE	0.61	27.127	Domestic	430383	5518679	0.909	-2.438	0	0	gravel pack	
										20.726	22.25	perforations	0.381
								0.568	-6.706	0	7.468	casing	
										0	7.468	gravel pack	
36144	12-Jul-79	W 1901015	-0.457	8.998	Industrial	430007	5520731			7.468	7.772	perforations	0.457
										7.468	7.772	gravel pack	
										7.772	8.992	gravel pack	
										7.772	8.992	casing	
								0.568	-6.706	0	7.468	casing	
										0	7.468	gravel pack	
36144	12-Jul-79	W 1901015	-0.457	8.998	Air Conditioning	430007	5520731			7.468	7.772	perforations	0.457
										7.468	7.772	gravel pack	
										7.772	8.992	gravel pack	
										7.772	8.992	casing	
										0	11.887	gravel pack	
36146	20-Sep-79	W 1901010	-0.305	11.887	Domestic	429987	5519087	0.114	-4.572	0	11.887	casing	
										5.791	11.887	perforations	
36190	01-Nov-79	W 1901011	-0.305	8.839	Domestic	431627	5519054	0.114	-2.134	0	8.839	casing	
36190	01-Nov-79	W 1901011	-0.305	8.839	Domestic	431627	5519054	0.114	-2.134	0.305	8.839	gravel pack	
36190	01-Nov-79	W 1901011	-0.305	8.839	Domestic	431627	5519054	0.114	-2.134	3.048	8.839	perforations	
36202	07-Jun-79	W 1901011	-0.61	14.021	Domestic	431627	5519054	0.152	-2.438	0	14.021	gravel pack	
36202	07-Jun-79	W 1901011	-0.61	14.021	Domestic	431627	5519054	0.152	-2.438	0	14.021	casing	
36202	07-Jun-79	W 1901011	-0.61	14.021	Domestic	431627	5519054	0.152	-2.438	2.438	13.411	perforations	
37541	01-Jan-79	W 1901011	-0.305	8.23	Domestic	431627	5519054	0	-4.572	0	7.01	casing	
37541	01-Jan-79	W 1901011	-0.305	8.23	Livestock	431627	5519054	0	-4.572	0	7.01	casing	
37541	01-Jan-79	W 1901011	-0.305	8.23	Domestic	431627	5519054	0	-4.572	6.706	8.23	casing	
37541	01-Jan-79	W 1901011	-0.305	8.23	Livestock	431627	5519054	0	-4.572	6.706	8.23	casing	
38200	02-Nov-79	W 1901011SW	0	11.278	Domestic	431218	5518663	0.606	-3.658	0	9.754	casing	
38200	02-Nov-79	W 1901011SW	0	11.278	Domestic	431218	5518663	0.606	-3.658	0	0	gravel pack	
38200	02-Nov-79	W 1901011SW	0	11.278	Domestic	431218	5518663	0.606	-3.658	9.754	11.278	perforations	0.457
38631	26-Sep-80	W 1901015	0.61	12.802	Domestic	430007	5520731	0.682	-2.438	0	12.802	casing	
38631	26-Sep-80	W 1901015	0.61	12.802	Domestic	430007	5520731	0.682	-2.438	0	12.802	gravel pack	
38631	26-Sep-80	W 1901015	0.61	12.802	Domestic	430007	5520731	0.682	-2.438	2.438	12.802	perforations	
38632	15-Sep-80	W 1901015	0.305	17.983	Domestic	430007	5520731	1.137	-6.706	0	17.983	casing	
38632	15-Sep-80	W 1901015	0.305	17.983	Livestock	430007	5520731	1.137	-6.706	0	17.983	casing	
38632	15-Sep-80	W 1901015	0.305	17.983	Domestic	430007	5520731	1.137	-6.706	3.962	17.983	gravel pack	
38632	15-Sep-80	W 1901015	0.305	17.983	Livestock	430007	5520731	1.137	-6.706	3.962	17.983	gravel pack	
38632	15-Sep-80	W 1901015	0.305	17.983	Domestic	430007	5520731	1.137	-6.706	6.096	17.983	perforations	
38632	15-Sep-80	W 1901015	0.305	17.983	Livestock	430007	5520731	1.137	-6.706	6.096	17.983	perforations	
39144	16-Apr-80	W 1901014NE	-0.61	19.812	Industrial	432056	5521098	1.137	-5.182	0	14.63	casing	
39144	16-Apr-80	W 1901014NE	-0.61	19.812	Industrial	432056	5521098	1.137	-5.182	13.716	18.288	gravel pack	
39144	16-Apr-80	W 1901014NE	-0.61	19.812	Industrial	432056	5521098	1.137	-5.182	14.63	17.678	perforations	0.457
39148	27-Jun-80	W 1901011SW	-0.61	10.363	Domestic	431218	5518663	0.076	-4.267	0	10.363	casing	
39148	27-Jun-80	W 1901011SW	-0.61	10.363	Domestic	431218	5518663	0.076	-4.267	1.524	10.363	gravel pack	
39148	27-Jun-80	W 1901011SW	-0.61	10.363	Domestic	431218	5518663	0.076	-4.267	4.267	10.363	perforations	
47178	15-Apr-83	W 1901014	-0.305	5.791	Domestic	431648	5520699	0.023	-2.438	0	5.791	casing	
47178	15-Apr-83	W 1901014	-0.305	5.791	Domestic	431648	5520699	0.023	-2.438	0	5.791	gravel pack	
47178	15-Apr-83	W 1901014	-0.305	5.791	Domestic	431648	5520699	0.023	-2.438	2.134	5.791	perforations	
51336	02-Jun-84	W 1901015	-0.61	8.839	Domestic	430007	5520731	1.364	-6.706	0	7.925	casing	
51336	02-Jun-84	W 1901015	-0.61	8.839	Domestic	430007	5520731	1.364	-6.706	0	7.925	gravel pack	
51336	02-Jun-84	W 1901015	-0.61	8.839	Domestic	430007	5520731	1.364	-6.706	7.925	8.23	perforations	0.457
51336	02-Jun-84	W 1901015	-0.61	8.839	Domestic	430007	5520731	1.364	-6.706	7.925	8.23	gravel pack	
51336	02-Jun-84	W 1901015	-0.61	8.839	Domestic	430007	5520731	1.364	-6.706	8.23	8.839	gravel pack	
51336	02-Jun-84	W 1901015	-0.61	8.839	Domestic	430007	5520731	1.364	-6.706	8.23	8.839	casing	
54668	31-May-85	W 1901010SE	-0.305	14.935	Domestic	430383	5518679	0.682	-4.572	0	14.935	gravel pack	
54668	31-May-85	W 1901010SE	-0.305	14.935	Domestic	430383	5518679	0.682	-4.572	0	14.935	casing	
54668	31-May-85	W 1901010SE	-0.305	14.935	Domestic	430383	5518679	0.682	-4.572	5.791	14.935	perforations	3.175

Groundwater Management, Water Science and Watershed Management
Manitoba Environment and Climate Change

Groundwater Wells within 2 Kilometers of the Keystone Centre

60132	10-Nov-87	W 1901014	-0.305	5.791	Domestic	431648	5520699	0.152	-2.134	0	2.743	casing	
60132	10-Nov-87	W 1901014	-0.305	5.791	Domestic	431648	5520699	0.152	-2.134	0	5.791	gravel pack	
60132	10-Nov-87	W 1901014	-0.305	5.791	Domestic	431648	5520699	0.152	-2.134	2.743	5.791	perforations	1.016
66645	26-Oct-89	W 1901010	-0.305	12.192	Domestic	429987	5519087	0.606	-5.486	0	5.791	casing	
66645	26-Oct-89	W 1901010	-0.305	12.192	Domestic	429987	5519087	0.606	-5.486	0	12.192	gravel pack	
66645	26-Oct-89	W 1901010	-0.305	12.192	Domestic	429987	5519087	0.606	-5.486	5.791	11.887	perforations	1.016
66646	26-Oct-89	W 1901010	-0.305	12.192	Domestic	429987	5519087	0.758	-5.486	0	5.791	casing	
66646	26-Oct-89	W 1901010	-0.305	12.192	Domestic	429987	5519087	0.758	-5.486	0	12.192	gravel pack	
66646	26-Oct-89	W 1901010	-0.305	12.192	Domestic	429987	5519087	0.758	-5.486	5.791	11.887	perforations	1.016
66654	12-Oct-89	W 1901011	-0.305	5.791	Domestic	431627	5519054	0.909	-2.134	0	5.791	gravel pack	
66654	12-Oct-89	W 1901011	-0.305	5.791	Domestic	431627	5519054	0.909	-2.134	0	2.743	casing	
66654	12-Oct-89	W 1901011	-0.305	5.791	Domestic	431627	5519054	0.909	-2.134	2.743	5.791	perforations	1.016
66678	19-Sep-89	W 1901010	-0.305	12.192	Domestic	429987	5519087	1.137	-4.572	0	11.887	gravel pack	
66678	19-Sep-89	W 1901010	-0.305	12.192	Domestic	429987	5519087	1.137	-4.572	0	5.791	casing	
66678	19-Sep-89	W 1901010	-0.305	12.192	Domestic	429987	5519087	1.137	-4.572	5.791	11.887	perforations	1.016
68724	26-Jan-90	W 1901015	-0.61	28.956	Domestic	430007	5520731	0.189	-5.486	0	13.106	casing	
68724	26-Jan-90	W 1901015	-0.61	28.956	Domestic	430007	5520731	0.189	-5.486	12.802	28.346	gravel pack	
68724	26-Jan-90	W 1901015	-0.61	28.956	Domestic	430007	5520731	0.189	-5.486	13.106	26.822	perforations	0.508
68724	26-Jan-90	W 1901015	-0.61	28.956	Domestic	430007	5520731	0.189	-5.486	26.822	28.346	perforations	0.457
76254	22-Jul-93	W 1901013SW	-0.305	9.144	Domestic	432883	5520275	1.137	-2.438	0	0	gravel pack	
76254	22-Jul-93	W 1901013SW	-0.305	9.144	Domestic	432883	5520275	1.137	-2.438	0	6.096	casing	
135727	06-May-05	W 1901010NW	0.305	9.15	Domestic	429591	5519504	7.277	-2.135	0	1.83	GRAVEL PACK	
										0	2.745	CASING	
										1.83	2.44	CASING GROUT	
										2.44	8.845	GRAVEL PACK	
										2.745	8.845	PERFORATIONS	1.016
166200	21-Aug-01	W 1901015SW	0.61	16.775	Other	429997	5520124	4.775	-8.235	0	16.165	CASING	
										0	2.44	GRAVEL PACK	
										2.44	3.05	CASING GROUT	
										3.05	16.775	GRAVEL PACK	
										3.965	16.165	PERFORATIONS	1.016
166203	20-Aug-01	W 1901015SW	0.61	17.385	Other	429997	5520124	5.003	-8.235	0	16.775	CASING	
166203	20-Aug-01	W 1901015SW	0.61	17.385	Other	429997	5520124	5.003	-8.235	0	2.44	GRAVEL PACK	
166203	20-Aug-01	W 1901015SW	0.61	17.385	Other	429997	5520124	5.003	-8.235	2.44	3.05	CASING GROUT	
166203	20-Aug-01	W 1901015SW	0.61	17.385	Other	429997	5520124	5.003	-8.235	3.05	16.775	GRAVEL PACK	
166203	20-Aug-01	W 1901015SW	0.61	17.385	Other	429997	5520124	5.003	-8.235	5.49	16.775	PERFORATIONS	1.524
166209	06-Sep-01	W 1901015SW	0.305	12.2	Domestic	429986	5520259	1.061	-5.49	0	11.895	CASING	
166209	06-Sep-01	W 1901015SW	0.305	12.2	Domestic	429986	5520259	1.061	-5.49	0	2.44	GRAVEL PACK	
166209	06-Sep-01	W 1901015SW	0.305	12.2	Domestic	429986	5520259	1.061	-5.49	2.44	3.05	CASING GROUT	
166209	06-Sep-01	W 1901015SW	0.305	12.2	Domestic	429986	5520259	1.061	-5.49	3.05	11.895	GRAVEL PACK	
166209	06-Sep-01	W 1901015SW	0.305	12.2	Domestic	429986	5520259	1.061	-5.49	5.795	11.895	PERFORATIONS	1.016
166227	14-Aug-01	W 1901015SW	0.61	16.775	Other	429997	5520124	5.306	-8.235	0	2.135	GRAVEL PACK	
166227	14-Aug-01	W 1901015SW	0.61	16.775	Other	429997	5520124	5.306	-8.235	0	16.165	CASING	
166227	14-Aug-01	W 1901015SW	0.61	16.775	Other	429997	5520124	5.306	-8.235	2.135	2.745	CASING GROUT	
166227	14-Aug-01	W 1901015SW	0.61	16.775	Other	429997	5520124	5.306	-8.235	2.745	16.775	GRAVEL PACK	
166227	14-Aug-01	W 1901015SW	0.61	16.775	Other	429997	5520124	5.306	-8.235	3.965	16.165	PERFORATIONS	1.016
166228	15-Aug-01	W 1901015SW	0.61	18.3	Other	429997	5520124	5.458	-8.235	0	17.69	CASING	
166228	15-Aug-01	W 1901015SW	0.61	18.3	Other	429997	5520124	5.458	-8.235	0	2.135	GRAVEL PACK	
166228	15-Aug-01	W 1901015SW	0.61	18.3	Other	429997	5520124	5.458	-8.235	2.135	2.745	CASING GROUT	
166228	15-Aug-01	W 1901015SW	0.61	18.3	Other	429997	5520124	5.458	-8.235	2.745	17.69	GRAVEL PACK	
166228	15-Aug-01	W 1901015SW	0.61	18.3	Other	429997	5520124	5.458	-8.235	5.49	17.69	PERFORATIONS	1.016
166229	16-Aug-01	W 1901015SW	0.61	18.3	Other	429997	5520124	4.927	-8.54	0	2.135	GRAVEL PACK	
166229	16-Aug-01	W 1901015SW	0.61	18.3	Other	429997	5520124	4.927	-8.54	0	17.69	CASING	
166229	16-Aug-01	W 1901015SW	0.61	18.3	Other	429997	5520124	4.927	-8.54	2.135	2.745	CASING GROUT	
166229	16-Aug-01	W 1901015SW	0.61	18.3	Other	429997	5520124	4.927	-8.54	2.745	17.69	GRAVEL PACK	
166229	16-Aug-01	W 1901015SW	0.61	18.3	Other	429997	5520124	4.927	-8.54	5.49	17.69	PERFORATIONS	1.016
166262	06-Sep-02	W 1901023SW	0.305	9.15	Domestic	431490	5521659	3.032	-4.88	0	8.845	CASING	
166262	06-Sep-02	W 1901023SW	0.305	9.15	Domestic	431490	5521659	3.032	-4.88	0	3.05	GRAVEL PACK	
166262	06-Sep-02	W 1901023SW	0.305	9.15	Domestic	431490	5521659	3.032	-4.88	3.05	3.66	CASING GROUT	
166262	06-Sep-02	W 1901023SW	0.305	9.15	Domestic	431490	5521659	3.032	-4.88	3.66	8.845	GRAVEL PACK	
166262	06-Sep-02	W 1901023SW	0.305	9.15	Domestic	431490	5521659	3.032	-4.88	4.27	8.845	PERFORATIONS	1.016
166469	22-Aug-95	W 1901016NE	0.305	9.15	Domestic	429088	5520845		-6.1	0	7.168	CASING	
										7.168	7.93	PERFORATIONS	0.254
										0	1.83	SURFACE SEAL	
										0	5.795	BOREHOLE	
										0	2.745	CASING	
										1.83	2.135	ANNULAR FILL	
										2.135	5.795	FILTER PACK	
										2.745	5.795	WELL SCREEN	

1. TOC = Top of Casing (metres above ground level)
2. Well depth is in metres below ground level
3. Coordinates are in UTM 14 NAD 83
4. Pump Rate - Estimated rate of discharge. Litres/sec
5. Static water level is measured before well testing, in metres
6. From and To depths refer to the Intake zone (measured in metres)
7. Slot size is measured in millimeters

Groundwater Management, Water Science and Watershed Management
Manitoba Environment and Climate Change

Appendix B: Land Titles

STATUS OF TITLE

Title Number **2907887/2**
Title Status **Cancelled**
Client File 23112901821



1. REGISTERED OWNERS, TENANCY AND LAND DESCRIPTION

KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INCORPORATED

IS REGISTERED OWNER SUBJECT TO SUCH ENTRIES RECORDED HEREON
IN THE FOLLOWING DESCRIBED LAND,

LOT 2 PLAN 42768 BLTO
EXC PARCEL "A" PLAN 61450 BLTO
IN W 1/2 14-10-19 WPM

The land in this title is, unless the contrary is expressly declared, deemed to be subject to the reservations and restrictions set out in section 58 of *The Real Property Act*.

2. ACTIVE INSTRUMENTS

Instrument Type: **Caveat**
Registration Number: **R84000/2**
Instrument Status: **Accepted**

Registration Date: 1972-01-13
From/By: CITY OF BRANDON
To:

Amount:
Notes: No notes
Description: PT OF BLOCKS 2, 3, 12, 13, 14 AND H PLAN 20

Instrument Type: **Old System Agreement**
Registration Number: **OS142702/2**
Instrument Status: **Accepted**

Registration Date: 1972-02-02
From/By: THE PROVINCIAL EXHIBITION OF MANITOBA
To: CITY OF BRANDON

Amount:
Notes: No notes
Description: No description

Instrument Type:	Caveat
Registration Number:	86-756/2
Instrument Status:	Accepted
Registration Date:	1986-01-17
From/By:	THE MANITOBA HYDRO ELECTIC BOARD AND MTS
To:	
Amount:	
Notes:	No notes
Description:	No description
<hr/>	
Instrument Type:	Caveat
Registration Number:	91-11576/2
Instrument Status:	Accepted
Registration Date:	1991-12-06
From/By:	THE CITY OF BRANDON
To:	
Amount:	
Notes:	PTN RE PLAN 27671
Description:	No description
<hr/>	
Instrument Type:	Caveat
Registration Number:	92-8255/2
Instrument Status:	Accepted
Registration Date:	1992-08-04
From/By:	MANITOBA TELEPHONE SYSTEM
To:	
Amount:	
Notes:	RS PLAN 28602
Description:	No description

Instrument Type:	Caveat
Registration Number:	94-9563/2
Instrument Status:	Accepted
Registration Date:	1994-09-14
From/By:	THE CITY OF BRANDON
To:	
Amount:	
Notes:	No notes
Description:	No description
<hr/>	
Instrument Type:	Caveat
Registration Number:	94-9564/2
Instrument Status:	Accepted
Registration Date:	1994-09-14
From/By:	THE CITY OF BRANDON
To:	
Amount:	
Notes:	No notes
Description:	No description
<hr/>	
Instrument Type:	Caveat
Registration Number:	1052016/2
Instrument Status:	Accepted
Registration Date:	1998-10-05
From/By:	CENTRA GAS MANITOBA INC
To:	DOUGLAS A. YOUNG AS AGENT
Amount:	
Notes:	No notes
Description:	GRANT OF RT OF USER AGRT DATED 28 JULY 1998

Instrument Type:	Caveat
Registration Number:	1077714/2
Instrument Status:	Accepted
Registration Date:	2000-03-30
From/By:	CITY OF BRANDON
To:	WILLIAM MAJACHER AS REAL ESTATE OFFICER
Amount:	
Notes:	RE PL 38289
Description:	EASEMENT AGRT DATED 20 MARCH 2000
<hr/>	
Instrument Type:	Caveat
Registration Number:	1152085/2
Instrument Status:	Accepted
Registration Date:	2004-09-27
From/By:	KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INCORP
To:	CHARLES OSBORNE MEIGHEN AS SOLICITOR AND AGENT
Amount:	
Notes:	DOMINANT
Description:	EASEMENT AGRT DATED 13 JUL 2003
<hr/>	
Instrument Type:	Caveat
Registration Number:	1152086/2
Instrument Status:	Accepted
Registration Date:	2004-09-27
From/By:	CANAD INNS- BRANDON LTD.
To:	LIONEL J MARTENS AS SOLICITOR AND AGENT
Amount:	
Notes:	SERVIENT
Description:	EASEMENT AGRT DATED 15 JUL 2003

Instrument Type: **Caveat**
Registration Number: **1152087/2**
Instrument Status: **Accepted**

Registration Date: 2004-09-27
From/By: CANAD INNS- BRANDON LTD.
To: LIONEL J MARTENS AS SOLICITOR AND AGENT

Amount:
Notes: SERVIENT
Description: GROUND LEASE DATED 15 JUL 2003

Instrument Type: **Mortgage**
Registration Number: **1167135/2**
Instrument Status: **Accepted**

Registration Date: 2005-08-08
From/By: KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INCORP
To: WESTOBA CREDIT UNION LIMITED

Amount: \$5,500,000.00
Notes: No notes
Description: No description

INSTRUMENTS THAT AFFECT THIS INSTRUMENT

<u>Registration Number</u>	<u>Instrument Type</u>	<u>Status</u>
1199367/2	Amending Agreement	Accepted
1422682/2	Postponement Of Rights	Accepted

Instrument Type: **Amending Agreement**
Registration Number: **1199367/2**
Instrument Status: **Accepted**

Registration Date: 2007-04-11
From/By: WESTOBA CREDIT UNION LIMITED
To: KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INCORP

Amount:
Notes: No notes
Description: No description

Instrument Type:	Caveat
Registration Number:	1215157/2
Instrument Status:	Accepted
Registration Date:	2008-01-28
From/By:	CANAD INNS - BRANDON LTD.
To:	MORTON L ROSENBERG AS AGENT
Amount:	
Notes:	SERVIENT
Description:	EASEMENT AGRT DATED 27 JUN 2007
<hr/>	
Instrument Type:	Easement
Registration Number:	1418504/2
Instrument Status:	Accepted
Registration Date:	2017-07-14
From/By:	KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INC.
To:	THE MANITOBA HYDRO-ELECTRIC BOARD
Amount:	
Notes:	No notes
Description:	STATUTORY EASEMENT
<hr/>	
Instrument Type:	Caveat
Registration Number:	1418505/2
Instrument Status:	Accepted
Registration Date:	2017-07-14
From/By:	PROVINCIAL EXHIBITION OF MANITOBA
To:	
Amount:	
Notes:	SERVIENT
Description:	EASEMENT

Instrument Type:	Caveat
Registration Number:	1418506/2
Instrument Status:	Accepted
Registration Date:	2017-07-14
From/By:	CANAD INNS - BRANDON LTD.
To:	
Amount:	
Notes:	SERVIENT
Description:	RESTRICTIVE COVENANT
<hr/>	
Instrument Type:	Easement
Registration Number:	1421208/2
Instrument Status:	Accepted
Registration Date:	2017-09-12
From/By:	KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INC.
To:	THE MANITOBA HYDRO-ELECTRIC BOARD
Amount:	
Notes:	No notes
Description:	STATUTORY EASEMENT
<hr/>	
Instrument Type:	Postponement Of Rights
Registration Number:	1422682/2
Instrument Status:	Accepted
Registration Date:	2017-10-17
From/By:	WESTOBA CREDIT UNION LIMITED
To:	IN MTGE 1167135/2 TO CAVEAT NO. 1418506/2
Amount:	
Notes:	No notes
Description:	No description

Instrument Type:	Caveat
Registration Number:	1432770/2
Instrument Status:	Accepted
Registration Date:	2018-07-03
From/By:	TELUS COMMUNICATIONS INC.
To:	KEVIN HICKMAN, AGENT
Amount:	
Notes:	No notes
Description:	LEASE, EXPIRY: 2043-03-31
Instrument Type:	Request To Issue Title - Internal
Registration Number:	1439416/2
Instrument Status:	Accepted
Registration Date:	2018-11-27
From/By:	BLTO
To:	
Amount:	
Notes:	No notes
Description:	correction of title - delete exception from land desc.
3. ADDRESSES FOR SERVICE	
KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INC. 1 - 1175 18TH STREET BRANDON MB R7A 7C5	
4. TITLE NOTES	
No title notes	
5. LAND TITLES DISTRICT	
Brandon	
6. DUPLICATE TITLE INFORMATION	
Duplicate not produced	
7. FROM TITLE NUMBERS	
2018560/2	Balance

8. REAL PROPERTY APPLICATION / CROWN GRANT NUMBERS	
No real property application or grant information	
9. ORIGINATING INSTRUMENTS	
Instrument Type:	Request To Issue Title - Internal
Registration Number:	1418927/2
Registration Date:	2017-07-26
From/By:	KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INC.
To:	
Amount:	
10. LAND INDEX	
Lot 2 Plan 42768	
EXC PCL A PLAN 61450	

CERTIFIED TRUE EXTRACT PRODUCED FROM THE LAND TITLES DATA STORAGE
SYSTEM OF TITLE NUMBER 2907887/2

STATUS OF TITLE

Title Number **2982988/2**
Title Status **Accepted**
Client File 23112901821



1. REGISTERED OWNERS, TENANCY AND LAND DESCRIPTION

KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INCORPORATED

IS REGISTERED OWNER SUBJECT TO SUCH ENTRIES RECORDED HEREON
IN THE FOLLOWING DESCRIBED LAND,

LOT 2 PLAN 42768 BLTO
IN W 1/2 14-10-19 WPM

The land in this title is, unless the contrary is expressly declared, deemed to be subject to the reservations and restrictions set out in section 58 of *The Real Property Act*.

2. ACTIVE INSTRUMENTS

Instrument Type: **Caveat**
Registration Number: **R84000/2**
Instrument Status: **Accepted**

Registration Date: 1972-01-13
From/By: CITY OF BRANDON
To:

Amount:
Notes: No notes
Description: PT OF BLOCKS 2, 3, 12, 13, 14 AND H PLAN 20

Instrument Type: **Old System Agreement**
Registration Number: **OS142702/2**
Instrument Status: **Accepted**

Registration Date: 1972-02-02
From/By: THE PROVINCIAL EXHIBITION OF MANITOBA
To: CITY OF BRANDON

Amount:
Notes: No notes
Description: No description

Instrument Type:	Caveat
Registration Number:	86-756/2
Instrument Status:	Accepted
Registration Date:	1986-01-17
From/By:	THE MANITOBA HYDRO ELECTIC BOARD AND MTS
To:	
Amount:	
Notes:	No notes
Description:	No description
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Instrument Type:	Caveat
Registration Number:	91-11576/2
Instrument Status:	Accepted
Registration Date:	1991-12-06
From/By:	THE CITY OF BRANDON
To:	
Amount:	
Notes:	PTN RE PLAN 27671
Description:	No description
<hr/>	
Instrument Type:	Caveat
Registration Number:	92-8255/2
Instrument Status:	Accepted
Registration Date:	1992-08-04
From/By:	MANITOBA TELEPHONE SYSTEM
To:	
Amount:	
Notes:	RS PLAN 28602
Description:	No description

Instrument Type:	Caveat
Registration Number:	94-9563/2
Instrument Status:	Accepted
Registration Date:	1994-09-14
From/By:	THE CITY OF BRANDON
To:	
Amount:	
Notes:	No notes
Description:	No description
<hr/>	
Instrument Type:	Caveat
Registration Number:	94-9564/2
Instrument Status:	Accepted
Registration Date:	1994-09-14
From/By:	THE CITY OF BRANDON
To:	
Amount:	
Notes:	No notes
Description:	No description
<hr/>	
Instrument Type:	Caveat
Registration Number:	1052016/2
Instrument Status:	Accepted
Registration Date:	1998-10-05
From/By:	CENTRA GAS MANITOBA INC
To:	DOUGLAS A. YOUNG AS AGENT
Amount:	
Notes:	No notes
Description:	GRANT OF RT OF USER AGRT DATED 28 JULY 1998

Instrument Type:	Caveat
Registration Number:	1077714/2
Instrument Status:	Accepted
Registration Date:	2000-03-30
From/By:	CITY OF BRANDON
To:	WILLIAM MAJACHER AS REAL ESTATE OFFICER
Amount:	
Notes:	RE PL 38289
Description:	EASEMENT AGRT DATED 20 MARCH 2000
<hr/>	
Instrument Type:	Caveat
Registration Number:	1152085/2
Instrument Status:	Accepted
Registration Date:	2004-09-27
From/By:	KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INCORP
To:	CHARLES OSBORNE MEIGHEN AS SOLICITOR AND AGENT
Amount:	
Notes:	DOMINANT
Description:	EASEMENT AGRT DATED 13 JUL 2003
<hr/>	
Instrument Type:	Caveat
Registration Number:	1152086/2
Instrument Status:	Accepted
Registration Date:	2004-09-27
From/By:	CANAD INNS- BRANDON LTD.
To:	LIONEL J MARTENS AS SOLICITOR AND AGENT
Amount:	
Notes:	SERVIENT
Description:	EASEMENT AGRT DATED 15 JUL 2003

Instrument Type: **Caveat**
Registration Number: **1152087/2**
Instrument Status: **Accepted**

Registration Date: 2004-09-27
From/By: CANAD INNS- BRANDON LTD.
To: LIONEL J MARTENS AS SOLICITOR AND AGENT

Amount:
Notes: SERVIENT
Description: GROUND LEASE DATED 15 JUL 2003

Instrument Type: **Mortgage**
Registration Number: **1167135/2**
Instrument Status: **Accepted**

Registration Date: 2005-08-08
From/By: KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INCORP
To: WESTOBA CREDIT UNION LIMITED

Amount: \$5,500,000.00
Notes: No notes
Description: No description

INSTRUMENTS THAT AFFECT THIS INSTRUMENT

<u>Registration Number</u>	<u>Instrument Type</u>	<u>Status</u>
1199367/2	Amending Agreement	Accepted
1422682/2	Postponement Of Rights	Accepted
1427269/2	Postponement Of Rights	Accepted

Instrument Type: **Amending Agreement**
Registration Number: **1199367/2**
Instrument Status: **Accepted**

Registration Date: 2007-04-11
From/By: WESTOBA CREDIT UNION LIMITED
To: KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INCORP

Amount:
Notes: No notes
Description: No description

Instrument Type:	Caveat
Registration Number:	1215157/2
Instrument Status:	Accepted
Registration Date:	2008-01-28
From/By:	CANAD INNS - BRANDON LTD.
To:	MORTON L ROSENBERG AS AGENT
Amount:	
Notes:	SERVIENT
Description:	EASEMENT AGRT DATED 27 JUN 2007
<hr/>	
Instrument Type:	Lease
Registration Number:	1418502/2
Instrument Status:	Accepted
Registration Date:	2017-07-14
From/By:	KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INC.
To:	PROVINCIAL EXHIBITION OF MANITOBA INC.
Amount:	
Notes:	PT-LEASEHOLD TITLE ISSUED
Description:	LEASE AGREEMENT; 42 YEAR TERM COMMENCING 2016/04/08
<hr/>	
Instrument Type:	Easement
Registration Number:	1418504/2
Instrument Status:	Accepted
Registration Date:	2017-07-14
From/By:	KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INC.
To:	THE MANITOBA HYDRO-ELECTRIC BOARD
Amount:	
Notes:	No notes
Description:	STATUTORY EASEMENT

Instrument Type:	Caveat
Registration Number:	1418505/2
Instrument Status:	Accepted
Registration Date:	2017-07-14
From/By:	PROVINCIAL EXHIBITION OF MANITOBA
To:	
Amount:	
Notes:	SERVIENT
Description:	EASEMENT
<hr/>	
Instrument Type:	Caveat
Registration Number:	1418506/2
Instrument Status:	Accepted
Registration Date:	2017-07-14
From/By:	CANAD INNS - BRANDON LTD.
To:	
Amount:	
Notes:	SERVIENT
Description:	RESTRICTIVE COVENANT
<hr/>	
Instrument Type:	Easement
Registration Number:	1421208/2
Instrument Status:	Accepted
Registration Date:	2017-09-12
From/By:	KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INC.
To:	THE MANITOBA HYDRO-ELECTRIC BOARD
Amount:	
Notes:	No notes
Description:	STATUTORY EASEMENT

Instrument Type:	Postponement Of Rights		
Registration Number:	1422682/2		
Instrument Status:	Accepted		
Registration Date:	2017-10-17		
From/By:	WESTOBA CREDIT UNION LIMITED	IN MTGE 1167135/2	
To:	TO CAVEAT NO. 1418506/2		
Amount:			
Notes:	No notes		
Description:	No description		
<hr/>			
Instrument Type:	Caveat		
Registration Number:	1424419/2		
Instrument Status:	Accepted		
Registration Date:	2017-11-22		
From/By:	CANAD INNS - BRANDON LTD.		
To:			
Amount:			
Notes:	SERVIENT		
Description:	RESTRICTIVE COVENANT		
<hr/>			
Instrument Type:	Postponement Of Rights		
Registration Number:	1427269/2		
Instrument Status:	Accepted		
Registration Date:	2018-02-05		
From/By:	WESTOBA CREDIT UNION LIMITED 1167135/2		
To:	CAVEAT 1424419/2		
Amount:			
Notes:	No notes		
Description:	No description		

Instrument Type:	Caveat
Registration Number:	1432770/2
Instrument Status:	Accepted
Registration Date:	2018-07-03
From/By:	TELUS COMMUNICATIONS INC.
To:	KEVIN HICKMAN, AGENT
Amount:	
Notes:	No notes
Description:	LEASE, EXPIRY: 2043-03-31
Instrument Type:	Easement
Registration Number:	1458659/2
Instrument Status:	Accepted
Registration Date:	2020-05-12
From/By:	Keystone Agricultural & Recreational Centre Inc.
To:	MB Hydro, MTS Inc., Westman Media Co-op Ltd.
Amount:	
Notes:	No notes
Description:	Statutory Easement
3. ADDRESSES FOR SERVICE	
KEYSTONE AGRICULTURAL AND RECREATIONAL CENTRE INC. 1 - 1175 18TH STREET BRANDON MB R7A 7C5	
4. TITLE NOTES	
No title notes	
5. LAND TITLES DISTRICT	
Brandon	
6. DUPLICATE TITLE INFORMATION	
Duplicate not produced	
7. FROM TITLE NUMBERS	
2907887/2	All

8. REAL PROPERTY APPLICATION / CROWN GRANT NUMBERS	
No real property application or grant information	
9. ORIGINATING INSTRUMENTS	
Instrument Type:	Request To Issue Title - Internal
Registration Number:	1439416/2
Registration Date:	2018-11-27
From/By:	BLTO
To:	
Amount:	
10. LAND INDEX	
Lot 2 Plan 42768	

CERTIFIED TRUE EXTRACT PRODUCED FROM THE LAND TITLES DATA STORAGE
SYSTEM OF TITLE NUMBER 2982988/2

Appendix C: EcoLog ERIS Reports



DATABASE REPORT

Project Property: *Phase 1 ESA Keystone Centre Parcel A and B*
1175 – 18 Street
Brandon MB
5011-11

Project No: *5011-11*

Report Type: *Quote - Custom-Build Your Own Report*

Order No: *23112901829*

Requested by: *Esker Consulting Ltd.*

Date Completed: *December 4, 2023*

Environmental Risk Information Services
A division of Glacier Media Inc.
1.866.517.5204 | info@erisinfo.com | erisinfo.com

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Executive Summary

Property Information:

Project Property: *Phase 1ESA Keystone Centre Parcel A and B
1175 – 18 Street Brandon MB*

Project No: *5011-11*

Order Information:

Order No: *23112901829*

Date Requested: *November 29, 2023*

Requested by: *Esker Consulting Ltd.*

Report Type: *Quote - Custom-Build Your Own Report*

Historical/Products:

ERIS Xplorer [*ERIS Xplorer*](#)

Executive Summary: Report Summary

Database	Name	Searched	Project Property	Boundary to 0.25km	Total
AUWR	Automobile Wrecking & Supplies	Y	0	0	0
CA	Certificates of Approval	Y	0	0	0
CDRY	Dry Cleaning Facilities	Y	0	0	0
CHEM	Chemical Manufacturers	Y	0	0	0
CHM	Chemical Register	Y	0	0	0
CNG	Compressed Natural Gas Stations	Y	0	0	0
CONV	Enforcement Actions	Y	0	0	0
CS	Contaminated/Impacted Sites	Y	0	8	8
DRL	Drill Holes	Y	0	0	0
EEM	Environmental Effects Monitoring	Y	0	0	0
EHS	ERIS Historical Searches	Y	0	13	13
EIIS	Environmental Issues Inventory System	Y	0	0	0
FCON	Federal Convictions	Y	0	0	0
FCS	Contaminated Sites on Federal Land	Y	0	0	0
FRST	Federal Identification Registry for Storage Tank Systems (FIRSTS)	Y	0	0	0
FST	Fuel Storage Tanks	Y	0	7	7
FUEL	Bulk Fuel Distributors	Y	0	3	3
GEN	Waste Generators Summary	Y	0	24	24
GHG	Greenhouse Gas Emissions from Large Facilities	Y	0	0	0
IAFT	Indian & Northern Affairs Fuel Tanks	Y	0	0	0
MAST	Manure Storage Facilities	Y	0	0	0
MINE	Canadian Mine Locations	Y	0	0	0
MNR	Mineral Occurrences	Y	0	0	0
MOGW	Manitoba Oil and Gas Wells	Y	0	0	0
NATE	National Analysis of Trends in Emergencies System (NATES)	Y	0	0	0
NDFT	National Defense & Canadian Forces Fuel Tanks	Y	0	0	0
NDSP	National Defense & Canadian Forces Spills	Y	0	0	0
NDWD	National Defence & Canadian Forces Waste Disposal Sites	Y	0	0	0
NEBI	National Energy Board Pipeline Incidents	Y	0	0	0
NEBP	National Energy Board Wells	Y	0	0	0
NEES	National Environmental Emergencies System (NEES)	Y	0	0	0
NPCB	National PCB Inventory	Y	0	1	1
NPR2	National Pollutant Release Inventory 1993-2020	Y	0	0	0
NPRI	National Pollutant Release Inventory - Historic	Y	0	0	0
OGWW	Oil and Gas Wells	Y	0	0	0
PAP	Canadian Pulp and Paper	Y	0	0	0

<i>Database</i>	<i>Name</i>	<i>Searched</i>	<i>Project Property</i>	<i>Boundary to 0.25km</i>	<i>Total</i>
PCB	<i>Inventory of PCB Storage Sites</i>	Y	0	1	1
PCFT	<i>Parks Canada Fuel Storage Tanks</i>	Y	0	0	0
PFCH	<i>NPRI Reporters - PFAS Substances</i>	Y	0	0	0
PFHA	<i>Potential PFAS Handlers from NPRI</i>	Y	0	0	0
PITS	<i>Manitoba Pits and Quarries</i>	Y	0	0	0
PR	<i>Sustainable Development Public Registry</i>	Y	0	0	0
REC	<i>Waste Receivers Summary</i>	Y	0	0	0
RST	<i>Retail Fuel Storage Tanks</i>	Y	0	10	10
SCT	<i>Scott's Manufacturing Directory</i>	Y	0	0	0
SPL	<i>Manitoba Spills</i>	Y	0	1	1
SWS	<i>Solid Waste Sites</i>	Y	0	0	0
TCFT	<i>Transport Canada Fuel Storage Tanks</i>	Y	0	0	0
WDS	<i>Waste Disposal Site Inventory</i>	Y	0	0	0
WWIS	<i>Water Well Inventory</i>	Y	1	0	1
Total:			1	68	69

Executive Summary: Site Report Summary - Project Property

Map Key	DB	Company/Site Name	Address	Dir/Dist (m)	Elev diff (m)	Page Number
m1d	WWIS	WRB	MB	ENE/0.0	-0.98	24
			Well PID: 170649			

Executive Summary: Site Report Summary - Surrounding Properties

<i>Map Key</i>	<i>DB</i>	<i>Company/Site Name</i>	<i>Address</i>	<i>Dir/Dist (m)</i>	<i>Elev Diff (m)</i>	<i>Page Number</i>
m2d	GEN	PETSMART -PETM CANADA CORPORATION	UNIT E-1350 18TH ST Brandon MB	W/35.5	1.02	24
m3d	GEN	ALLEN BROWN SUPER THRIFTY-PHOTO MAGIC	18TH ST. E. & RICHMOND AVE. BRANDON, MB MB	WSW/44.0	1.49	24
m3d	GEN	ASTRAL PHOTO	18TH ST. & RICHMOND AVE. BRANDON MB	WSW/44.0	1.49	24
m3d	GEN	ALLEN BROWN SUPER THRIFTY	18TH AT RICHMOND AVE Brandon MB	WSW/44.0	1.49	24
m4d	FST	Keyston Village Gas Bar	1300 18th St. 10 Brandon MB	W/65.8	1.02	24
m4d	GEN	KEYSTONE VILLAGE GAS BAR	18TH ST., 1300 UNIT 10 BRANDON MB	W/65.8	1.02	25
m4d	CS	FEDERATED CO-OPERATIVES LIMITED	10-1300 18TH ST BRANDON MB R7A 6X7	W/65.8	1.02	25
m4d	CS	KEYSTONE VILLAGE GAS BAR	10 - 1300 18TH ST Brandon MB	W/65.8	1.02	25
m4d	EHS		1300 18 St Brandon MB R7A6X7	W/65.8	1.02	25
m5d	GEN	IMPERIAL OIL	1260 18TH ST Brandon MB	WNW/74.6	0.02	25
m6d	GEN	MURRAY CHEV OLDS CADILLAC LTD.	RICHMOND AVE., 1500 BRANDON MB	SE/77.1	0.02	26
m6d	GEN	MURRAY CHEV OLDS CADILLAC	1500 RICHMOND AVE Brandon MB R7A 7E3	SE/77.1	0.02	26

Map Key	DB	Company/Site Name	Address	Dir/Dist (m)	Elev Diff (m)	Page Number
m6d	GEN	MURRAY CHEV OLDS CADILLAC	1500 RICHMOND AVE Brandon MB	SE/77.1	0.02	26
m7d	PCB	WAL-MART CANADA INC. - BRANDON MALL	1440 -18TH STREET BRANDON MB	WSW/81.8	2.02	26
m7d	GEN	WAL-MART CANADA INC. - BRANDON	18TH ST., 1440 BRANDON MB	WSW/81.8	2.02	26
m7d	FST	Wal-mart	1440 18th St. Brandon MB R7C 1A5	WSW/81.8	2.02	26
m7d	EHS		1440 18th St. N. Brandon MB	WSW/81.8	2.02	27
m7d	NPCB	WAL-MART INC.-BRANDON SHOPPER'S MALL	1440-18TH STREET BRANDON SHOPPER'S MALL BRANDON MB R7A 5C5	WSW/81.8	2.02	27
m8d	EHS		1350 - 18th Street Brandon MB R7A 5C4	W/89.8	2.02	27
m8d	EHS		1350 18 St Brandon MB R7A5C4	W/89.8	2.02	27
m9d	EHS		1324 Richmond Avenue Brandon MB	ESE/113.9	0.02	27
m10d	GEN	FORT IGNITION	QUEENS AVE., 1940 BRANDON MB	W/121.0	2.02	28
m11d	GEN	PETRO-CANADA - WESTMAN FARM & SERVICE	18TH ST., 1525 BRANDON MB	S/138.9	1.02	28
m11d	GEN	SOUTHEND CERTIGARD	18TH ST., #1525 BRANDON MB	S/138.9	1.02	28
m11d	RST	MAR-DEE ENTERPRISES PETRO BULK FARM SERVICE	1525 18THST BRANDON MB R0J 1H0	S/138.9	1.02	28

Map Key	DB	Company/Site Name	Address	Dir/Dist (m)	Elev Diff (m)	Page Number
m11d	RST	MAR-DEE ENTERPRISES PETRO BULK	1525 18TH ST BRANDON MB R7A 5C6	S/138.9	1.02	28
m11d	RST	SOUTH END CERTIGARD SERVICE	1525 18TH ST S BRANDON MB	S/138.9	1.02	28
m11d	CS	SOUTH END SELF SERVICE	1525 18TH ST S BRANDON MB	S/138.9	1.02	29
m11d	FST	North Hill Sevice Ltd.	1525 18th St. Brandon MB	S/138.9	1.02	29
m11d	FST	Mar Dee Enterprises	1525 18th St. Brandon MB	S/138.9	1.02	29
m11d	RST	PETRO-CANADA SOUTH END	1525 18TH ST BRANDON MB R7A 5C6	S/138.9	1.02	29
m11d	GEN	WESTMAN FARM CENTRE	1525 18TH ST Brandon MB	S/138.9	1.02	29
m11d	GEN	SOUTHEND CERTIGARD	1525 18TH ST Brandon MB	S/138.9	1.02	29
m11d	GEN	BENMAC AUTO REPAIR SERVICES	1525 18TH ST Brandon MB R7A 5C6	S/138.9	1.02	30
m11d	FUEL	BRANDON BULK PLANT AND PETRO PASS	1525 18TH ST Brandon MB R7A 5C6	S/138.9	1.02	30
m11d	FUEL	SOUTHEND PETRO-CANADA	1525 18TH ST Brandon MB R7A 5C6	S/138.9	1.02	30
m11d	CS	SOUTH END SELF SERVICE	1525 18TH ST S Brandon MB	S/138.9	1.02	30
m11d	RST	PETRO-CANADA	1525 18TH ST S BRANDON MB	S/138.9	1.02	30

Map Key	DB	Company/Site Name	Address	Dir/Dist (m)	Elev Diff (m)	Page Number
m11d	GEN	BENMAC AUTO REPAIR SERVICES	1525 18TH ST Brandon MB	S/138.9	1.02	30
m11d	RST	SOUTH END SERVICE	1525 18TH ST BRANDON MB R7A5C6	S/138.9	1.02	30
m12d	RST	KEYSTONE ESSO & CAR WASH	1260 18TH ST BRANDON MB R7A 5C3	WNW/144.5	1.02	31
m12d	GEN	IMPERIAL OIL-BRANDON-18TH ST	18TH ST., 1260 BRANDON MB R7A 5C3	WNW/144.5	1.02	31
m12d	FST	Keystone Esso & Carwash	1260 18th St. Brandon MB R7A 5C3	WNW/144.5	1.02	31
m12d	GEN	IMPERIAL OIL	1260 18TH ST Brandon MB	WNW/144.5	1.02	31
m12d	CS	IMPERIAL OIL - PRODUCTS AND CHEMICALS DIVISION	1260 18TH ST BRANDON MB R7A 5C3	WNW/144.5	1.02	32
m12d	CS	KEYSTONE ESSO SERVICE (FORMER)	1260 18TH ST Brandon MB	WNW/144.5	1.02	32
m12d	EHS		1260 18th Street Brandon MB R7A 5C3	WNW/144.5	1.02	32
m13d	EHS		1847 Queens Avenue Brandon MB R7B 3V4	WNW/155.6	1.02	32
m14d	GEN	FAIRVIEW HOME	1351 13TH ST Brandon MB	E/167.4	-0.98	32
m15d	FST	Brandon Civic Service Complex	1229 Richmond Ave. Brandon MB R7A 1M5	E/191.7	0.02	32
m16d	EHS		1944 Queens Ave Brandon MB R7B 0T1	W/192.9	2.62	33

Map Key	DB	Company/Site Name	Address	Dir/Dist (m)	Elev Diff (m)	Page Number
m16d	EHS		1944 Queens Ave Brandon MB R7B 0T1	W/192.9	2.62	33
m17d	GEN	KEYSTONE CENTRE	1175 18TH ST Brandon MB	NNE/219.1	-2.98	33
m18d	EHS		1201 20 St Brandon MB R7B2P5	WNW/220.5	1.02	33
m19d	EHS		1201 20th St Brandon MB R7B 2P5	WNW/222.3	1.02	34
m19d	EHS		1201 20th St Brandon MB R7B 2P5	WNW/222.3	1.02	34
m19d	EHS		1201 20th St Brandon MB R7B 2P5	WNW/222.3	1.02	34
m20d	FST	Brandon Fas Gas	1209 Richmond Ave. Brandon MB R7A 1M5	E/239.6	0.02	34
m20d	RST	FAS GAS RICHMOND SERVICE	1209 RICHMOND AVE BRANDON MB R7A 1M5	E/239.6	0.02	34
m20d	FUEL	FAS GAS RICHMOND SERVICE	1209 RICHMOND AVE Brandon MB R7A 1M5	E/239.6	0.02	35
m20d	CS	MANITOBA HYDRO - BRANDON - RICHMOND STN (FORMER)	1209 RICHMOND AVE Brandon MB	E/239.6	0.02	35
m20d	RST	FAS GAS RICHMOND SERVICE	1209 RICHMOND AVE BRANDON MB R7A1M5	E/239.6	0.02	35
m20d	RST	FAS GAS BRANDON	1209 RICHMOND AVE BRANDON MB R7A1M5	E/239.6	0.02	35
m20d	CS	FAS GAS RICHMOND 40035 SERVICE	1209 RICHMOND AVENUE Brandon MB	E/239.6	0.02	35

<i>Map Key</i>	<i>DB</i>	<i>Company/Site Name</i>	<i>Address</i>	<i>Dir/Dist (m)</i>	<i>Elev Diff (m)</i>	<i>Page Number</i>
m21d	GEN	CITY OF BRANDON FIRE DEPT	1321 13TH ST Brandon MB	ENE/241.7	-0.98	35
m22d	SPL		1301 - 13th St. Brandon MB	ENE/242.3	-1.79	36
m23d	GEN	BRANDON, CITY OF-FIRE DEPT.	13TH ST., 1321 BRANDON MB R7A 4S5	ENE/244.5	-0.98	36
m23d	GEN	CITY OF BRANDON FIRE DEPARTMENT	1321 13TH ST Brandon MB	ENE/244.5	-0.98	36

Executive Summary: Summary By Data Source

CS - Contaminated/Impacted Sites

A search of the CS database, dated Up to Mar 2021 has found that there are 8 CS site(s) within approximately 0.25 kilometers of the project property.

<u>Site</u>	<u>Address</u>	<u>Distance (m)</u>	<u>Map Key</u>
FEDERATED CO-OPERATIVES LIMITED	10-1300 18TH ST BRANDON MB R7A 6X7	65.8	<u>4</u>
KEYSTONE VILLAGE GAS BAR	10 - 1300 18TH ST Brandon MB	65.8	<u>4</u>
SOUTH END SELF SERVICE	1525 18TH ST S Brandon MB	138.9	<u>11</u>
SOUTH END SELF SERVICE	1525 18TH ST S BRANDON MB	138.9	<u>11</u>
KEYSTONE ESSO SERVICE (FORMER)	1260 18TH ST Brandon MB	144.5	<u>12</u>
IMPERIAL OIL - PRODUCTS AND CHEMICALS DIVISION	1260 18TH ST BRANDON MB R7A 5C3	144.5	<u>12</u>
MANITOBA HYDRO - BRANDON - RICHMOND STN (FORMER)	1209 RICHMOND AVE Brandon MB	239.6	<u>20</u>
FAS GAS RICHMOND 40035 SERVICE	1209 RICHMOND AVENUE Brandon MB	239.6	<u>20</u>

EHS - ERIS Historical Searches

A search of the EHS database, dated 1999-Sep 30, 2023 has found that there are 13 EHS site(s) within approximately 0.25 kilometers

of the project property.

<u>Site</u>	<u>Address</u>	<u>Distance (m)</u>	<u>Map Key</u>
	1300 18 St Brandon MB R7A6X7	65.8	<u>4</u>
	1440 18th St. N. Brandon MB	81.8	<u>7</u>
	1350 18 St Brandon MB R7A5C4	89.8	<u>8</u>
	1350 - 18th Street Brandon MB R7A 5C4	89.8	<u>8</u>
	1324 Richmond Avenue Brandon MB	113.9	<u>9</u>
	1260 18th Street Brandon MB R7A 5C3	144.5	<u>12</u>
	1847 Queens Avenue Brandon MB R7B 3V4	155.6	<u>13</u>
	1944 Queens Ave Brandon MB R7B 0T1	192.9	<u>16</u>
	1944 Queens Ave Brandon MB R7B 0T1	192.9	<u>16</u>
	1201 20 St Brandon MB R7B2P5	220.5	<u>18</u>
	1201 20th St Brandon MB R7B 2P5	222.3	<u>19</u>

<u>Site</u>	<u>Address</u>	<u>Distance (m)</u>	<u>Map Key</u>
	1201 20th St Brandon MB R7B 2P5	222.3	<u>19</u>
	1201 20th St Brandon MB R7B 2P5	222.3	<u>19</u>

FST - Fuel Storage Tanks

A search of the FST database, dated 1905-Feb 2003* has found that there are 7 FST site(s) within approximately 0.25 kilometers of the project property.

<u>Site</u>	<u>Address</u>	<u>Distance (m)</u>	<u>Map Key</u>
Keyston Village Gas Bar	1300 18th St. 10 Brandon MB	65.8	<u>4</u>
Wal-mart	1440 18th St. Brandon MB R7C 1A5	81.8	<u>7</u>
North Hill Sevice Ltd.	1525 18th St. Brandon MB	138.9	<u>11</u>
Mar Dee Enterprises	1525 18th St. Brandon MB	138.9	<u>11</u>
Keystone Esso & Carwash	1260 18th St. Brandon MB R7A 5C3	144.5	<u>12</u>
Brandon Civic Service Complex	1229 Richmond Ave. Brandon MB R7A 1M5	191.7	<u>15</u>
Brandon Fas Gas	1209 Richmond Ave. Brandon MB R7A 1M5	239.6	<u>20</u>

FUEL - Bulk Fuel Distributors

A search of the FUEL database, dated 2006 - Sep 2023 has found that there are 3 FUEL site(s) within approximately 0.25 kilometers of the project property.

<u>Site</u>	<u>Address</u>	<u>Distance (m)</u>	<u>Map Key</u>
BRANDON BULK PLANT AND PETRO PASS	1525 18TH ST Brandon MB R7A 5C6	138.9	11
SOUTHEND PETRO-CANADA	1525 18TH ST Brandon MB R7A 5C6	138.9	11
FAS GAS RICHMOND SERVICE	1209 RICHMOND AVE Brandon MB R7A 1M5	239.6	20

GEN - Waste Generators Summary

A search of the GEN database, dated 1998 - Sep 2023 has found that there are 24 GEN site(s) within approximately 0.25 kilometers of the project property.

<u>Site</u>	<u>Address</u>	<u>Distance (m)</u>	<u>Map Key</u>
PETSMART -PETM CANADA CORPORATION	UNIT E-1350 18TH ST Brandon MB	35.5	2
ALLEN BROWN SUPER THRIFTY- PHOTO MAGIC	18TH ST. E. & RICHMOND AVE. BRANDON, MB MB	44.0	3
ASTRAL PHOTO	18TH ST. & RICHMOND AVE. BRANDON MB	44.0	3
ALLEN BROWN SUPER THRIFTY	18TH AT RICHMOND AVE Brandon MB	44.0	3
KEYSTONE VILLAGE GAS BAR	18TH ST., 1300 UNIT 10 BRANDON MB	65.8	4
IMPERIAL OIL	1260 18TH ST Brandon MB	74.6	5

<u>Site</u>	<u>Address</u>	<u>Distance (m)</u>	<u>Map Key</u>
MURRAY CHEV OLDS CADILLAC	1500 RICHMOND AVE Brandon MB	77.1	<u>6</u>
MURRAY CHEV OLDS CADILLAC	1500 RICHMOND AVE Brandon MB R7A 7E3	77.1	<u>6</u>
MURRAY CHEV OLDS CADILLAC LTD.	RICHMOND AVE., 1500 BRANDON MB	77.1	<u>6</u>
WAL-MART CANADA INC. - BRANDON	18TH ST., 1440 BRANDON MB	81.8	<u>7</u>
FORT IGNITION	QUEENS AVE., 1940 BRANDON MB	121.0	<u>10</u>
PETRO-CANADA - WESTMAN FARM & SERVICE	18TH ST., 1525 BRANDON MB	138.9	<u>11</u>
SOUTHEND CERTIGARD	18TH ST., #1525 BRANDON MB	138.9	<u>11</u>
WESTMAN FARM CENTRE	1525 18TH ST Brandon MB	138.9	<u>11</u>
SOUTHEND CERTIGARD	1525 18TH ST Brandon MB	138.9	<u>11</u>
BENMAC AUTO REPAIR SERVICES	1525 18TH ST Brandon MB R7A 5C6	138.9	<u>11</u>
BENMAC AUTO REPAIR SERVICES	1525 18TH ST Brandon MB	138.9	<u>11</u>
IMPERIAL OIL	1260 18TH ST Brandon MB	144.5	<u>12</u>

<u>Site</u>	<u>Address</u>	<u>Distance (m)</u>	<u>Map Key</u>
IMPERIAL OIL-BRANDON-18TH ST	18TH ST., 1260 BRANDON MB R7A 5C3	144.5	12
FAIRVIEW HOME	1351 13TH ST Brandon MB	167.4	14
KEYSTONE CENTRE	1175 18TH ST Brandon MB	219.1	17
CITY OF BRANDON FIRE DEPT	1321 13TH ST Brandon MB	241.7	21
BRANDON, CITY OF-FIRE DEPT.	13TH ST., 1321 BRANDON MB R7A 4S5	244.5	23
CITY OF BRANDON FIRE DEPARTMENT	1321 13TH ST Brandon MB	244.5	23

NPCB - National PCB Inventory

A search of the NPCB database, dated 1988-2008* has found that there are 1 NPCB site(s) within approximately 0.25 kilometers of the project property.

<u>Site</u>	<u>Address</u>	<u>Distance (m)</u>	<u>Map Key</u>
WAL-MART INC.-BRANDON SHOPPER'S MALL	1440-18TH STREET BRANDON SHOPPER'S MALL BRANDON MB R7A 5C5	81.8	7

PCB - Inventory of PCB Storage Sites

A search of the PCB database, dated 1998-1999* has found that there are 1 PCB site(s) within approximately 0.25 kilometers of the project property.

<u>Site</u>	<u>Address</u>	<u>Distance (m)</u>	<u>Map Key</u>
WAL-MART CANADA INC. - BRANDON MALL	1440 -18TH STREET BRANDON MB	81.8	7

<u>Site</u>	<u>Address</u>	<u>Distance (m)</u>	<u>Map Key</u>
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RST - Retail Fuel Storage Tanks

A search of the RST database, dated 1999-Oct 31, 2023 has found that there are 10 RST site(s) within approximately 0.25 kilometers of the project property.

<u>Site</u>	<u>Address</u>	<u>Distance (m)</u>	<u>Map Key</u>
SOUTH END SERVICE	1525 18TH ST BRANDON MB R7A5C6	138.9	<u>11</u>
PETRO-CANADA	1525 18TH ST S BRANDON MB	138.9	<u>11</u>
PETRO-CANADA SOUTH END	1525 18TH ST BRANDON MB R7A 5C6	138.9	<u>11</u>
SOUTH END CERTIGARD SERVICE	1525 18TH ST S BRANDON MB	138.9	<u>11</u>
MAR-DEE ENTERPRISES PETRO BULK	1525 18TH ST BRANDON MB R7A 5C6	138.9	<u>11</u>
MAR-DEE ENTERPRISES PETRO BULK FARM SERVICE	1525 18THST BRANDON MB R0J 1H0	138.9	<u>11</u>
KEYSTONE ESSO & CAR WASH	1260 18TH ST BRANDON MB R7A 5C3	144.5	<u>12</u>
FAS GAS BRANDON	1209 RICHMOND AVE BRANDON MB R7A1M5	239.6	<u>20</u>
FAS GAS RICHMOND SERVICE	1209 RICHMOND AVE BRANDON MB R7A 1M5	239.6	<u>20</u>

<u>Site</u>	<u>Address</u>	<u>Distance (m)</u>	<u>Map Key</u>
FAS GAS RICHMOND SERVICE	1209 RICHMOND AVE BRANDON MB R7A1M5	239.6	20

SPL - Manitoba Spills

A search of the SPL database, dated Apr 2009-Mar 2023 has found that there are 1 SPL site(s) within approximately 0.25 kilometers of the project property.

<u>Site</u>	<u>Address</u>	<u>Distance (m)</u>	<u>Map Key</u>
	1301 - 13th St. Brandon MB	242.3	22

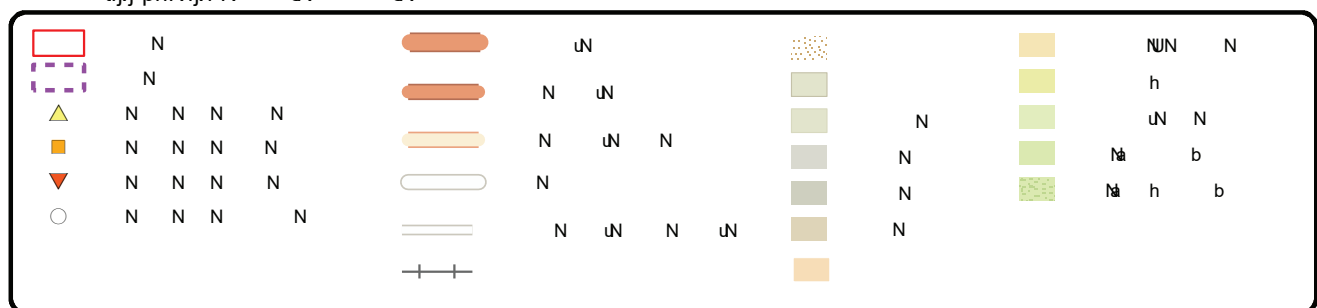
WWIS - Water Well Inventory

A search of the WWIS database, dated 1880-May 2015 has found that there are 1 WWIS site(s) within approximately 0.25 kilometers of the project property.

<u>Site</u>	<u>Address</u>	<u>Distance (m)</u>	<u>Map Key</u>
WRB	MB <i>Well PID: 170649</i>	0.0	1



Map: 0.25 Kilometer Radius



Source: © 2021 ESRI StreetMap Premium.

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99°57'W

49°49'30"N

49°49'30"N

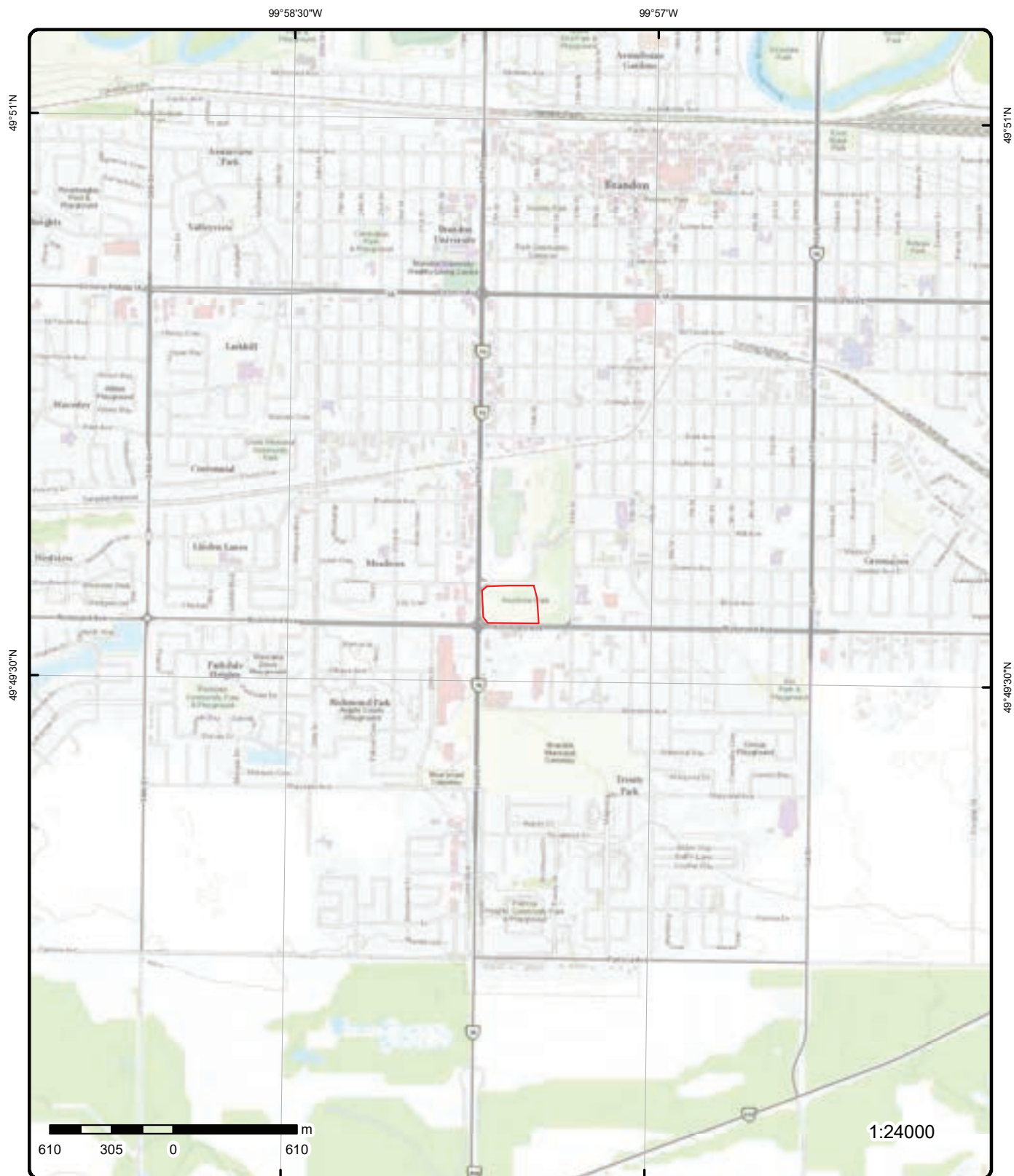


Order Number: 23112901829



ESRI World Imagery

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Order Number: 23112901829



ESRI World Topographic Map

© ERIS Information Limited Partnership

Detail Report

Map Key	Number of Records	Direction/ Distance (m)	Elev/Diff (m)	Site	DB
1	1 of 1	ENE/0.0	391.4 / -0.98	WRB MB	WWIS
Well PID:		170649	Well Name:		KEYSTONE SOUTH-BRANDON# 2
Water Use:			Driller:		M & M Drilling Rivers Ltd.
Well Use:		TEST WELL	Owner:		
Date Completed:		2012 Mar 21	Utm X:		431045
Location:		SW14-10-19W	Utm Y:		5520018
Remarks:		KEYSTONE CENTRE SOUTH. ELV - 395, RECLAIMED - SEALED. SP. RESISTIVITY AND GAMMA LOGS.			
2	1 of 1	W/35.5	393.4 / 1.02	PETSMART -PETM CANADA CORPORATION UNIT E-1350 18TH ST Brandon MB	GEN
Registration No:		MBG15131			
SIC:					
DLS:					
3	1 of 3	WSW/44.0	393.9 / 1.49	ALLEN BROWN SUPER THRIFTY-PHOTO MAGIC 18TH ST. E. & RICHMOND AVE. BRANDON, MB MB	GEN
Registration No:		MBG002213			
SIC:					
DLS:					
3	2 of 3	WSW/44.0	393.9 / 1.49	ASTRAL PHOTO 18TH ST. & RICHMOND AVE. BRANDON MB	GEN
Registration No:		MBG002527			
SIC:					
DLS:					
3	3 of 3	WSW/44.0	393.9 / 1.49	ALLEN BROWN SUPER THRIFTY 18TH AT RICHMOND AVE Brandon MB	GEN
Registration No:		MBG02213			
SIC:					
DLS:					
4	1 of 5	W/65.8	393.4 / 1.02	Keyston Village Gas Bar 1300 18th St. 10 Brandon MB	FST

Map Key	Number of Records	Direction/ Distance (m)	Elev/Diff (m)	Site	DB
Site ID: 12734 Owner: Federated Co-Operatives Ltd. Operator: Jack Snow Mailing City: Brandon MB Mailing Address: 18th & Queens St Owner Category: Oil Company Site Status: Active Outlet Type: Retail Inventory: Daily					
--Details-- Status: Installed Position: Underground Spill Protect: Fiberglass NO Of Tanks: 4 Status Date: 23-Jun-88 Capacity(L): 22730.00					
4	2 of 5	W/65.8	393.4 / 1.02	KEYSTONE VILLAGE GAS BAR 18TH ST., 1300 UNIT 10 BRANDON MB	GEN
Registration No: MBG007705 SIC: DLS:					
4	3 of 5	W/65.8	393.4 / 1.02	FEDERATED CO-OPERATIVES LIMITED 10-1300 18TH ST BRANDON MB R7A 6X7	CS
File No: File Name: KEYSTONE VILLAGE GASBAR-CS Site Desig Under the CSRA:					
4	4 of 5	W/65.8	393.4 / 1.02	KEYSTONE VILLAGE GAS BAR 10 - 1300 18TH ST Brandon MB	CS
File No: 34461 File Name: Site Desig Under the CSRA: LIST OF ALL SITES ON FILE WITH THE CONTAMINATED/IMPACTED SITES PROGRAM					
4	5 of 5	W/65.8	393.4 / 1.02	1300 18 St Brandon MB R7A6X7	EHS
Order No: 20170306163 Status: C Report Type: Standard Report Report Date: 10-MAR-17 Date Received: 06-MAR-17 Previous Site Name: Lot/Building Size: Additional Info Ordered: Nearest Intersection: Municipality: Client Prov/State: MB Search Radius (km): .25 X: -99.962531 Y: 49.828822					
5	1 of 1	WNW/74.6	392.4 / 0.02	IMPERIAL OIL 1260 18TH ST Brandon MB	GEN
Registration No: MBG07477 SIC: DLS:					

Map Key	Number of Records	Direction/ Distance (m)	Elev/Diff (m)	Site	DB
6	1 of 3	SE/77.1	392.4 / 0.02	MURRAY CHEV OLDS CADILLAC LTD. RICHMOND AVE., 1500 BRANDON MB	GEN
Registration No:		MBG000478			
SIC:					
DLS:					
6	2 of 3	SE/77.1	392.4 / 0.02	MURRAY CHEV OLDS CADILLAC 1500 RICHMOND AVE Brandon MB R7A 7E3	GEN
Registration No:		MBG00478			
SIC:					
DLS:					
6	3 of 3	SE/77.1	392.4 / 0.02	MURRAY CHEV OLDS CADILLAC 1500 RICHMOND AVE Brandon MB	GEN
Registration No:		MBG00478			
SIC:					
DLS:					
7	1 of 5	WSW/81.8	394.4 / 2.02	WAL-MART CANADA INC. - BRANDON MALL 1440 -18TH STREET BRANDON MB	PCB
7	2 of 5	WSW/81.8	394.4 / 2.02	WAL-MART CANADA INC. - BRANDON 18TH ST., 1440 BRANDON MB	GEN
Registration No:		MBG003382			
SIC:					
DLS:					
7	3 of 5	WSW/81.8	394.4 / 2.02	Wal-mart 1440 18th St. Brandon MB R7C 1A5	FST
Site ID:		13810		Owner Category:	
Owner:		Walmart		Independent	
Operator:				Site Status:	
Mailing City:		Brandon MB		Dismantled	
Mailing Address:		1440-18th St.		Outlet Type:	
				Used Oil	
				Inventory:	
				NA	
--Details--					
Status:		Installed		NO Of Tanks:	
Position:		Underground		1	
Spill Protect:		Unprotected		Status Date:	
				01-Jan-76	
				Capacity(L):	
				2270.00	
Status:		Removed		NO Of Tanks:	
Position:		Underground		1	
Spill Protect:		Unprotected		Status Date:	
				28-Nov-94	
				Capacity(L):	
				2270.00	

Map Key	Number of Records	Direction/ Distance (m)	Elev/Diff (m)	Site	DB
7	4 of 5	WSW/81.8	394.4 / 2.02	1440 18th St. N. Brandon MB	EHS
Order No: 20050208008 Status: C Report Type: Report Date: 2/10/2005 Date Received: 2/8/2005 Previous Site Name: Lot/Building Size: Additional Info Ordered:		Nearest Intersection: Municipality: Client Prov/State: ON Search Radius (km): 0.25 X: -99.962197 Y: 49.827239			
7	5 of 5	WSW/81.8	394.4 / 2.02	WAL-MART INC.-BRANDON SHOPPER'S MALL 1440-18TH STREET BRANDON SHOPPER'S MALL BRANDON MB R7A 5C5	NPCB
Company Code: V0050BRN Industry: OTHER Site Status: Transaction Date: 2/21/2000 Inspection Date:					
8	1 of 2	W/89.8	394.4 / 2.02	1350 - 18th Street Brandon MB R7A 5C4	EHS
Order No: 20071228002 Status: C Report Type: CAN - Site Report Report Date: 12/31/2007 Date Received: 12/28/2007 Previous Site Name: Lot/Building Size: Additional Info Ordered:		Nearest Intersection: Municipality: Client Prov/State: Search Radius (km): 0.25 X: -99.96144 Y: 49.82912			
8	2 of 2	W/89.8	394.4 / 2.02	1350 18 St Brandon MB R7A5C4	EHS
Order No: 20170630159 Status: C Report Type: Standard Report Report Date: 06-JUL-17 Date Received: 30-JUN-17 Previous Site Name: Lot/Building Size: Additional Info Ordered: Fire Insur. Maps and/or Site Plans		Nearest Intersection: Municipality: Client Prov/State: MB Search Radius (km): .25 X: -99.962798 Y: 49.828009			
9	1 of 1	ESE/113.9	392.4 / 0.02	1324 Richmond Avenue Brandon MB	EHS
Order No: 20150721011 Status: C Report Type: Custom Report Report Date: 24-JUL-15 Date Received: 21-JUL-15 Previous Site Name: Lot/Building Size:		Nearest Intersection: Municipality: Client Prov/State: MB Search Radius (km): .25 X: -99.956402 Y: 49.827001			

Map Key	Number of Records	Direction/ Distance (m)	Elev/Diff (m)	Site	DB
<i>Additional Info Ordered:</i>					
10	1 of 1	W/121.0	394.4 / 2.02	FORT IGNITION QUEENS AVE., 1940 BRANDON MB	GEN
Registration No:		MBG003627			
SIC:					
DLS:					
11	1 of 18	S/138.9	393.4 / 1.02	PETRO-CANADA - WESTMAN FARM & SERVICE 18TH ST., 1525 BRANDON MB	GEN
Registration No:		MBG001545			
SIC:					
DLS:					
11	2 of 18	S/138.9	393.4 / 1.02	SOUTHEND CERTIGARD 18TH ST., #1525 BRANDON MB	GEN
Registration No:		MBG003152			
SIC:					
DLS:					
11	3 of 18	S/138.9	393.4 / 1.02	MAR-DEE ENTERPRISES PETRO BULK FARM SERVICE 1525 18THST BRANDON MB R0J 1H0	RST
Headcode:		924800			
Headcode Desc:		Oils-Fuel			
Phone:		2047284554			
List Name:					
Description:					
11	4 of 18	S/138.9	393.4 / 1.02	MAR-DEE ENTERPRISES PETRO BULK 1525 18TH ST BRANDON MB R7A 5C6	RST
Headcode:		1070460			
Headcode Desc:		Propane Gas			
Phone:		2047284554			
List Name:					
Description:					
11	5 of 18	S/138.9	393.4 / 1.02	SOUTH END CERTIGARD SERVICE 1525 18TH ST S BRANDON MB	RST
Headcode:		1186800			
Headcode Desc:		Service Stations-Gasoline, Oil & Natural Gas			
Phone:		2047251519			
List Name:					

Map Key	Number of Records	Direction/ Distance (m)	Elev/Diff (m)	Site	DB
Description:					
11	6 of 18	S/138.9	393.4 / 1.02	SOUTH END SELF SERVICE 1525 18TH ST S BRANDON MB	CS
File No:		0251			
File Name:		SOUTH END SELF SERVICE			
Site Desig Under the CSRA:					
11	7 of 18	S/138.9	393.4 / 1.02	North Hill Sevice Ltd. 1525 18th St. Brandon MB	FST
Site ID:		10194		Owner Category: Oil Company	
Owner:		Petro Canada Inc.		Site Status: Active	
Operator:		O'Rourke, Chris		Outlet Type: Retail	
Mailing City:		Brandon, MB		Inventory: Daily	
Mailing Address:		1525-18th St.			
11	8 of 18	S/138.9	393.4 / 1.02	Mar Dee Enterprises 1525 18th St. Brandon MB	FST
Site ID:		14137		Owner Category: Oil Company	
Owner:		Petro Canada Inc.		Site Status: Active	
Operator:		Floresco, Mario		Outlet Type: Bulk	
Mailing City:		Brandon MB		Inventory: Weekly	
Mailing Address:		1525-18th St.			
11	9 of 18	S/138.9	393.4 / 1.02	PETRO-CANADA SOUTH END 1525 18TH ST BRANDON MB R7A 5C6	RST
Headcode:		1186800			
Headcode Desc:		Service Stations-Gasoline, Oil & Natural Gas			
Phone:		2047298263			
List Name:					
Description:					
11	10 of 18	S/138.9	393.4 / 1.02	WESTMAN FARM CENTRE 1525 18TH ST Brandon MB	GEN
Registration No:		MBG01545			
SIC:					
DLS:					
11	11 of 18	S/138.9	393.4 / 1.02	SOUTHEND CERTIGARD 1525 18TH ST Brandon MB	GEN
Registration No:		MBG03152			
SIC:					
DLS:					

Map Key	Number of Records	Direction/ Distance (m)	Elev/Diff (m)	Site	DB
11	12 of 18	S/138.9	393.4 / 1.02	BENMAC AUTO REPAIR SERVICES 1525 18TH ST Brandon MB R7A 5C6	GEN
Registration No:		MBG11089			
SIC:					
DLS:					
11	13 of 18	S/138.9	393.4 / 1.02	BRANDON BULK PLANT AND PETRO PASS 1525 18TH ST Brandon MB R7A 5C6	FUEL
Permit No:		21971		Expiry Date: 12/31/2010	
Type of Facility:		A/G		Office:	
Region:				Comment:	
11	14 of 18	S/138.9	393.4 / 1.02	SOUTHEND PETRO-CANADA 1525 18TH ST Brandon MB R7A 5C6	FUEL
Permit No:		21958		Expiry Date:	
Type of Facility:		U/G		Office:	
Region:				Comment: u/g's not storing used oil	
11	15 of 18	S/138.9	393.4 / 1.02	SOUTH END SELF SERVICE 1525 18TH ST S Brandon MB	CS
File No:		19086			
File Name:					
Site Desig Under the CSRA:		LIST OF ALL SITES ON FILE WITH THE CONTAMINATED/IMPACTED SITES PROGRAM			
11	16 of 18	S/138.9	393.4 / 1.02	PETRO-CANADA 1525 18TH ST S BRANDON MB	RST
Headcode:		01186800			
Headcode Desc:		SERVICE STATIONS GASOLINE OIL & NATURAL			
Phone:		2047298263			
List Name:					
Description:					
11	17 of 18	S/138.9	393.4 / 1.02	BENMAC AUTO REPAIR SERVICES 1525 18TH ST Brandon MB	GEN
Registration No:		MBG11089			
SIC:					
DLS:					
11	18 of 18	S/138.9	393.4 / 1.02	SOUTH END SERVICE 1525 18TH ST BRANDON MB R7A5C6	RST

Map Key	Number of Records	Direction/ Distance (m)	Elev/Diff (m)	Site	DB
Headcode: Headcode Desc: Phone: List Name: Description:		01186800		SERVICE STATIONS GASOLINE OIL & NATURAL GAS 2047298432 Info-direct(TM) BUSINESS FILE	
12	1 of 7	WNW/144.5	393.4 / 1.02	KEYSTONE ESSO & CAR WASH 1260 18TH ST BRANDON MB R7A 5C3	RST
Headcode: Headcode Desc: Phone: List Name: Description:		1186800		Service Stations-Gasoline, Oil & Natural Gas 2047288595	
12	2 of 7	WNW/144.5	393.4 / 1.02	IMPERIAL OIL-BRANDON-18TH ST 18TH ST., 1260 BRANDON MB R7A 5C3	GEN
Registration No: SIC: DLS:		MBG007477			
12	3 of 7	WNW/144.5	393.4 / 1.02	Keystone Esso & Carwash 1260 18th St. Brandon MB R7A 5C3	FST
Site ID: Owner: Operator: Mailing City: Mailing Address:		10214 Imperial Oil Horn, Gary Brandon, MB 1260-18th St.		Owner Category: Site Status: Outlet Type: Inventory:	Oil Company Active Retail Daily
--Details--					
Status: Position: Spill Protect:		Installed Underground Impressed Current		NO Of Tanks: Status Date: Capacity(L):	3 01-Jan-69 22730.00
Status: Position: Spill Protect:		Installed Underground Impressed Current		NO Of Tanks: Status Date: Capacity(L):	1 01-Nov-76 22730.00
Status: Position: Spill Protect:		Removed Underground Impressed Current		NO Of Tanks: Status Date: Capacity(L):	4 18-May-89 22730.00
Status: Position: Spill Protect:		Installed Underground Fiberglass		NO Of Tanks: Status Date: Capacity(L):	4 19-May-89 31820.00
12	4 of 7	WNW/144.5	393.4 / 1.02	IMPERIAL OIL 1260 18TH ST Brandon MB	GEN
Registration No: SIC: DLS:		MBG07477			

Map Key	Number of Records	Direction/ Distance (m)	Elev/Diff (m)	Site	DB
12	5 of 7	WNW/144.5	393.4 / 1.02	IMPERIAL OIL - PRODUCTS AND CHEMICALS DIVISION 1260 18TH ST BRANDON MB R7A 5C3	CS
File No: File Name: KEYSTONE ESSO SERVICE (FORMER) Site Desig Under the CSRA:					
12	6 of 7	WNW/144.5	393.4 / 1.02	KEYSTONE ESSO SERVICE (FORMER) 1260 18TH ST Brandon MB	CS
File No: 28880 File Name: Site Desig Under the CSRA: LIST OF ALL SITES ON FILE WITH THE CONTAMINATED/IMPACTED SITES PROGRAM					
12	7 of 7	WNW/144.5	393.4 / 1.02	1260 18th Street Brandon MB R7A 5C3	EHS
Order No: 20100112016 Status: C Report Type: Standard Select Report Report Date: 1/15/2010 Date Received: 1/12/2010 Previous Site Name: Lot/Building Size: Additional Info Ordered: City Directory <div> Nearest Intersection: Municipality: Client Prov/State: MB Search Radius (km): 0.25 X: -99.962334 Y: 49.82958 </div>					
13	1 of 1	WNW/155.6	393.4 / 1.02	1847 Queens Avenue Brandon MB R7B 3V4	EHS
Order No: 20021213019 Status: C Report Type: Complete Report Report Date: 12/24/02 Date Received: 12/13/02 Previous Site Name: Lot/Building Size: 8000 square feet two (2) buildings Additional Info Ordered: Aerials Photos and/or Topographical Maps <div> Nearest Intersection: Queens Avenue and 18th Street Municipality: Brandon Client Prov/State: MB Search Radius (km): 0.25 X: -99.963986 Y: 49.829441 </div>					
14	1 of 1	E/167.4	391.4 / -0.98	FAIRVIEW HOME 1351 13TH ST Brandon MB	GEN
Registration No: MBG14125 SIC: DLS:					
15	1 of 1	E/191.7	392.4 / 0.02	Brandon Civic Service Complex 1229 Richmond Ave. Brandon MB R7A 1M5	FST
Site ID: 13530 Owner: Brandon, City of Operator: <div> Owner Category: Municipal Site Status: Dismantled Outlet Type: Fleet </div>					

Map Key	Number of Records	Direction/ Distance (m)	Elev/Diff (m)	Site	DB
Mailing City:		Brandon MB		Inventory:	NA
Mailing Address:		Box 960, 900 Richmond Ave.			
--Details--					
Status:		Installed		NO Of Tanks:	1
Position:		Underground		Status Date:	01-Jan-57
Spill Protect:		Unprotected		Capacity(L):	2270.00
Status:		Removed		NO Of Tanks:	1
Position:		Underground		Status Date:	18-Sep-89
Spill Protect:		Unprotected		Capacity(L):	2270.00
16	1 of 2	W/192.9	395.0 / 2.62	1944 Queens Ave Brandon MB R7B 0T1	EHS
Order No:		23053100955		Nearest Intersection:	
Status:		C		Municipality:	
Report Type:		Standard Express Report		Client Prov/State: MB	
Report Date:		31-MAY-23		Search Radius (km): .25	
Date Received:		31-MAY-23		X: -99.964288	
Previous Site Name:				Y: 49.828678	
Lot/Building Size:					
Additional Info Ordered:					
16	2 of 2	W/192.9	395.0 / 2.62	1944 Queens Ave Brandon MB R7B 0T1	EHS
Order No:		23053100955		Nearest Intersection:	
Status:		C		Municipality:	
Report Type:		Standard Express Report		Client Prov/State: MB	
Report Date:		31-MAY-23		Search Radius (km): .25	
Date Received:		31-MAY-23		X: -99.964288	
Previous Site Name:				Y: 49.828678	
Lot/Building Size:					
Additional Info Ordered:					
17	1 of 1	NNE/219.1	389.4 / -2.98	KEYSTONE CENTRE 1175 18TH ST Brandon MB	GEN
Registration No:		MBG02940			
SIC:					
DLS:					
18	1 of 1	WNW/220.5	393.4 / 1.02	1201 20 St Brandon MB R7B2P5	EHS
Order No:		20160812085		Nearest Intersection:	
Status:		C		Municipality: Brandon	
Report Type:		Custom Report		Client Prov/State: MB	
Report Date:		18-AUG-16		Search Radius (km): .25	
Date Received:		12-AUG-16		X: -99.964077	
Previous Site Name:				Y: 49.830222	
Lot/Building Size:					
Additional Info Ordered:					

Map Key	Number of Records	Direction/ Distance (m)	Elev/Diff (m)	Site	DB
19	1 of 3	WNW/222.3	393.4 / 1.02	1201 20th St Brandon MB R7B 2P5	EHS
Order No: 21080900343 Status: C Report Type: Custom Report Report Date: 31-AUG-21 Date Received: 09-AUG-21 Previous Site Name: Lot/Building Size: Additional Info Ordered:		Nearest Intersection: Municipality: Client Prov/State: MB Search Radius (km): .25 X: -99.96408647 Y: 49.83024104			
19	2 of 3	WNW/222.3	393.4 / 1.02	1201 20th St Brandon MB R7B 2P5	EHS
Order No: 21080900343 Status: C Report Type: Custom Report Report Date: 31-AUG-21 Date Received: 09-AUG-21 Previous Site Name: Lot/Building Size: Additional Info Ordered:		Nearest Intersection: Municipality: Client Prov/State: MB Search Radius (km): .25 X: -99.96408647 Y: 49.83024104			
19	3 of 3	WNW/222.3	393.4 / 1.02	1201 20th St Brandon MB R7B 2P5	EHS
Order No: 21080900343 Status: C Report Type: Custom Report Report Date: 31-AUG-21 Date Received: 09-AUG-21 Previous Site Name: Lot/Building Size: Additional Info Ordered:		Nearest Intersection: Municipality: Client Prov/State: MB Search Radius (km): .25 X: -99.96408647 Y: 49.83024104			
20	1 of 7	E/239.6	392.4 / 0.02	Brandon Fas Gas 1209 Richmond Ave. Brandon MB R7A 1M5	FST
Site ID: 14510 Owner: Fas Gas Oil Ltd. Operator: Mailing City: Red Deer, AB Mailing Address: #236-4919-59St.		Owner Category: Oil Company Site Status: Active Outlet Type: Retail Inventory: Daily			
--Details--					
Status: Installed Position: Underground Spill Protect: Fiberglass		NO Of Tanks: 2 Status Date: 26-Jul-99 Capacity(L): 35000.00			
Status: Installed Position: Underground Spill Protect: Fiberglass		NO Of Tanks: 2 Status Date: 26-Jul-99 Capacity(L): 15000.00			
20	2 of 7	E/239.6	392.4 / 0.02	FAS GAS RICHMOND SERVICE 1209 RICHMOND AVE BRANDON MB R7A 1M5	RST

Map Key	Number of Records	Direction/ Distance (m)	Elev/Diff (m)	Site	DB
Headcode: 01186800 Headcode Desc: SERVICE STATIONS-GASOLINE, OIL & NATURAL GAS Phone: List Name: Description:					
20	3 of 7	E/239.6	392.4 / 0.02	FAS GAS RICHMOND SERVICE 1209 RICHMOND AVE Brandon MB R7A 1M5	FUEL
Permit No: 20892 Type of Facility: U/G Region: Expiry Date: Office: Comment: Not storing used oil					
20	4 of 7	E/239.6	392.4 / 0.02	MANITOBA HYDRO - BRANDON - RICHMOND STN (FORMER) 1209 RICHMOND AVE Brandon MB	CS
File No: 19208 File Name: Site Desig Under the CSRA: LIST OF ALL SITES ON FILE WITH THE CONTAMINATED/IMPACTED SITES PROGRAM					
20	5 of 7	E/239.6	392.4 / 0.02	FAS GAS RICHMOND SERVICE 1209 RICHMOND AVE BRANDON MB R7A1M5	RST
Headcode: 01186800 Headcode Desc: SERVICE STATIONS GASOLINE OIL & NATURAL Phone: 2047287744 List Name: Description:					
20	6 of 7	E/239.6	392.4 / 0.02	FAS GAS BRANDON 1209 RICHMOND AVE BRANDON MB R7A1M5	RST
Headcode: 01186800 Headcode Desc: SERVICE STATIONS GASOLINE OIL & NATURAL GAS Phone: 2047287744 List Name: Info-direct(TM) BUSINESS FILE Description:					
20	7 of 7	E/239.6	392.4 / 0.02	FAS GAS RICHMOND 40035 SERVICE 1209 RICHMOND AVENUE Brandon MB	CS
File No: 65302 File Name: Site Desig Under the CSRA: LIST OF ALL SITES ON FILE WITH THE CONTAMINATED/IMPACTED SITES PROGRAM					
21	1 of 1	ENE/241.7	391.4 / -0.98	CITY OF BRANDON FIRE DEPT 1321 13TH ST Brandon MB	GEN
Registration No: MBG05168					

Map Key	Number of Records	Direction/ Distance (m)	Elev/Diff (m)	Site	DB
SIC: DLS:					
22	1 of 1	ENE/242.3	390.6 / -1.79	1301 - 13th St. Brandon MB	SPL
Spill No: Incident ID: Incident Date: July 04, 2011 @ 18:00 Spill Source: Sub Type Desc: Issue Incident: Hydraulic Oil Spill Oil Volume m3: SW Volume m3: Other Volume m3: Recovered m3: Total Area m2:		Off Lease: Off Lease m2: Call Reason: ground Plan: Block: Lot: Location: 1301 - 13th St. Brandon Easting: Northing: NAD Type: UTM Source:			
23	1 of 2	ENE/244.5	391.4 / -0.98	BRANDON, CITY OF-FIRE DEPT. 13TH ST., 1321 BRANDON MB R7A 4S5	GEN
Registration No: MBG005168 SIC: 9220 DLS:					
23	2 of 2	ENE/244.5	391.4 / -0.98	CITY OF BRANDON FIRE DEPARTMENT 1321 13TH ST Brandon MB	GEN
Registration No: MBG05168 SIC: DLS:					

Unplottable Summary

Total: **15** Unplottable sites

DB	Company Name/Site Name	Address	City	Postal
CS	MANITOBA HYDRO UTILITY SERVICES LTD - HEAD OFFICE	RICHMOND AVE	BRANDON MB	
FUEL	HERITAGE CO-OP 1997 LTD - 18TH ST - PSF	18TH ST	Brandon MB	
FUEL	18TH ST SHELL		Brandon MB	
FUEL	18TH STREET MOHAWK	18TH STREET	Brandon MB	
FUEL	BELL M T S - 18 TH ST BRANDON		Brandon MB	
GEN	WHEAT BELT EQUIPMENT	HWY 10 N	Brandon MB	
GEN	MAZER IMPLEMENTS	18TH ST. S.	BRANDON MB	
GEN	WHEAT BELT EQUIPMENT LTD.	HWY.#10 N.	BRANDON MB	
GEN	MAZER IMPLEMENTS	18TH ST S	Brandon MB	
GEN	ROCKY MOUNTAIN EQUIPMENT	HWY 10 N (SITE 520)	Brandon MB	
GEN	WHEAT BELT EQUIPMENT	HWY 10 N	Brandon MB	
PR	To Discharge Wastes Or Contaminants Into The Air From The Steam Plant	20th Street	Brandon MB	
REC	Highway Upgrade, PTH 10 in Brandon	(PTH 10) 18th Street	Brandon MB	
SPL		14th St	BRANDON MB	
WWIS	W HARPER	HIGHWAY 10	BRANDON MB	

Unplottable Report

Site: MANITOBA HYDRO UTILITY SERVICES LTD - HEAD OFFICE
RICHMOND AVE BRANDON MB **Database:** CS

File No: 1194
File Name: MANITOBA HYDRO - BRANDON - RICHMOND STN (FORMER)
Site Desig Under the CSRA:

Site: HERITAGE CO-OP 1997 LTD - 18TH ST - PSF
18TH ST Brandon MB **Database:** FUEL

Permit No: 33095 **Expiry Date:**
Type of Facility: U/G **Office:**
Region: **Comment:**

Site: 18TH ST SHELL
Brandon MB **Database:** FUEL

Permit No: 21462 **Expiry Date:**
Type of Facility: UST **Office:**
Region: Western **Comment:**

Site: 18TH STREET MOHAWK
18TH STREET Brandon MB **Database:** FUEL

Permit No: 22271 **Expiry Date:** 31-Dec-11
Type of Facility: U/G **Office:**
Region: **Comment:**

Site: BELL M T S - 18 TH ST BRANDON
Brandon MB **Database:** FUEL

Permit No: 35148 **Expiry Date:**
Type of Facility: UST **Office:**
Region: Western **Comment:**

Site: WHEAT BELT EQUIPMENT
HWY 10 N Brandon MB **Database:** GEN

Registration No: MBG03476
SIC:
DLS:

Site: MAZER IMPLEMENTS
18TH ST. S. BRANDON MB **Database:** GEN

Registration No: MBG002433
SIC:
DLS:

Site: WHEAT BELT EQUIPMENT LTD.
HWY.#10 N. BRANDON MB

Database:
GEN

Registration No: MBG003476
SIC:
DLS:

Site: MAZER IMPLEMENTS
18TH ST S Brandon MB

Database:
GEN

Registration No: MBG02433
SIC:
DLS:

Site: ROCKY MOUNTAIN EQUIPMENT
HWY 10 N (SITE 520) Brandon MB

Database:
GEN

Registration No: MBG14716
SIC:
DLS:

Site: WHEAT BELT EQUIPMENT
HWY 10 N Brandon MB

Database:
GEN

Registration No: MBG03476
SIC:
DLS:

Site: To Discharge Wastes Or Contaminants Into The Air From The Steam Plant
20th Street Brandon MB

Database:
PR

File No: 312.00
Licence No: 57
Licence Issue Date: 1970-12-18
Proponent Licencee: Brandon University
Project Name: To Discharge Wastes Or Contaminants Into The Air From The Steam Plant
Status: Completed
Comment Deadline Date:
Project Summary:
EAB Contact Person:
EAB Contact Person Email:
Last Date Modified: 2014-09-08
Region: Western
City: Brandon
DLS:
Location: 20th Street
File No URL:
Licence No URL: https://www.gov.mb.ca/sd/eal/archive/2014licence.updates/57_312-00.pdf
Project Summary URL:

Site: Highway Upgrade, PTH 10 in Brandon
(PTH 10) 18th Street Brandon MB

Database:
REC

File No: 5259.00
File No Link:
Licence No: 2770
Licence No Link: <http://www.gov.mb.ca/sd/eal/archive/2007/licences/2770.pdf>
Proponent Licencee: Manitoba Infrastructure and Transportation
Licence Issue Date: 2007-05-17
MBR No:
DLS:

Date Last Modified: 2013-04-01
Project Summary: Summary
EAB Contact Person:
Phone:
Mailing Address:
Region:
Facility Description:

Site: 14th St BRANDON MB **Database:** SPL

Spill No:
Incident ID: 108478
Incident Date: 08/27/2010
Spill Source:
Sub Type Desc: Natural Gas Line Rupture
Issue Incident:
Oil Volume m3:
SW Volume m3:
Other Volume m3:
Recovered m3:
Total Area m2:

Off Lease:
Off Lease m2:
Call Reason: Air
Plan:
Block:
Lot:
Location:
Easting:
Northing:
NAD Type:
UTM Source:

Site: W HARPER HIGHWAY 10 BRANDON MB **Database:** WWIS

Well PID: 12515
Water Use: Domestic
Well Use: PRODUCTION
Date Completed: 1969 Aug 16
Location: 10-19W
Remarks: SUNSET MOTEL, HWY 10, SOUTH OF BRANDON, S OF MOTEL, W OF HOUSE TRAILER

Well Name:
Driller: ZAVISLAK, JOHN
Owner:
Utm X:
Utm Y:

Appendix: Database Descriptions

*Environmental Risk Information Services (ERIS) can search the following databases. The extent of historical information varies with each database and current information is determined by what is publicly available to ERIS at the time of update. **Note:** Databases denoted with " * " indicates that the database will no longer be updated. See the individual database description for more information.*

Automobile Wrecking & Supplies:

Private

[AUWR](#)

This database provides an inventory of known locations that are involved in the scrap metal, automobile wrecking/recycling, and automobile parts & supplies industry. Information is provided on the company name, location and business type.

Government Publication Date: 1999-Oct 31, 2023

Certificates of Approval:

Provincial

[CA](#)

This database contains approvals issued since July 1988 within the following categories: Approvals for Air or Effluent and Orders, Permits and/or Regulated Sites designations for Air, Effluent, Refuse or Storage. The information available within this database pertains to client information, general location, class type, operation type, license # and the issue date of the CA. Please note that no specific site address information is available.

Government Publication Date: 1988-Jun 2013*

Dry Cleaning Facilities:

Federal

[CDRY](#)

List of dry cleaning facilities made available by Environment and Climate Change Canada. Environment and Climate Change Canada's Tetrachloroethylene (Use in Dry Cleaning and Reporting Requirements) Regulations (SOR/2003-79) are intended to reduce releases of tetrachloroethylene to the environment from dry cleaning facilities.

Government Publication Date: Jan 2004-Dec 2022

Chemical Manufacturers:

Private

[CHEM](#)

The Manitoba Industry, Trade and Tourism department maintains a chemical register of all known 'active' manufacturers of chemicals, fertilizers and pesticides within the province. Inactive chemical manufacturers are not required to remain in the database. Information available within this register pertains to company name, location and the 'product line'.

Government Publication Date: 1999-Jan 31, 2020

Chemical Register:

Private

[CHM](#)

This database includes a listing of locations of facilities within the Province or Territory that either manufacture and/or distributes chemicals.

Government Publication Date: 1999-Oct 31, 2023

Compressed Natural Gas Stations:

Private

[CNG](#)

Canada has a network of public access compressed natural gas (CNG) refuelling stations. These stations dispense natural gas in compressed form at 3,000 pounds per square inch (psi), the pressure which is allowed within the current Canadian codes and standards. The majority of natural gas refuelling is located at existing retail gasoline that have a separate refuelling island for natural gas. This list of stations is made available by the Canadian Natural Gas Vehicle Alliance.

Government Publication Date: Dec 2012 -Aug 2023

Enforcement Actions:

Provincial

[CONV](#)

This database summarizes enforcement activities (Convictions, Warnings, Director's Order's, EO Order's, MOH Order's, Offence Notice's, and Permit Suspensions) where companies/individual have been found guilty of environmental offenses under Manitoba's Environmental Protection Legislation. Please note that enforcement actions resulting from activities regulated under the Livestock Manure & Mortalities Mgmt Regulation MR 42/98 are also included.

Government Publication Date: Apr 1994-Mar 2022

Contaminated/Impacted Sites:

Provincial

[CS](#)

List of sites registered under the Contaminated/Impacted Sites Program, made available by Manitoba Sustainable Development, Environmental Programs and Strategies branch. Includes sites that are on the Designated Impacted and Designated Contaminated Sites lists, as well as sites where impacts do not pose a concern, remediation has been completed, or further action is necessary.

Government Publication Date: Up to Mar 2021

Drill Holes:

Provincial

DRL

The "Open File Drill Holes" database contains information on more than 10,000 drill holes in the province of Manitoba. The database provides information in regard to drill hole location (place, latitude and longitude), depth and overburden of hole, exploration company and assessment report year.

Government Publication Date: Jan 31, 2023

Environmental Effects Monitoring:

Federal

EEM

The Environmental Effects Monitoring program assesses the effects of effluent from industrial or other sources on fish, fish habitat and human usage of fisheries resources. Since 1992, pulp and paper mills have been required to conduct EEM studies under the Pulp and Paper Effluent Regulations. This database provides information on the mill name, geographical location and sub-lethal toxicity data.

Government Publication Date: 1992-2007*

ERIS Historical Searches:

Private

EHS

ERIS has compiled a database of all environmental risk reports completed since March 1999. Available fields for this database include: site location, date of report, type of report, and search radius. As per all other databases, the ERIS database can be referenced on both the map and "Statistical Profile" page.

Government Publication Date: 1999-Sep 30, 2023

Environmental Issues Inventory System:

Federal

EIIS

The Environmental Issues Inventory System was developed through the implementation of the Environmental Issues and Remediation Plan. This plan was established to determine the location and severity of contaminated sites on inhabited First Nation reserves, and where necessary, to remediate those that posed a risk to health and safety; and to prevent future environmental problems. The EIIS provides information on the reserve under investigation, inventory number, name of site, environmental issue, site action (Remediation, Site Assessment), and date investigation completed.

Government Publication Date: 1992-2001*

Federal Convictions:

Federal

FCON

Environment Canada maintains a database referred to as the "Environmental Registry" that details prosecutions under the Canadian Environmental Protection Act (CEPA) and the Fisheries Act (FA). Information is provided on the company name, location, charge date, offence and penalty.

Government Publication Date: 1988-Jun 2007*

Contaminated Sites on Federal Land:

Federal

FCS

The Federal Contaminated Sites Inventory includes information on known federal contaminated sites under the custodianship of departments, agencies and consolidated Crown corporations as well as those that are being or have been investigated to determine whether they have contamination arising from past use that could pose a risk to human health or the environment. The inventory also includes non-federal contaminated sites for which the Government of Canada has accepted some or all financial responsibility. It does not include sites where contamination has been caused by, and which are under the control of, enterprise Crown corporations, private individuals, firms or other levels of government. Includes fire training sites and sites at which Per- and Polyfluoroalkyl Substances (PFAS) are a concern.

Government Publication Date: Jun 2000-Sep 2023

Federal Identification Registry for Storage Tank Systems (FIRSTS):

Federal

FRST

A list of federally regulated Storage tanks from the Federal Identification Registry for Storage Tank Systems (FIRSTS). FIRSTS is Environment and Climate Change Canada's database of storage tank systems subject to the Storage Tank for Petroleum Products and Allied Petroleum Products Regulations. The main objective of the Regulations is to prevent soil and groundwater contamination from storage tank systems located on federal and aboriginal lands. Storage tank systems that do not have a valid identification number displayed in a readily visible location on or near the storage tank system may be refused product delivery.

Government Publication Date: Oct 31, 2021

Fuel Storage Tanks:

Provincial

FST

The Petroleum Storage Tank database, which is maintained by Manitoba's Petroleum Storage Program, contains information in regard to company name, location, status, outlet type (retail, used oil, bulk/used'), number of tanks, tank capacity and tank status. This database will not be updated as this information is no longer collected in this format. For current information regarding bulk fuel distributors, please see the FUEL database.

Government Publication Date: 1905-Feb 2003*

Bulk Fuel Distributors:

Provincial

FUEL

Petroleum and allied product storage facilities are issued operating permits in accordance with the Regulation. This inventory contains a listing of current valid operating permits maintained by Government of Manitoba department of Environment, Climate and Parks. Fields such as Permit Number, Operation Name, Type of Facility, City/Municipality, and Region are included.

Government Publication Date: 2006 - Sep 2023

Waste Generators Summary:

Provincial

GEN

Within Manitoba, a waste generator is defined as any site, equipment and/or operation involved in the production, collection, handling and/or storage of regulated wastes. A generator of regulated waste is required to register the waste generation site and each waste produced, collected, handled or stored at the site. This database contains the licensing/registration number (MB1 #), company name and address of registered generators. At present, access to the type of hazardous waste generated and the form of treatment used in the handling of the waste is only available by directly calling Manitoba's Hazardous Waste Program.

Government Publication Date: 1998 - Sep 2023

Greenhouse Gas Emissions from Large Facilities:

Federal

GHG

List of greenhouse gas emissions from large facilities made available by Environment Canada. Greenhouse gas emissions in kilotonnes of carbon dioxide equivalents (kt CO₂ eq).

Government Publication Date: 2013-Dec 2020

Indian & Northern Affairs Fuel Tanks:

Federal

IAFT

The Department of Indian & Northern Affairs Canada (INAC) maintains an inventory of aboveground & underground fuel storage tanks located on both federal and crown land. Our inventory provides information on the reserve name, location, facility type, site/facility name, tank type, material & ID number, tank contents & capacity, and date of tank installation.

Government Publication Date: 1950-Aug 2003*

Manure Storage Facilities:

Provincial

MAST

Under the Livestock Manure and Mortalities Management Regulation (MR 42/98), permits are issued for the construction, modification or expansion of manure storage facilities. Once issued, the Environmental Livestock Program is responsible for the enforcement of regulations on the management of manure and mortalities. Please note that the MAST database only provides information on permit number, operation name, RM and permit issue date. All other information must be obtained from MB Conservation.

Government Publication Date: Jul 1994-Sep 2023

Canadian Mine Locations:

Private

MINE

This information is collected from the Canadian & American Mines Handbook. The Mines database is a national database that provides over 290 listings on mines (listed as public companies) dealing primarily with precious metals and hard rocks. Listed are mines that are currently in operation, closed, suspended, or are still being developed (advanced projects). Their locations are provided as geographic coordinates (x, y and/or longitude, latitude). As of 2002, data pertaining to Canadian smelters and refineries has been appended to this database.

Government Publication Date: 1998-2009*

Mineral Occurrences:

Provincial

MNR

For over 25 years, Manitoba has been compiling Mineral Inventory Cards on mineral deposits in the province. This database was obtained from Manitoba Industry, Trade and Mines, and contains information on over 650 mineral occurrences in the province. Data is provided on the Mineral Inventory File No., Mineral Deposit Name, Product, Associated Minerals or Products of Value, NTS area, Name of Property Owner or Operator and Address, location, and geographical coordinates.

Government Publication Date: 1961-Mar 2023

Manitoba Oil and Gas Wells:

Provincial

MOGW

The Manitoba Oil and Gas Wells database was collected through the assistance of The Land Systems Company. Information is provided regarding license number and location for over 4,800 wells. Please note that this database will not be updated, information on wells drilled after May 2002 can be found in the Oil and Gas Wells (OGW) database under the 'Private Source Database' section.

Government Publication Date: 1951-May 2002*

National Analysis of Trends in Emergencies System (NATES):

Federal

NATE

In 1974 Environment Canada established the National Analysis of Trends in Emergencies System (NATES) database, for the voluntary reporting of significant spill incidents. The data was to be used to assist in directing the work of the emergencies program. NATES ran from 1974 to 1994. Extensive information is available within this database including company names, place where the spill occurred, date of spill, cause, reason and source of spill, damage incurred, and amount, concentration, and volume of materials released.

Government Publication Date: 1974-1994*

National Defense & Canadian Forces Fuel Tanks:

Federal

NDFT

The Department of National Defense and the Canadian Forces maintains an inventory of all aboveground & underground fuel storage tanks located on DND lands. Our inventory provides information on the base name, location, tank type & capacity, tank contents, tank class, date of tank installation, date tank last used, and status of tank as of May 2001. This database will no longer be updated due to the new National Security protocols which have prohibited any release of this database.

Government Publication Date: Up to May 2001*

National Defense & Canadian Forces Spills:

Federal

NDSP

The Department of National Defense and the Canadian Forces maintains an inventory of spills to land and water. All spill sites have been classified under the "Transportation of Dangerous Goods Act - 1992". Our inventory provides information on the facility name, location, spill ID #, spill date, type of spill, as well as the quantity of substance spilled & recovered.

Government Publication Date: Mar 1999-Oct 2022

National Defence & Canadian Forces Waste Disposal Sites:

Federal

NDWD

The Department of National Defence and the Canadian Forces maintains an inventory of waste disposal sites located on DND lands. Where available, our inventory provides information on the base name, location, type of waste received, area of site, depth of site, year site opened/closed and status.

Government Publication Date: 2001-Apr 2007*

National Energy Board Pipeline Incidents:

Federal

NEBI

Locations of pipeline incidents from 2008 to present, made available by the Canada Energy Regulator (CER) - previously the National Energy Board (NEB). Includes incidents reported under the Onshore Pipeline Regulations and the Processing Plant Regulations related to pipelines under federal jurisdiction, does not include incident data related to pipelines under provincial or territorial jurisdiction.

Government Publication Date: 2008-Jun 30, 2021

National Energy Board Wells:

Federal

NEBP

The NEBW database contains information on onshore & offshore oil and gas wells that are outside provincial jurisdiction(s) and are thereby regulated by the National Energy Board. Data is provided regarding the operator, well name, well ID No./UWI, status, classification, well depth, spud and release date.

Government Publication Date: 1920-Feb 2003*

National Environmental Emergencies System (NEES):

Federal

NEES

In 2000, the Emergencies program implemented NEES, a reporting system for spills of hazardous substances. For the most part, this system only captured data from the Atlantic Provinces, some from Quebec and Ontario and a portion from British Columbia. Data for Alberta, Saskatchewan, Manitoba and the Territories was not captured. However, NEES is also a repository for previous Environment Canada spill datasets. NEES is composed of the historic datasets 'or Trends' which dates from approximately 1974 to present. NEES Trends is a compilation of historic databases, which were merged and includes data from NATES (National Analysis of Trends in Emergencies System), ARTS (Atlantic Regional Trends System), and NEES. In 2001, the Emergencies Program determined that variations in reporting regimes and requirements between federal and provincial agencies made national spill reporting and trend analysis difficult to achieve. As a consequence, the department has focused efforts on capturing data on spills of substances which fall under its legislative authority only (CEPA and FA). As such, the NEES database will be decommissioned in December 2004.

Government Publication Date: 1974-2003*

National PCB Inventory:

Federal

NPCB

Environment Canada's National PCB inventory includes information on in-use PCB containing equipment in Canada including federal, provincial and private facilities. Federal out-of-service PCB containing equipment and PCB waste owned by the federal government or by federally regulated industries such as airlines, railway companies, broadcasting companies, telephone and telecommunications companies, pipeline companies, etc. are also listed. Although it is not Environment Canada's mandate to collect data on non-federal PCB waste, the National PCB inventory includes some information on provincial and private PCB waste and storage sites. Some addresses provided may be Head Office addresses and are not necessarily the location of where the waste is being used or stored.

Government Publication Date: 1988-2008*

National Pollutant Release Inventory 1993-2020:

Federal

NPR2

The National Pollutant Release Inventory (NPRI) is Canada's public inventory of pollutant releases (to air, water and land), disposals, and transfers for recycling. The inventory, managed by Environment and Climate Change Canada, tracks over 300 substances. Under the authority of the Canadian Environmental Protection Act (CEPA), owners or operators of facilities that meet published reporting requirements are required to report to the NPRI.

Government Publication Date: Sep 2020

National Pollutant Release Inventory - Historic:

Federal

NPRI

Environment Canada has defined the National Pollutant Release Inventory ("NPRI") as a federal government initiative designed to collect comprehensive national data regarding releases to air, water, or land, and waste transfers for recycling for more than 300 listed substances. This data holds historic records; current records are found in NPR2.

Government Publication Date: 1993-May 2017

Oil and Gas Wells:

Private

OGWW

The Nickle's Energy Group (publisher of the Daily Oil Bulletin) collects information on drilling activity including operator and well statistics. The well information database includes name, location, class, status and depth. The main Nickle's database is updated on a daily basis, however, this database is updated on a monthly basis. More information is available at www.nickles.com.

Government Publication Date: 1988-Aug 31, 2023

Canadian Pulp and Paper:

Private

PAP

This information is part of the Pulp and Paper Canada Directory. The Directory provides a comprehensive listing of the locations of pulp and paper mills and the products that they produce.

Government Publication Date: 1999, 2002, 2004, 2005, 2009-2014

Inventory of PCB Storage Sites:

Provincial

PCB

Manitoba's Hazardous Waste Program maintains a listing of all "active" PCB storage facilities. Inactive PCB storage equipment and/or disposal sites are not required to remain as part of the PCB inventory database for the province. Please note that some of the sites have no wastes in storage at present, but are retained should they be required for future acceptance of PCB equipment as it comes out of service. The records within this database only provide information on facility name and location. Information pertaining to the inventory of stored wastes and waste quantities at a designated site is only available by directly contacting the Hazardous Waste Program. Please note that this database will not be updated, information after 1999 can be found in the National PCB Inventory (NPCB) database.

Government Publication Date: 1998-1999*

Parks Canada Fuel Storage Tanks:

Federal

PCFT

Canadian Heritage maintains an inventory of known fuel storage tanks operated by Parks Canada, in both National Parks and at National Historic Sites. The database details information on site name, location, tank install/removal date, capacity, fuel type, facility type, tank design and owner/operator.

Government Publication Date: 1920-Jan 2005*

NPRI Reporters - PFAS Substances:

Federal

PFCH

The National Pollutant Release Inventory (NPRI) is Canada's public inventory of releases, disposals, and transfers, tracking over 320 pollutants. Per- and polyfluoroalkyl substances (PFAS) are a group of over 4,700 human-made substances for which adverse environmental and health effects have been observed. This listing of PFAS substance reporters includes those NPRI facilities that reported substances that are found in either: a) the Comprehensive Global Database of PFASs compiled by the Organisation for Economic Co-operation and Development (OECD), b) the US Environmental Protection Agency (US EPA) Master List of PFAS Substances, c) the US EPA list of PFAS chemicals without explicit structures, or d) the US EPA list of PFAS structures (encompassing the largest set of structures having sufficient levels of fluorination to potentially impart PFAS-type properties).

Government Publication Date: Sep 2020

Potential PFAS Handlers from NPRI:

Federal

PFHA

The National Pollutant Release Inventory (NPRI) is Canada's public inventory of releases, disposals, and transfers, tracking over 320 pollutants. Per- and polyfluoroalkyl substances (PFAS) are a group of over 4,700 human-made substances for which adverse environmental and health effects have been observed. This list of potential PFAS handlers includes those NPRI facilities that reported business activity (NAICS code) included in the US Environmental Protection Agency (US EPA) list of Potential PFAS-Handling Industry Sectors, further described as operating in industry sectors where literature reviews indicate that PFAS may be handled and/or released. Inclusion of a facility in this listing does not indicate that PFAS are being manufactured, processed, used, or released by the facility - these are facilities that potentially handle PFAS based on their industrial profile.

Government Publication Date: Sep 2020

Manitoba Pits and Quarries:

Provincial

PITS

The Manitoba Pits and Quarries database is comprised of 3 different types of permits. 1. Quarry Lease and Exploration Permits, which have a ten year term with exclusive rights for crown minerals. Quarry Exploration permits have a three year term with exclusive rights. 2. Private Pits and Quarry Permits require annual registration of private aggregate operations in the province and 3. Casual Permits which are for annual permits of Crown materials.

Government Publication Date: 1994-Aug 2022

Sustainable Development Public Registry:

Provincial

PR

The public registry system contains information on projects that are undergoing environmental assessment under The Environmental Act and projects applying for a license under The Dangerous Goods Handling and Transportation Act. This listing is made available by Manitoba Sustainable Development.

Government Publication Date: Jan 31, 2021

Waste Receivers Summary:

Provincial

REC

Disposal of regulated waste is maintained through an operating waste management system or a waste disposal site operated or used pursuant to the terms and conditions of a Certificate of Approval or a Provisional Certificate of Approval. A waste receiving location is any site or facility to which waste is transferred through a waste carrier. A receiver of regulated waste is required to register the waste receiving facility. This database represents registered receivers of regulated wastes, identified by company name and address.

Government Publication Date: 1998-Jul 2017

Retail Fuel Storage Tanks:

Private

RST

This database includes an inventory of retail fuel outlet locations (including marinas) that have on their property gasoline, oil, waste oil, natural gas and / or propane storage tanks.

Government Publication Date: 1999-Oct 31, 2023

Scott's Manufacturing Directory:

Private

SCT

Scott's Directories is a data bank containing information on over 200,000 manufacturers across Canada. Even though Scott's listings are voluntary, it is the most comprehensive database of Canadian manufacturers available. Information concerning a company's address, plant size, and main products are included in this database.

Government Publication Date: 1992-Mar 2011*

Manitoba Spills:

Provincial

SPL

The Manitoba Conservation Environmental Management System (EMS) records spills from across the province. Information from this database includes incident type, substance type, reason, location of spill, contaminate info and responsible party.

Government Publication Date: Apr 2009-Mar 2023

Solid Waste Sites:

Provincial

SWS

Locations of solid waste sites and waste transfer stations registered with the Waste Reduction and Recycling Support (WRARS) Program, as well as First Nation landfills. Includes Class 1, 2, and 3 Solid Waste Sites, First Nation Solid Waste Sites, and Waste Transfer Stations. First Nations data was sourced from Indigenous and Northern Affairs Canada (INAC). Made available by Manitoba Government.

Government Publication Date: Mar 2022

Transport Canada Fuel Storage Tanks:

Federal

TCFT

List of fuel storage tanks currently or previously owned or operated by Transport Canada. This inventory also includes tanks on The Pickering Lands, which refers to 7,530 hectares (18,600 acres) of land in Pickering, Markham, and Uxbridge owned by the Government of Canada since 1972; properties on this land has been leased by the government since 1975, and falls under the Site Management Policy of Transport Canada, but is administered by Public Works and Government Services Canada. This inventory provides information on the site name, location, tank age, capacity and fuel type.

Government Publication Date: 1970 - Apr 2023

Waste Disposal Site Inventory:

Provincial

WDS

Manitoba Conservation retains a separate inventory of all known active and inactive regulated waste disposal grounds and waste transfer facilities for each of the five regions in the province. Registered companies may hold a permit or certificate for release of the following waste types: Effluent, Refuse, Air and Special Waste Storage.

Government Publication Date: 1998*

Water Well Inventory:

Provincial

WWIS

The GW Drill database compiled by the Manitoba Water Stewardship Division and Groundwater Management Program provides information on water wells across the province. The GW Drill database is a compilation of records from various sources and is intended to provide water well, stratigraphic, and hydrogeologic background information. The compilation is extensive but is not a comprehensive or complete inventory of wells in the province. For many records, location has been provided in DLS (Dominion Land Survey) format and locations may be accurate to the section or quarter section only. Any analysis or interpretation of records or the absence thereof must take into consideration that the GW Drill database is not comprehensive and should not be used as an inventory.

Government Publication Date: 1880-May 2015

Definitions

Database Descriptions: This section provides a detailed explanation for each database including: source, information available, time coverage, and acronyms used. They are listed in alphabetic order.

Detail Report: This is the section of the report which provides the most detail for each individual record. Records are summarized by location, starting with the project property followed by records in closest proximity.

Distance: The distance value is the distance between plotted points, not necessarily the distance between the sites' boundaries. All values are an approximation.

Direction: The direction value is the compass direction of the site in respect to the project property and/or center point of the report.

Elevation: The elevation value is taken from the location at which the records for the site address have been plotted. All values are an approximation. Source: Google Elevation API.

Executive Summary: This portion of the report is divided into 3 sections:

'Report Summary'- Displays a chart indicating how many records fall on the project property and, within the report search radii.

'Site Report Summary'-Project Property'- This section lists all the records which fall on the project property. For more details, see the 'Detail Report' section.

'Site Report Summary-Surrounding Properties'- This section summarizes all records on adjacent properties, listing them in order of proximity from the project property. For more details, see the 'Detail Report' section.

Map Key: The map key number is assigned according to closest proximity from the project property. Map Key numbers always start at #1. The project property will always have a map key of '1' if records are available. If there is a number in brackets beside the main number, this will indicate the number of records on that specific property. If there is no number in brackets, there is only one record for that property.

The symbol and colour used indicates 'elevation': the red inverted triangle will dictate 'ERIS Sites with Lower Elevation', the yellow triangle will dictate 'ERIS Sites with Higher Elevation' and the orange square will dictate 'ERIS Sites with Same Elevation.'

Unplottables: These are records that could not be mapped due to various reasons, including limited geographic information. These records may or may not be in your study area, and are included as reference.

Appendix D: Prior Reports

MANITOBA HYDRO
INTEROFFICE MEMORANDUM

FROM V.P.H. Liu, P.Eng.
Geotechnical Design Section
Geotechnical Department
Engineering Division

TO Mr. W.B. MacFarlane, Manager
Property Department
Environmental Affairs

DATE July 22, 1996

FILE 6B16

SUBJECT Brandon Richmond STATION SALVAGE - GEOTECHNICAL REPORT

As requested, we have conducted a geotechnical investigation at the subject site. This was conducted to determine the composition of subsurface soils and to establish what, if any contaminant cleanup is required. This report outlines details and conclusions of the investigation.

EXPLORATION DETAILS

The exploration was undertaken on June 16/17, 1996 by Paddock Drilling Ltd. using a RM30 Ranger drill and an 8.25cm hollow stem auger. Nineteen holes were drilled at the subject station as shown on the attached site plan. The test holes were located accordingly and around transformer and switchgear foundation concrete pads to identify possible contamination.

The soil samples were placed into clean glass containers and polyethylene bags which were sealed and labelled. All samples were stored in a frozen state pending testing. Selected soil samples were sent to Enviro-Test Laboratories in Edmonton, Alberta for oil and grease testing. PCB testing was performed at our oil laboratory testing facility. All samples were visually classified in the field and verified in our Materials Testing Laboratory in Winnipeg.

SUBSOIL DETAILS

The attached test hole logs provide subsoil details at each hole location. The drill holes indicated that the site is covered with 0.1 to 1.0 m of topsoil. Below this, exists a 0.2 to 1.75m of light brown sand followed by a layer of clay or silt to 2m depth, which is the end of drill holes. The sand and clay material is moist insitu although all holes remained dry at the time of drilling.

LABORATORY TEST RESULTS

Test results are provided on the attached soil logs, PCB result sheet, and Enviro-Test Lab report. The tests show that the PCB

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Mr. W.B. MacFarlane
July 22, 1996
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content was less than 0.5 ppm in all samples. The oil and grease tests indicated levels of less than 100 ppm to 1240 ppm for all the test holes except at four test hole locations. Drill holes BD-017 and BD-019 showed high level of oil and grease of 69,600 to 62,600 ppm at the 0.5 to 1.3 meter depth. Drill holes BD-009 and BD-012 showed 13,500 to 5,350 ppm of oil and grease at the 1.3 to 2.0 m depth.

The Canadian Council of Ministers of the Environment (CCME) published guidelines on Report CCME EPC-CS34 entitled "Interim Canadian Environmental Quality Criteria for Contaminated Sites" dated Sept., 1991. The guideline distinguished acceptable levels of remediation for polychlorinated biphenyl (PCB), mineral oil and grease in soil for sites that are intended to be used for Agricultural, Residential/Parkland and Commercial/Industrial land usage, summarized as follows:

Remediation Criteria for Soil
(All concentrations are in mg/kg or ppm)

Parameter	Agricultural	Residential/ Parkland	Commercial/ Industrial
PCB	0.5	5.0	50.0
Mineral Oil & Grease	1000	5000	5000

As the site is located in a residential area and based on the above guidelines, there is a requirement to remove the oil and grease contaminated soil under the two transformer concrete pads before it can be sold for residential usage.

REMEDIATION WORK

We recommend that the remediation work be undertaken by the Stations Construction Department (Messrs. E.R. McComb or R. Carlson can be contacted), or by the district forces.

Approximately 4 cu. m. of oil and grease soil, located between Holes BD-017 and BD-019, has to be excavated and removed from this site. The depth of excavation varies from 0.5 to 1.3 m as shown in the attached sketch. The excavated soil exceeds the maximum 30,000 ppm contamination limits acceptable to a municipal landfill. Therefore, it will be necessary to treat this soil to an acceptable level (i.e. < 30,000 ppm) prior to its disposal. A landfarm can be developed to treat the

Mr. W.B. MacFarlane
July 22, 1996
Page 3

contaminated soil in a nearby Hydro property. Otherwise the material can be hauled to Mid Canada Soil Treatment Ltd. at Sanford, Manitoba for disposal. 255-3932 Cell # 991-4973

1LE DE CHONG

JOHN MACKAY.

A second excavation area is located between Holes BD-009 and BD-012. The quantity of excavation is estimated to be 6.5 cu. m. This material can be disposed to a non-ground water sensitive landfill without treatment.

Soil samples shall be taken at the walls and the bottom of the excavation to ensure that the level of contamination is within the acceptable criteria of 5000 ppm before backfilling. Our department's exploration supervisor, Mr. D.E. Sand can be contacted for assistance in soil sampling. Granular or clay backfill can be used for backfilling. This shall be placed in 0.15 m lifts and compacted to 95% Standard Proctor Density. The site shall be restored to its original condition after cleanup.

474-
4570

By copy of this memorandum to Mr. E.R. McComb, we request a cost estimate for these remediation alternatives.

Michael

VPL/960722-1

Att:

Hydro.

c: V. Koschik
J.F.W. MacKay
W.M. DeJaegher
E.M. Wilson, Western Region
E.R. McComb

Appendix E: Qualifications of Assessor

FIELDS OF EXPERTISE

Doug is Senior Consultant with over 20 years of experience in environmental contracting and consulting engineering. He has extensive experience in the management and co-ordination of large scale soil and groundwater remediation projects in Manitoba, Saskatchewan and Ontario. His experience gained throughout his career has included the management and coordination of Brownfield re-development projects, full site decommissioning projects, detailed subsurface investigations, developing remedial action plans and evaluating remedial options for a wide variety of diverse sites. He has completed a multitude of remediation projects consisting of Brownfields, residential, commercial, industrial and municipal facilities. Mr. Dolby is also well versed in technical writing, contaminant hydrogeology, project management and researching and implementing new remedial technologies.

In addition to his experience in full scale site decommissioning, Doug is also well versed in conducting subsurface soil and groundwater investigations for a wide array of inorganic and organic chemicals. Mr. Dolby is very familiar with the necessary provincial and federal standards, procedures and methodologies utilized to evaluate environmental liability with respect to subsurface contamination in Manitoba, Saskatchewan and Ontario. Doug brings a strong theoretical and practical background in environmental chemistry, environmental engineering and environmental toxicology to the Premier team.

EDUCATION

- Diploma Environmental Technology, Environmental Technologist, Durham College of Applied Arts and Technology, 1996

TRAINING & CERTIFICATIONS

- H2S Alive Certificate
- Ground Disturbance Level II Certificate
- Transportation of Dangerous Goods (TDG) Certificate
- Standard First Aid and CPR/AED Level C
- 40 Hour Hazwoper
- Workers Hazardous Materials Information System Training (WHMIS)
- CSAO Basics of Site Supervision
- Gowen Environmental Contaminated & Hazardous Waste Site Management Course

PROFESSIONAL SUMMARY

- Environmental Technologist who has worked in the field of environmental science and engineering and contracting across North America since 1996.
- Responsible for hundreds of Phase I, II and III Environmental Site Assessments (ESAs) in Manitoba, Saskatchewan Ontario, and parts of the United States.
- Involved in hundreds of successful site decommissioning and remediation programs for soil and groundwater contaminated by VOCs, PHCs, PAHs, PCBs, heavy metals and chlorides.
- Part of the 2014 CUI Brownie award winning team for the Greenwich Mohawk Pilot Project.
- Completed numerous consultations with diverse stakeholders for projects in Manitoba, Saskatchewan and Ontario.



SELECTED PROJECT EXPERIENCE

Environmental Site Assessments

Doug has been responsible for conducting and managing hundreds of Phase I and II site assessments over his 20 year career, and is very familiar with the requirements of many jurisdictions. Some of the more interesting and technically challenging investigations he has been involved in include:

- Senior Project Technologist, Subsurface Soil and Groundwater Investigation, Oakville, Ontario: Scope of work consisted of delineating the subsurface soil and groundwater impacts as a result of a petroleum hydrocarbon release via a pipeline in the vicinity of an environmentally sensitive water body, design of a groundwater interception system to retard impacted water from migrating into the near-by water body, consultation with multiple levels of government and the development of a detailed remedial action plan.
- Senior Project Manager, Subsurface Soil and Groundwater Investigation, Kitchener, Ontario: Scope of work consisted of advancing six deep boreholes (>40m) and the installation of groundwater monitoring wells utilizing a sonic drilling technique. Drilling conditions within the on-site subsurface consisted of flowing sands, dense native clay and a cobble field. Sonic drilling was employed at the site in order to deal with the flowing sands and ensure penetration through the cobble field so that the required depth of the investigation was achieved.
- Senior Project Manager, Environmental Subsurface Forensic Investigation, and the Development of a Remedial Action Plan for a real estate investment trust on a leased petroleum refueling outlet: Contaminants of concern consisted of petroleum hydrocarbons, tetra ethyl lead and lead scavengers (EDB & EDC).
- Senior Project Manager, Environmental Site Investigation and the completion of a Remedial Action Plan for a federally-owned property within Southwestern Ontario: Contaminants of concern included select heavy metals, polycyclic aromatic hydrocarbons and petroleum hydrocarbons including light non-aqueous phase liquids.
- Senior Project Manager, Environmental Site Investigations for a real estate investment trust,

consisting of a portfolio acquisition including 18 light industrial facilities within the Greater Toronto Area: Contaminants of concern included chlorinated solvents, polycyclic aromatic hydrocarbons and petroleum hydrocarbons.

- Senior Project Manager, Environmental Site Investigation for a fuel distribution company consisting of nine locations across Ontario: Contaminants of concern consisted of select heavy metals, polycyclic aromatic hydrocarbons and petroleum hydrocarbons.

Brownfield Re-Development

Doug has been involved in the management and coordination of a number of Brownfield re-development projects over his 20 year career in the environmental industry as both an environmental consultant and contractor. Key Brownfield Re-Development projects that Doug has worked on include:

- Senior Project Manager, Brownfield Re-Development Project Southern Ontario: Consisting of a 200,000 ft² building with approximately 100 years of historical industrial use ranging from the production of armoured piercing shells to various industrial rubber goods. Project included the completion of environmental due diligence activities, abatement of designated substances including asbestos and polychlorinated biphenyls (PCBs), consolidation of halogenated and non-halogenated chemicals, demolition of on-site structures via mechanical means, extraction, treatment and disposal of accumulated groundwater within the on-site subsurface structures.
- Senior Project Manager, Brownfield Re-Development Project Southern Ontario: Consisting of a 20 acre property with over 100 years of historical industrial activity. Responsibilities included project coordination for environmental due diligence activities, demolition and extraction of on-site subsurface structures via mechanical means, extraction, treatment and disposal of accumulated groundwater within subsurface structures.
- Senior Project Manager, Brownfield Re-Development Project Greater Toronto Area (GTA), Ontario: Consisting of a three-storey building with 100 years of industrial use as a paint manufacturing facility. Project included the



completion of environmental due diligence activities, abatement of designated substances including asbestos and polychlorinated biphenyls (PCBs) and lead, consolidation of halogenated and non-halogenated chemicals, demolition of on-site structures via mechanical means, extraction, treatment and disposal of accumulated groundwater within the on-site subsurface structures.

- Senior Technical Reviewer, Brownfield Re-Development Southwestern Ontario: Consisting of a 50 acre property with over 100 years of industrial manufacturing use. Involvement included the review of subsurface soil and groundwater investigations dating back 15 years, development of an extensive thorough delineation investigation, and remedial action plan to address the various contaminants of concern ranging from volatile organic compounds, petroleum hydrocarbons, polycyclic aromatic hydrocarbons and metals.
- Senior Project Manager, Brownfield Re-Development Project Greater Toronto Area (GTA), Ontario: Consisting of a one-storey building with over 30 years of industrial use as a printing facility. Project included the completion of various subsurface investigations, remediation of the source zones of contamination including excavation and off-site disposal of impacted soil and chemical oxidation, installation of a hydraulic barrier and groundwater capture and treat system.
- Senior Project Manager, Brownfield Re-Development Project Southwestern Ontario: Consisting of multiple three-storey buildings. Project included a comprehensive review of previously completed subsurface investigations, development of a remedial action plan, abatement of designated substances, demolition of the on-site buildings, removal of underground storage tanks and remediation of petroleum hydrocarbon soil and groundwater impacts.

Environmental Remediation

Having experience as both an environmental consultant and contractor, Doug understands the technical challenges of undertaking a successful remediation project. During his eight years as an environmental contractor he has priced out hundreds of remediation projects ranging from simple underground storage tank removals to multi-million dollar clean-ups and site decommissioning projects. Doug takes pride in problem-solving to deliver

strategic, innovative and cost-effective environmental solutions so his Clients can meet or exceed their regulatory and/or business needs. He has worked on hundreds of site remediation projects in Canada, primarily in Manitoba and Ontario. Some of the more interesting projects are highlighted below:

- Remedial Strategist, demonstration test Brantford, Ontario: Project consisted of obtaining a mobile in-situ thermal Environmental Compliance Approval (ECA) from the Ontario Ministry of the Environment (MOE) and the installation, operation and maintenance of a steam enhanced extraction system over a period of 4 weeks. Demonstration project was completed on a mass of soil of approximately 1,000 metric tonnes impacted with cutting oils and diesel fuel.
- Senior Project Manager, multi-million dollar remediation project Greater Toronto Area (GTA), Ontario: Project consisted of the excavation and ex-situ treatment of 82,000 metric tonnes of contaminated soil for the development of a Gold Certified Development under the Leadership in Energy & Environmental Design (LEED) program. Contaminants of concern consisted of petroleum hydrocarbons, polycyclic aromatic hydrocarbons and heavy metals.
- Senior Project Manager, Site Remediation of Polychlorinated Biphenyl (PCB) Impacts Beneath a Two Storey Commercial Building, Hamilton, Ontario: The scope of work consisted of advancing three horizontal, 5' diameter caissons beneath the on-site building in order to extract the PCB impacted soils. Upon completion of the caisson advancement PCB impacts were observed to have migrated horizontally beneath the exterior building wall footings. In order to access and remove the PCB impacted soil beneath the footings, soils beneath the footings were mined.
- Senior Project Manager, Site Remediation of Historical Petroleum Hydrocarbon Impacts, Niagara Region, Ontario: Project consisted of the excavation and off-site disposal of greater than 60,000 metric tonnes of petroleum hydrocarbon, metal and polycyclic aromatic hydrocarbon impacted soils.
- Senior Project Manager, Site Remediation of Surficial Metal Impacts, Halton Region, Ontario: Project consisted of a surgical remedial excavation and off-site disposal remedial technique to



remediate both hazardous and non-hazardous impacted material in order to minimize remediation costs. Total mass of surficial metal impacted material was in excess of 20,000 metric tonnes.

Additional information is available upon request.

- Senior Project Manager, Site Decommissioning of seven automotive repair facilities across southern Ontario: Scope of work consisted of decommissioning oil/water separators, battery acid neutralizing chambers, and the removal of waste oil underground storage tanks.
- Project Manager, Decommissioning of a private wastewater treatment plant for a major restaurant chain in Southern Ontario: Scope of work consisted of the decommissioning of the primary and secondary wastewater treatment system as well as the spray irrigation system.
- Project Manager for over 50 underground storage tank removals and subsequent excavation of petroleum hydrocarbon impacted soils: Work included the development of cost effective remedial action plans to manage the excavated soil to reduce the overall project remedial costs.

Emergency Spill Response

- Emergency spill response projects in Manitoba and Ontario from releases of petroleum hydrocarbons, food waste products, plastic injection moulding pellets to brine water at various properties including provincial highways, commercial/industrial properties, pump jacks and batteries. Responsible for the selection and management of licensed spill response contractors, documentation, reporting spill response activities and regulatory liaison on behalf of the client, insurance adjuster or property owner.

Publications

- Decommissioning, Redevelopment of a Former Paint Manufacturing Facility, Building Strategies, July 2009
- Decommissioning and Redeveloping a Small Arms Manufacturing Facility Site, Environmental Science & Engineering, March 2009
- Opportunity Beside the Canal, HazMat Magazine, September 2008



Appendix F: Statement of Limitations

Statement of Limitations

The Phase I ESA was conducted in accordance with the Canadian Standards Association Phase I ESA standard Z768-01. Work performed in accordance with this standard has inherent limitations as findings and conclusions are based solely on the observations and information gathered during the Phase I ESA. In addition to the inherent limitations of a Phase I ESA, ECS was aware of the following site specific limitations for this Phase I ESA at the time this report was finalized:

1. A portion of the information is accurate only at the time of collection;
2. Aerial photographs provide a snapshot in time, a complete set of aerial photographs were not available during the assessment; therefore, aerial photographs between 1946 to 1989 and 2006 to 2021 were reviewed;
3. City directories provide a chronological timeline of corporations owning the property. A search of the City Directories was not available at the time of this assessment;
4. The reliability of third party information cannot be guaranteed; and
5. This Report has been prepared for the specific site, development, design objectives and purposes that were described by the Client to the Assessors. The applicability and reliability of the findings, recommendations, suggestions, conclusions and opinions expressed in this Report are only valid to the extent that there has been no material alteration to or variation from any of the said descriptions provided to the Assessors. The findings, evaluations, recommendations, suggestions, opinions and conclusions contained in this Report have been made on the basis of conditions in existence at the time of the investigation and on the basis of information provided to the assessor by the Client and others. The Assessor has relied in good faith upon representations and information provided by the Client and others concerning the site. The Assessors accept no responsibility for any error, deficiency, misstatement, or inaccuracy contained in this Report as a result of errors, deficiencies, misstatements, omissions, misrepresentations, or fraudulent acts of persons providing information to.

The information in this Report is based on ECS's interpretation of conditions revealed through limited investigation conducted within a defined scope of services. ECS accepts no responsibility for independent conclusions, interpretations, interpolations and/or decisions of the Client, or others who may come into possession of the Report, or any part thereof, which may be based on information contained in the Report. This restriction of liability includes specifically, but is not limited to, decisions made to either purchase or sell land.



