

## Minutes

**Meeting:** Welland Canal Fallen Workers Memorial Task Force  
**Location:** Committee Room 1  
**Date:** Thursday, June 26, 2014  
**Time:** 3pm to 4pm  
**Recording Secretary:** Julie Hughes

### Meeting Attendees:

Invited	Name	Title	Representing
Present	Brian McMullan	Mayor	St. Catharines
	Rick Dykstra	MP	St. Catharines
	Malcolm Allen	MP	Welland/St C
	Bruce Timms	Regional Councillor	St. Catharines
	Rebecca Cann	Cultural Planning Supervisor	St. Catharines
	Maggie Riopelle	EA, Mayor McMullan	St. Catharines
Call in	Rob D'Amboise	PA, Rick Dykstra	St. Catharines
	Kevin Vallier	Consultant	St. Catharines
	Gerry Miele	President	CAW Local 4211
	Chris Grawey	Member	IBEW Local 303
	Bob Sears	President	CdnCanalSociety
	Barry Sharpe	Mayor	Welland
Regrets	Vance Badaway	Mayor	Port Colborne
	Ted Luciani	Mayor	Thorold
	Bruce Williamson	City Councillor	St. Catharines
	Dave Schulz	Reg & Mun Affairs Liaison, Rick Dykstra	St. Catharines
	Karen Moncur	EA, Rick Dykstra	St. Catharines
	Lisa Bastien	CA, Malcolm Allen	Welland, St C
	Kathleen Powell	Supervisor, Historical Services	St. Catharines
	Patrick Little	Lawyer	St. Catharines
	Jim Given	Executive VP	Seafarer's IU
	Mark Cherney	Business Manager	IBEW Local 303
	Jeff Burch	Executive Director	Folk Arts
	John Armstrong	Executive Member	Welland Canal Foundation
	Sheri Laekeman	President	UNIFOR 4212

**Welcome from the Chair:** Mayor McMullan at 3:05

## Agenda Items and Deliverables

### 1. Approval of Minutes from Previous Meeting:

Wednesday, May 21, 2014

- All approved
- Carried

### 2. Revised Terms of Reference, Rebecca Cann

- See appendix 2.1, WCFW ToR, June 2014

**Motion,** Bruce Timms:

- *That the Task Force approve the Terms of Reference as revised*
- All approved
- Carried

### 3. Fundraising Sub Committee, Rob D'Amboise

#### i) Lease Agreement

- Seaway has the required documentation from the Min of Transportation to move forward with preparing the lease and will present to City soon
- City Council approval will then be required

#### ii) 2017 amended timeline

- See appendix 3., Fundraising Campaign Outline, June 2014
- Goal is to fundraising ½ of the funds prior to memorial unveiling
- Benefits of amended timeline presents the opportunity to capitalize on the 150<sup>th</sup> birthday of Canada in 2017
- Challenge will be that there won't be any graphics or design concepts to present to potential fundraisers until the final designer is selected

**Action:**

- *Rob and Kevin to co-ordinate the Fundraising Campaign Outline with the previously developed Fundraising Plan into one guiding document*

#### iii) Donor Acknowledgement

**Action:**

- *Rebecca, Maggie and Kevin to draft acknowledgement correspondence from Mayor and Rick*

## Agenda Items and Deliverables

### 4. Site Sub Committee, Rebecca Cann

- Seaway project will compromise the Lock 3 site and delay the memorial project until 2017
- Seaway has suggested their landscape contractor could potentially combine the remediation of the site along with the landscape requirements for the memorial design which would present efficiencies for the memorial project
- Seaway has also offered their container (on site) for a promotion wrap for the Welland Canal project until container is removed for construction in the winter of 2016/17

### 5. Design Sub Committee, Rebecca Cann

#### i) New timeline

- See appendix 5.1, Revised project timeline, June 2014
- Staff has confirmed that a combined design/build RFP will be issued for the memorial and the landscaping
- There is a minimum 4 months to reply to RFP, deadline being Nov 30
- A lot of internal review will need to be done after this date prior to Council approval
- Also a new council will be elected during this time, and the Task Force will need to be renewed
- Given these circumstances, the best date for Council approval for the chosen RFP would be Feb 2015

#### ii) Increase in honorarium

- Task force discussed whether there should be an increase in the honorarium paid to the 4 firms responding to the RFP given that there is now a landscaping requirement included

#### **Motion, Bruce Timms:**

- *That the Task Force approve increasing the honorarium from \$2,000 to \$3,000 for each firm responding to the RFP with the \$4,000 coming from the Culture Budget, as designated for the Welland Canal Project*
- All in favour
- Carried

### 6. Communication Sub Committee, Maggie Riopelle

- No update

### 7. Research and Interpretation, Rebecca Cann for Kathleen Powell

## Agenda Items and Deliverables

- No update

### 8. New Business, Bob Sears

- News of the Welland Canal Fallen Workers Memorial project has been circulated to other Canal societies for their interest and project exposure

### 9. Next Meeting: September (date to be circulated at later date)

#### Attachments:

- ✓ 2.1, WCFW, ToR, June 2014
- ✓ 3.1, Fundraising Campaign Outline, June 2014
- ✓ 5.1, Project Timeline, Draft 8, June 2014



---

**CITY OF ST. CATHARINES**

---

P.O. Box 3012  
50 Church Street  
St. Catharines, ON L2R 7C2

Phone: 905-688-5600  
Fax: 905-682-3631  
TTY: 905-688-4TTY (4889)

## **TERMS OF REFERENCE**

### **Welland Canal Fallen Workers Memorial Task Force**

#### **Purpose:**

The Welland Canal Fallen Workers Memorial Task Force has been established to develop and implement a strategy to finance, design, build and install a suitable memorial to recognize workers who were killed while building the Welland Ship Canal between 1914 and 1932. The Task Force will make recommendations to St. Catharines City Council with regard to site and design selection, and will undertake project-related activities for the purposes of historic research, community outreach and fundraising across Niagara.

#### **Composition:**

The Committee will have the following representation:

##### **Council representation from:**

- City of St. Catharines
- City of Port Colborne
- City of Welland
- Town of Thorold
- Region of Niagara

##### **Representatives from**

Member of Parliament for St. Catharines (2)  
Member of Parliament for Welland/Port Colborne (2)  
The St. Lawrence Seaway Seafarer's International Union (1)  
CAW Local 4211(1)  
IBEW Local 303 (1)  
Niagara Folk Arts Council (1)  
The Welland Canal Foundation (1)  
St. Catharines Museum and Welland Canals Centre (1)  
St. Catharines Cultural Services (1)  
And up to a maximum of 6 members from the community at large

The Committee will be supported by City of St. Catharines clerical staff.

### **Term of Appointments:**

The Task Force will operate until the project has been completed.

### **Reporting Structure:**

The Task Force will operate with a Chair or Co-Chairs, as selected by the Task Force.

Subcommittees will be established to undertake the following functions: Communications, Site Selection, Research, and Fundraising. The Task Force will work with the St. Catharines Public Art Advisory Committee to establish a Design Selection Panel. All Subcommittees will report back to the Task Force through their respective Chairs.

### **Schedule of Meetings:**

Meetings will take place monthly unless otherwise determined by the Task Force Chair/s.

### **Other**

This Committee shall conduct its meetings in accordance with and otherwise comply with the City of St. Catharines Simplified Meeting Procedures for advisory bodies.

June 26  
appendix 3.1

## **Welland Canal Fallen Workers Memorial Fundraising Campaign Outline**

**June 26, 2014**

### **CASE**

A strong case for support needs to be created along with effective communications/marketing pieces. It is critical that there is a consistent look and feel to these items i.e. brand management. The case for support needs to be narrow and specific with an identified goal and timeframe.

### **LEADERSHIP**

Strong leadership drives the campaign.

### **PROSPECTS**

Individuals, corporations, unions, foundations, grants, etc. Time should be taken to research these various groups and compile a list of prospects and potential giving capacity.

### **PLAN**

- SWOT Analysis
- Feasibility study results
- Campaign Goal- \$\$
- Timeline and phases of campaign
- Case Statement
- Campaign leadership and volunteer base
- Lead Gift

Campaign announcement/kick-off

- Staffing and budget
- Campaign Gift Table
- Major Gift Prospects

**Some things to keep in mind:**

- Personal visits always lead to more money (people give to people). The volunteer who has the closest personal relationship with the potential donor should make the ask.
- Typically identify and ask for larger gifts first, then medium sized gifts and finally “smaller” gifts. This approach helps to create enthusiasm and build momentum.
- 80% of the money will come from 20% of the people.
- Donor recognition - a consistent and formal plan to recognize donors needs to be developed before gifts are solicited.
- Receipting of Gifts – a clear understanding among volunteers and an efficient process of receipting and acknowledging gifts must be determined prior to “asks” being made.
- A communications plan should be developed to assist in promoting the campaign and creating awareness throughout the Region. Campaign leaders should be the spokespersons. A campaign launch event should be held once approximately half of the fundraising goal is obtained.



Welland Canal Fallen Workers Memorial  
Draft Project Timeline

7/29/2015

		2014						2015					
Project Work		Jan-Feb	Mar-Apr	May-Jun	Jul-Aug	Sep-Oct	Nov-Dec	Jan-Feb	Mar-Apr	May-Jun	Jul-Aug	Sep-Oct	Nov-Dec
<b>Site Selection</b>													
	Research 3 shortlisted sites												
	Finalize site selection												
	Seek approvals as required (ie Seaway, City etc.)												
	Confirm Site		14-Apr										
	Lease negotiations with Seaway												
	Sign lease agreement												
<b>Design Development</b>													
	Release Call for Selection Panel												
	First Meeting of Selection Panel												
	Release Call for Designers, Expressions of Interest												
	Deadline for EOI Submissions	15-Jan											
	Shortlist 3 - 5 design finalists	18-Feb											
	Release Call for Design to finalists												
	Design development (draft, review, revise, review)			May 1 - July 30									
	Meet with Artists to review Draft Designs				Aug-Sept								
	Final design approved and made public						30-Nov						
<b>Build and Install</b>													
	Contract artist						Pending Financing						
	<i>Select and Contract Landscape Architect</i>												
	Review, revise drawings, site conditions etc.												
	Establish project team, timelines etc.												
	<i>Go to tender</i>									JUNE			
	Build memorial (scale and materials will affect timeframe)									6 to 8 months dependant on design			
	Install memorial and Unveil (fall 2015)												

R - Reports required, ie to St. Catharines City Council, other. See embedded comment for detail.

Welland Canal Fallen Workers Memorial  
Draft Project Timeline

7/29/2015

		2014						2015					
Project Work		Jan-Feb	Mar-Apr	May-Jun	Jul-Aug	Sep-Oct	Nov-Dec	Jan-Feb	Mar-Apr	May-Jun	Jul-Aug	Sep-Oct	Nov-Dec
<b>Financing</b>													
	Grant prep for submission to DCH												
	Confirmation of grant results												
	Announce grant, major donors						30-Nov						
	Develop fundraising plan												
	Develop donor packages												
	Research potential leads												
	Corporate Inquiries												
	Public Campaign												
	In-kind asks												
	Municipal investments												
	Motions to Local Councils for design development												
	Initial presentation to Greater Niagara Circle Route Cttee												
	Request to Region of Niagara												
	Follow-up as required (post election)												
<b>Community Engagement</b>													
	Clarify role of community partners												
	Confirm community partner/s												
	Develop other engagement strategies												
	<i>Develop booklet with Research Subcommittee</i>												
	<i>Release booklet</i>						??						
	Prep and execute Folk Arts Festival promo												
<b>Communications and PR</b>													
	Develop web presence												
	Release Call for Selection Panel												
	Release Call for EOI												
	Research crowdsourcing/online fundraising												
	Shortlisted artists announced	12-Feb											
	Site concept released at Site - Fundraising Campaign Launch?				23-Jul								
	DCH grant announced						30-Nov						

R - Reports required, ie to St. Catharines City Council, other. See embedded comment for detail.

Welland Canal Fallen Workers Memorial  
Draft Project Timeline

7/29/2015

	Final Design released to public						30-Nov						
	PR for major funding announcements (tbd)		as appropriate										
	Unveiling												date tbd
		2014						2015					
Project Work		Jan-Feb	Mar-Apr	May-Jun	Jul-Aug	Sep-Oct	Nov-Dec	Jan-Feb	Mar-Apr	May-Jun	Jul-Aug	Sep-Oct	Nov-Dec
Research													
	Expand committee												
	Continue research of workers, accidents, photos												
	Assist with Development of booklet												
	Provide research info for RFP												
	Provide updated research to final artist												
	Research and contact family members of fallen workers												

R - Reports required, ie to St. Catharines City Council, other. See embedded comment for detail.