



## **Strategic Plan 2020-2023**

**Yorkton Brick Mill Heritage Society Inc.**

April 2020  
Revised April 2021

## **Introduction**

The Yorkton Brick Mill Heritage Society was formed in early 2011 by individuals interested in encouraging the preservation of the oldest surviving flour mill in Saskatchewan. It is a not-for-profit corporation registered in Saskatchewan.

Constructed in 1898 to 1900 by John J. Smith to support the agricultural producers of the new settlement of Yorkton (founded by the York Farmers Colonization Company in 1882 and named York Colony until a post office was established two years later), the mill was owned by various groups and individuals, both local and regional, until falling into disuse in the late 1980s, after which it stood empty and in derelict state for three decades.

Over the past eight years the Society has repaired the structure, replacing the roof, repairing the foundation, replacing broken bricks and repointing the bricks where possible with future plans to replace exterior doors and windows.

It was designated as heritage property in 1997, and the City of Yorkton took ownership of the property in 2009.

The site is being developed by and for those who believe that history need not exist only in photographs and books. While the mill's ancillary buildings have been torn down, the original brick structure and contents remain. Over the past eight years, the Society has repaired the structure by replacing the roof and windows, to ensure it is protected from the elements.

Longterm plans centre around maintaining the brick structure primarily for viewing and adding an annex which would display the history of the mill, act as the administrative centre for the Society, and provide commercial leasable space.

Individuals and organizations may support the Society by joining as a member, or by becoming a Friend of the Mill by making a donation. The Society does not have status as a federal charitable organization, but donations may be made to the Society through the City of Yorkton, which has the ability to issue official charitable donation receipts.

## **Mission**

To restore, maintain and enhance Yorkton's historic brick flour mill and site.

## **Vision**

To have within our community a historic landmark as a monument to the pioneers of York Colony and early homesteaders.

## **Values**

### *Openness:*

We welcome into our membership all who wish to assist in the mission of the society.

### *Historical integrity:*

We are committed to accurately representing our local history in all our activities, including recognition of the importance of agriculture to our community.

### *Organizational integrity:*

Our deliberations and decisions shall be conducted with respect for our bylaws, our purpose and our plans, and shall be accessible for examination by our members, our supporters and community stakeholders.

### *Financial integrity:*

Our financial activities shall be honest, shall meet audit requirements and shall be publicly disclosed.

## **Strategic priorities**

The strategic priorities of the Society for the three-year period commencing on the date of adoption by the Board of Directors (see Appendix) are:

- **Fundraising**
- **Special events**
- **Infrastructure ownership and development**
- **Community relations, education and participation**
- **Society and board operations**
- **Historical research and presentation**

## **Strategic priority: Fundraising**

### **Goals:**

- To ensure the long-term financial viability of the brick flour mill and the Society;
- To raise funds for an addition to the brick flour mill to house an interpretive centre, meeting spaces, offices, food service, retail and other amenities to make the mill a community gathering space.

### **Objectives:**

- To raise \$2 million through new and ongoing fundraising campaigns, including special events.

### **Implementation strategies:**

1. Identify potential sources of public and private funding;
2. Determine the costs of all planned brick mill infrastructure components;
3. Develop a donor recognition program;
4. Develop a detailed donor information package;
5. Develop a detailed plan for approaching potential donors;
6. Implement the donor-focused fundraising campaign.

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## **Strategic priority: Special events**

### **Goal:**

To create public awareness and support for the Society and its project.

### **Objectives:**

- Engage the community through the hosting of Society events;
- Conduct events on-site where feasible;
- Participate in appropriate other public events which have the potential for significant public exposure;
- Ensure that special events operate at minimum at a break-even level.

### **Implementation strategies:**

1. Identify events for the Society to host, including on-site events;
2. Continue to host an annual dinner;
3. Hold specific media-focused events;
4. Participate in Heritage Week;
5. Produce story boards for use on-site and at events;
6. Produce an annual events calendar and related marketing plan.

## **Strategic priority: Infrastructure ownership and development**

### **Goal:**

To obtain ownership of the property and building and develop it in accordance with longterm plans.

### **Objectives:**

- Obtain ownership of the building and property;
- Incorporate space for the city's professional heritage researcher and the city archives in any planned expansion of the facility to provide accessibility to professionals and the public.
- Enhance the appearance of the building and property;
- Create public access;
- Plan and develop new infrastructure.

### **Implementation strategies:**

1. Determine the type of ownership which is most beneficial and financially feasible for, and sustainable by the Society;
2. Negotiate the transfer of the property and building to the Society;
3. Develop an enhancement plan for the existing building;
4. Develop conceptual plans for an annex to the existing building;
5. Develop a conceptual plan for the property including landscaping and parking facilities;
6. Develop a plan for exterior historical and educational displays;
7. Create a comprehensive business plan incorporating all planned property and building improvements and expansion;
8. Present the business plan to funders and donors;
9. Incorporate the business plan summary in donor-related and public information and make it publicly available.

## **Strategic priority: Community relations, education and participation**

### **Goal:**

To promote the project and build support and relationships.

### **Objectives:**

- Expand community support among individuals and organizations;
- Enhance local and provincial political support;
- Enhance media relationships;
- Expand membership;
- Work with the City of Yorkton in the planning for future improvements to, and use of the property.

### **Implementation strategies:**

1. Produce a comprehensive information kit for public distribution;
2. Develop and implement a strategy for online information and education including digital and social media;
3. Identify potential supporters, including individuals and organizations in the community and local and provincial political leaders;
4. Promote interest in serving on the board, particularly among younger members;
5. Develop a plan to formally and informally approach potential supporters, members, news media and social media influencers;
6. Implement the community relations and education plan.

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## **Strategic priority: Society and board operations**

### **Goal:**

To provide excellent governance for the Society.

### **Objectives:**

- Govern according to the bylaws of the Society and within its financial means;
- Plan for the future governance of the Society;
- Establish an active and dedicated volunteer organization within the Society.

### **Implementation strategies:**

1. Examine the bylaws and revise as necessary with particular attention to board size;
2. Establish policies or practices related to board operations, including board officers, board elections, director terms and succession;
3. Establish standing committees of the board, and define committee authority and membership;
4. Review the strategic plan at least twice a year and revise as necessary to reflect current realities and planning;
5. Establish a volunteer organization;
6. Recruit volunteers to assist with committee work, community education, events and other tasks as may be determined by the board.

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## **Strategic priority: Historical research and presentation**

### **Goal:**

To continue research into the original brick flour mill and present it in a relevant manner.

### **Objectives:**

- Provide a comprehensive and authentic history of the mill;
- Recognize the mill as an important element in the agricultural life of the community and region;
- Present the history in a manner that attracts the interest of the community, including students and newcomers.

### **Implementation strategies:**

1. Create an inventory of available information;
2. Identify gaps in historical information and research;
3. Engage individuals and organizations able to assist with the research;
4. Explore methods of presentation of the history, including signage, publications and online options;
5. Utilize relevant and available methods to present the history.

## Appendix

This strategic plan is the result of a meeting facilitated by UncommonSense Business Solutions, held on 15 February 2020. Due to the Covid-19 pandemic, a meeting planned for April to review the plan was not held. Instead, comments and suggestions from participants were solicited and received by email, following which the plan was further revised and finalized in April 2020.

Participants were:

Carol Bolt  
Donna Brothwell  
Vern Brown  
Jennifer Fedun  
David Harris  
Terry Ortynsky  
Larry Pearen  
Janice Pilipow  
Ron Pilipow  
Paul Prokopiuk  
Ian Slimmon  
Vic Surjik  
Thom Weir  
Glenn Wiseman

This strategic plan was adopted by the Board of Directors on 2 May 2020.

The strategic plan was updated and adopted by the Board of Directors on 13 April 2021.

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